







Technological Advancements in Perceived Organizational Support Enhancing Healthcare Systems Towards Sustainable Development Goals

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ABSTRACT

Hospitals play a vital role in the healthcare system, with organizational support significantly influencing healthcare workers well-being and performance. **This study explores** the antecedents and consequences of Perceived Organizational Support (POS) in hospitals and highlights the role of technological advancements in enhancing POS. **A Systematic Literature Review (SLR)** was conducted to synthesize findings from recent studies on POS, focusing on key factors influencing its development and outcomes. **The antecedents of POS** include leadership, work conditions, and organizational policies prioritizing fairness and employee engagement. Leadership styles and supportive work environments foster trust and emotional security. The consequences of POS include improved performance, job satisfaction, and resilience, as well as reduced burnout, PTSD, and turnover intention. POS also promotes organizational citizenship behavior and work engagement. Technological advancements, such as AI and telemedicine, enhance POS by streamlining operations and improving communication. **This study underscores** POS critical role in achieving Sustainable Development Goals (SDGs), particularly SDGs 3 (health and well-being) and SDGs 8 (decent work and economic growth). The findings provide valuable insights for healthcare leaders and policymakers to strengthen organizational support systems, ensuring workforce sustainability and improved healthcare outcomes.

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1. INTRODUCTION

Long-term superior performance requires an organization to manage the conflict between opposing paradoxical expectations. Hospitals, as the organizational framework of the health workers profession, play an essential role in supporting health workers, significantly impacting the whole support system. Thus, POS influences organizational behavior and staff mental health [1].

Based on the Organizational Support Theory, individuals tend to personify their organization, considering it as having a personality with benevolent or malignant intentions toward them [2]. POS research has been widely conducted because of its clear antecedents and significant repercussions, which include positive employee attitudes, performance, and well-being. Research has gained steam since the early study on POS in the 1980s, with over 1,200 studies completed [3]. Studies have demonstrated that POS emerges when supervisors and staff members have mutual performance-reward expectations [3]. According to social exchange theory, POS increases employees expectations that the company would reward higher efforts, driving them to work more to achieve the organization's goals [4].

The novelty of this research is that it can define the antecedents and implications of POS in hospitals, which is beneficial for academics and practitioners looking to establish such support for hospital workers. This study investigates the causes and implications of POS in hospitals. While this study focuses on the hospital setting, future research could explore POS in other sectors, such as education or private healthcare, to broaden the scope and applicability of findings. This extension would provide a comparative perspective and identify sector-specific challenges and solutions, enhancing the generalizability of the research outcomes.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support

POS represents employees collective perception of how much the company values their efforts and cares about their well-being. Favorable employee treatment, including fairness, leader support, and human resource policies, can improve POS. This is especially true when employers consider these activities optional [3]. POS improves employees responsibility to assist the organization in achieving its goals, emotional engagement, and anticipation that their achievement will be rewarded. Employees form this belief based on their assessment of the organization's dedication to the tangible and intangible rewards provided to them. POS can contribute to favorable behavioral outcomes, such as higher performance inside and outside of one's work and fewer withdrawal behaviors like absenteeism and resignation [5].

3. RESEARCH METHOD

The method used in this research is a SLR with the VOS Viewer application, which allows searching for articles relevant to the research topic [6]. The guidelines for SLR, namely:

- The creation and validation of the review protocol/publication standard/reporting standard/guidelines.
- The development of research question.
- Systematic searching strategies.
- Quality assessment.
- Data extraction.
- Data synthesis.
- Data demonstration.

The steps outlined aim to enhance understanding, develop theoretical studies, and answer research questions [7]. The search process began with selecting relevant topics and keywords, focusing on POS in hospitals. A search was conducted across Google Scholar, Scopus, and Crossref, targeting full-text English-language articles published between 2020 and 2024. Inclusion criteria were research articles employing correlation methods, comparative analysis, and qualitative approaches, with the primary intervention related to POS in hospitals. Articles discussing POS outside the hospital were excluded. The inclusion criteria are listed in Table 1.

Table 1. Inclusion criteria article reviewed

| Criteria | Inclusion |
|---------------|---|
| Period | Journal articles published in 2020-2024 |
| Language | English |
| Subject | Hospital |
| Article type | Research article |
| Journal theme | POS in hospitals |

The synthesis in this article review used the narrative technique to collect data and identify consistent and relevant findings to address the study objectives. The data synthesis process involved categorizing articles based on their relevance to specific research questions and indicators of POS. The analysis utilized thematic coding to identify recurring themes, relationships, and gaps in the literature. Additionally, the VOS Viewer application provided bibliometric visualization, ensuring a systematic assessment of trends and patterns in the research domain. Subsequently, journal articles pertinent to the acceptance criteria are collated and described, including the researcher's name, year of publication, country of study, study design, sample, and concepts other than innovative work behavior. The study summary is included in the table and listed alphabetically, along with the year the paper was released. To explain an abstract and a full-text analysis, scientific articles and journals must be thoroughly reviewed. Based on the paper summary, the study aims and findings are analyzed.

4. RESULT AND DISCUSSION

4.1. Keyword Search Strategy Perceived Organizational Support in hospitals

This study employs several inclusion criteria to select relevant articles related to the concept of POS within the context of hospitals. The articles chosen must discuss the concept of POS, which refers to how employees perceive the support provided by the organization towards their well-being and performance. Additionally, the articles must focus on the hospital sector to ensure that the research context aligns with the topic being studied. Another criterion is that the articles must include relevant dimensions or indicators, such as leadership, organizational policies, or work conditions, that can effectively measure POS. To ensure the relevance and timeliness of the data, only articles published in the last five years are considered.

The article search process is conducted using the keywords "Perceived Organizational Support" and "hospitals" to ensure that the search results are aligned with the research topic. This search is carried out across several trusted databases, namely Google Scholar, Scopus, and Crossref. These databases are used to gather scholarly articles that are both relevant and up-to-date, thus providing significant contributions to the understanding of POS in hospitals. Through this approach, the study ensures that the articles selected for analysis are credible and recent.

4.2. Journal Search Strategy

A systematic approach was employed to review the literature on POS in hospitals, involving a well-defined search strategy. The strategy included clear inclusion criteria and specific keywords to identify relevant studies. The search was conducted across multiple databases to ensure a comprehensive collection of articles published within the last five years. To enhance the relevance and quality of the articles selected, the search focused specifically on peer-reviewed journals within the healthcare field. By applying these criteria, the study aimed to ensure that the selected articles were both credible and aligned with the research objectives.

The journal search process involved a careful screening of the articles to determine their suitability for the study. Articles that met the inclusion criteria were chosen, and those that did not meet the specific subject area, variable dimensions, or publication time frame were excluded. This rigorous approach allowed for the selection of high-quality research that contributed to a deeper understanding of POS in the hospital setting. The following figure illustrates the process flow of the journal search strategy, detailing how the articles were screened and selected based on these predefined criteria.

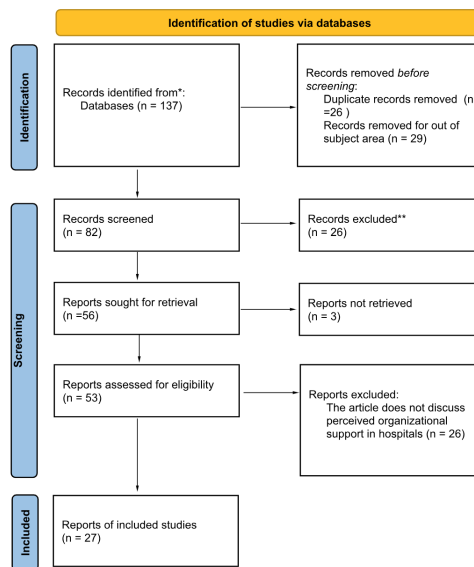


Figure 1. PRISMA 2020 Diagram Flow

Figure 1 gives information about the PRISMA 2020 Diagram Flow. Researchers discovered 137 papers that matched the terms "Perceived Organizational Support" and hospitals after searching search engine sources. The 137 journals found using the search terms were then subjected to the first screening, excluding 26 journals because the articles were duplicated and 29 articles removed for out-of-subject areas. The contents of the 24 articles were only partially available online. The three journal reports still need to be retrieved. The researchers assessed the feasibility of 53 journals that provided full versions. They excluded 26 who did not meet the inclusion criteria, leaving 27 full-text journals for further review.

4.3. Visualization of Article Search Results According to Keywords

The results below were acquired from a manually searched database containing 137 articles. Then, an initial screening was performed manually and using the Mendeley Reference Manager application. The initial data was screened and reviewed with the Vos Viewer application, which assisted with the initial search for articles and assessing accuracy and suitability to the scope and research questions. The visualization is based on the frequency of keywords covered in the article.

4.4. Overlay Visualization

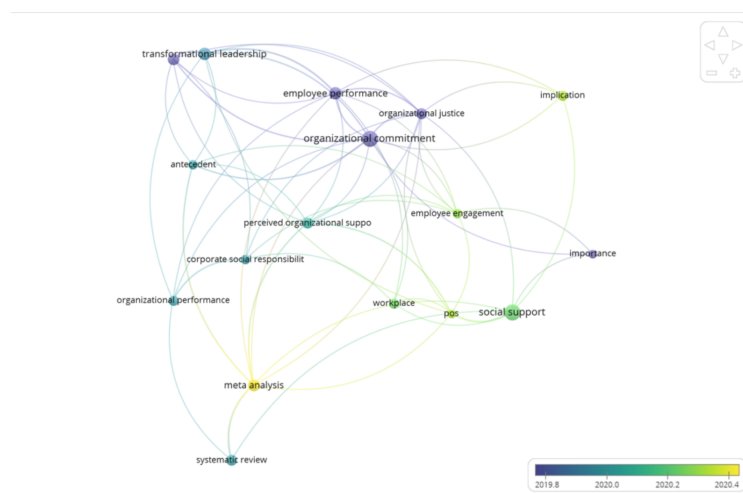


Figure 2. Overlay Visualizations

Figure 2 illustrates the overlay visualization of the article search results based on the keywords "Perceived Organizational Support" and "hospitals." This visualization provides an overview of the distribution and relevance of research themes by analyzing the frequency of keyword occurrences using the VOS Viewer application. The colors in the visualization represent element density: yellow indicates areas with high frequency and significant importance, while blue represents lower density. The analysis highlights key topics frequently associated with POS in hospitals, such as leadership, job satisfaction, and burnout. This visualization facilitates the identification of current research trends and potential gaps that require further exploration, offering valuable insights to refine future research focus.

4.5. Density Visualization

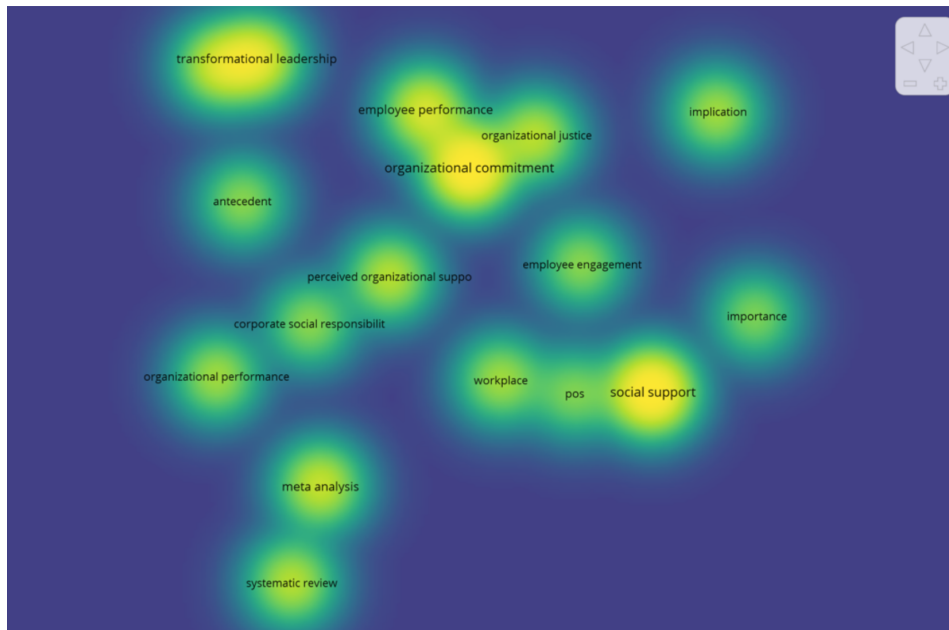


Figure 3. Density Visualizations

Figure 2 and Figure 3 give information about overlay visualizations and density visualizations. Each point in the density visualization has a color variation that describes the element's density at that point. Density visualization functions to provide a bibliometric overview by paying attention to elements that have significance in the analysis. The colors in the density visualization range from blue to green to yellow. The yellow indicates that many elements are close to the point and have a high weight relative to other elements. In contrast, blue indicates fewer elements around the end, and their weight is lower than other elements [8]. The image shows that the density view visualization analysis results are yellow and green, which means the item is essential to analyze. Researchers research variables must be examined and studied more deeply.

Table 2. Article Reviewed

| No. | Country | Study Design | Sample | Concepts Other Than POS |
|-----|----------------|-----------------|--|---|
| 1 | [9] China | Cross-sectional | 300 nurses | Self-efficacy, nursing practice environment, nurses perceived professional benefits |
| 2 | [4] China | Cross-sectional | 83 health workers and 24 medical staff | Self-efficacy, PTSD |
| 3 | [10] China | Cross-sectional | 766 nurses | Psychological Capital, burnout |
| 4 | [11] Indonesia | Cross-sectional | 206 health workers | Turnover intention, job satisfaction |
| 5 | [12] Egypt | Cross-sectional | 214 nurse managers | Job Challenge |

| No. | Country | Study Design | Sample | Concepts Other Than POS |
|-----|-----------------|-----------------|---------------------------|---|
| 6 | [13] Bangladesh | Cross-sectional | 218 doctors | Employee performance, turnover intention |
| 7 | [14] Bahrain | Cross-sectional | 1355 nurses | Leadership, turnover intention |
| 8 | [15] Turkey | Cross-sectional | 722 nurses | Resilience |
| 9 | [16] China | Cross-sectional | 937 pharmacists | Turnover intention |
| 10 | [17] Bangladesh | Cross-sectional | 383 health workers | Turnover intention, work-family conflict |
| 11 | [18] China | Cross-sectional | 3240 nurses | Job control, turnover intention, job satisfaction |
| 12 | [19] Indonesia | Cross-sectional | Health workers | Organizational citizenship behavior |
| 13 | [20] China | Cross-sectional | 486 doctors | Job satisfaction, motivation |
| 14 | [21] China | Cross-sectional | 992 medical staff | Working hours, burnout |
| 15 | [22] China | Cross-sectional | 514 physicians and nurses | Anxiety |
| 16 | [23] Turkey | Cross-sectional | 703 health professionals | Workload, burnout |
| 17 | [24] Turkey | Cross-sectional | 306 health workers | Trust, cynicism |
| 18 | [25] China | Cross-sectional | 5434 health workers | Work-family balance, job satisfaction, turnover intention |
| 19 | [26] Nigeria | Cross-sectional | 515 nurses | Cynicism, turnover intention |
| 20 | [27] Indonesia | Cross-sectional | 103 health workers | Leadership, turnover intention |
| 21 | [28] China | Cross-sectional | 825 nurses | Self-efficacy, resilience |
| 22 | [29] Slovakia | Cross-sectional | 221 hospital managers | Work engagement |
| 23 | [30] Sweden | Mix methods | 20 managers | Working condition |
| 24 | [31] Turkey | Cross-sectional | 164 nurses | Work conditions, affective commitment |
| 25 | [18] China | Cross-sectional | 996 nurses | Resilience, fatigue |
| 26 | [32] Turkey | Cross-sectional | 402 nurses | Work engagement, job performance |
| 27 | [33] China | Cross-sectional | 118 nurses | Resilience |

4.6. Antecedents of Perceived Organizational Support in Hospitals

Leadership is an antecedent of POS [14, 27]. Employees believe the leadership needs to be a role model in accomplishing company goals. Leaders need to provide attention, counsel, or evaluate work results, decreasing motivation among health workers. The need for more transparency in rewards from the leadership for their accomplishments has also caused health professionals not to try to expand their capacity, tend to be passive and wait for the end of the agreement to find a better position [27]. Leadership styles will enable staff nurses and managers to avoid employee conflict, correct the hostile hospital environment, open mutual trust and interaction, and lessen health workers intention to quit the existing hospital [14].

Work condition affects POS [21, 30]. One crucial working condition here was the supervisors support from their colleagues. Support from their upper manager was essential for the managers POS [30]. The negative effect of workload is mitigated in nurses who perceive enough support from their companies, making the buffering effect of POS a significant component in nurses [34].

Technologies significantly enhance hospital organizational support by streamlining operations, improving communication, and fostering better decision-making. Practical examples include the adoption of AI-based diagnostic tools, which have been implemented in major hospitals to improve accuracy in disease identification and resource allocation. Telemedicine platforms, such as the 'TeleDoc' program in rural regions, demonstrate how technology bridges gaps in healthcare delivery, especially during the COVID-19 pandemic. Case studies from Indonesia and China reveal how Electronic Health Records (EHR) reduced administrative

errors and enhanced patient satisfaction [35].

Electronic Health Records (EHRs) have transformed administrative operations, reduced errors, and improved communication, significantly improving hospital administration efficiency. Telemedicine is a technical innovation that improves patient access to healthcare and reduces the burden on physical infrastructure, leading to higher patient satisfaction. Integrating AI technologies improves hospital management efficiency by enabling data-driven decision-making, resource allocation, and diagnosis accuracy [36, 37].

Implementing team-based care models greatly enhances hospital human resource management [38]. These approaches improve communication between healthcare personnel, eliminate errors, and build a collaborative environment that benefits hospital management. Effective leadership techniques prioritize employee engagement to foster a happy work atmosphere, reduce attrition, and improve patient care quality [36].

4.7. Consequences of Perceived Organizational Support in Hospitals

The findings consolidate evidence that POS positively impacts performance, resilience, and job satisfaction while reducing burnout and turnover intentions [13]. These effects are mediated by factors such as leadership, workload, and organizational trust [39]. A synthesis of the main consequences is presented in Table 2, summarizing the core outcomes from the reviewed studies for better clarity [39].

Studies found that POS reduced PTSD and burnout [4, 21–23]. Family and organizational support not only mitigated the detrimental impact of job burnout on feelings of depression, but they also mitigated the indirect effect of extended working hours on depressive symptoms by reducing job burnout. High levels of familial and organizational support may assist medical personnel to feel valued by others and the group, boost self-efficacy and job drive, and have no adverse effect on mental health, even when stressful events occur [21].

POS affects job satisfaction [20, 40]. When the health management team supports family doctors, they may feel valued, which boosts their trust and belief that the health institution will reward their efforts to improve performance. Employees will contribute back to the health institution in various ways, which could improve their job satisfaction [20].

POS affects turnover intention [13, 14, 39]. POS comprises several sorts of assistance an organization supplies, including emotional, instrumental, and informational support [17]. Emotional support refers to an intangible emotional resource. It can help employees feel appreciated and valued while demonstrating that the organization values their efforts and is concerned about their well-being and personal growth [16]. Health personnel are motivated to give their all to their career and care about the organization's future because they believe the hospital will help them organizationally [41]. While low levels of organizational support led to higher turnover intention, workers who felt that their companies provided appropriate support might effectively minimize their plans to quit and persuade them to stay [25].

POS affects resilience [15, 18, 33]. Resilience could be considered a psychological resource for health workers dealing with exhaustion. Health workers with a high level of resilience have more incredible stamina and proactivity in regulating their emotions and perspectives [18]. Studies found that POS affects trust and cynicism [24]. When nurses perceive insufficient organizational support, they may be more inclined to develop cynical attitudes, yet good POS may attenuate cynicism [26]. Healthcare professionals' devotion to their employment can prevent organizational cynicism by retaining the favorable environment created by organizational trust [24].

POS affects work engagement [29, 32]. Employees with a high POS may find their work atmosphere more pleasant, believe their labor is valued more, and are more engaged in their jobs. Although POS focuses more on the company than the work, research demonstrates that when the company values people, their connection with their work increases [32].

Other consequences of POS include boosting self-efficacy [42, 43] and affecting organizational citizenship behavior [19]. POS to expand understanding, determine how POS leads, and promote organizational participation in SDGs 3 [43, 44]. High levels of POS, as indicated by effective communication, equitable recognition, and proper resource provision, reduce workplace stress and burnout. By addressing well-being, corporations develop a healthier workforce, allowing employees to provide consistent, high-quality patient treatment and promoting SDGs 3 [45]. The goal focuses on delivering vital healthcare services through access to high-quality care. Nonetheless, nurse turnover intention can have an impact on SDGs achievement through uncertainty in health workforce stability, reduced quality healthcare, a less experienced and knowledgeable workforce, disruption of training programs and skilled healthcare development, increased costs for recruiting, training, and onboarding new nursing staff, and impediment to effective public health interventions [26, 46].

POS will support organizational participation in SDGs 8 [44]. Moreover, POS can foster an entrepreneurial mindset among healthcare professionals, particularly in resource-constrained environments. For instance, healthpreneurship initiatives leveraging POS can empower staff to innovate in healthcare delivery and optimize resource utilization. By promoting leadership and innovation, POS contributes to economic growth, aligns with SDGs 8 goals, and strengthens the entrepreneurial resilience of health systems in low-resource settings [43]. SDGs 8 aims to increase the dignity of service work by increasing pay, working conditions, and development opportunities [47]. When health workers perceive their organization as helpful through fair pay, career growth, and supportive leadership, they are less likely to leave their jobs. Reduced turnover lowers recruitment and training costs, which improves economic efficiency [14, 16, 48]. Organizations that can adopt sustainable human resources and supply chain methods tend to favor environmental preservation, social fairness, and economic stability. This can encompass things like green training and development, green performance management, green purchasing, and green logistics [49].

5. MANAGERIAL IMPLICATIONS

Managers play a key role in enhancing organizational support by fostering a work environment that recognizes employees contributions and addresses their psychological needs, such as self-efficacy, resilience, and job satisfaction. This helps reduce turnover intentions and improve well-being. Effective leadership, through training programs focused on trust and communication, further enhances employee performance, engagement, and organizational commitment. Organizations must also prioritize work-life balance, particularly for healthcare workers, by implementing policies like flexible hours and mental health support to mitigate stress and burnout. Lastly, fostering job satisfaction and motivation through recognition, growth opportunities, and open communication is essential for improving morale, preventing cynicism, and boosting overall performance.

6. CONCLUSION

This research on POS consolidates existing literature, highlighting its correlations with various organizational and individual variables. The study provides valuable insights into the antecedents and consequences of POS, which are crucial for enhancing workplace dynamics and outcomes. Leadership and work conditions are identified as critical factors influencing employees perception of organizational support, underscoring the need for fostering a supportive environment within healthcare settings.

The findings reveal the far-reaching consequences of POS, including improved performance, increased self-efficacy, higher job satisfaction, and enhanced work engagement. These outcomes contribute to better employee well-being and greater organizational success. On the other hand, a lack of POS is strongly associated with negative outcomes, such as burnout, PTSD, turnover intention, trust issues, cynicism, and diminished organizational citizenship behavior, highlighting the importance of addressing these concerns in the workplace.


These insights expand the existing body of knowledge in this field and offer a foundation for future research. They provide valuable guidance for health practitioners and researchers aiming to develop strategies that enhance organizational support and create a healthier, more effective work environment. Such efforts are essential to ensuring sustainable and positive outcomes within healthcare organizations.

7. DECLARATIONS

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7.2. Author Contributions

Conceptualization: DG; Methodology: US; Software: HH; Validation: RS and HA; Formal Analysis: HA and JW; Investigation: US; Resources: DG; Data Curation: DG; Writing Original Draft Preparation: US and HA; Writing Review and Editing: DG and RS; Visualization: SD; All authors, DG, US, HH, HA, RS, and JW, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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