

A Study on the Relationship Between Career Advancements, Job Characteristics, Job Satisfaction and Employee Commitment in the Healthcare Industry

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Abstract

Healthcare systems face rural–urban workforce imbalances and efficiency gaps. Knowledge-sharing among clinicians is a key lever to improve service quality. Drawing on Social Exchange Theory, this study examines how career advancement (CA) opportunities and job characteristics (JC) influence knowledge-sharing behavior (KSB), and whether subjective norms (SN) amplify these effects. A cross-sectional survey was conducted in 2019 among healthcare professionals from eight public hospitals in Laos. Of 450 questionnaires distributed, 310 valid responses were obtained (68% response rate). Respondents were mainly nurses (71%) and doctors (29%), with most aged 21–30 years. Validated scales measured CA, JC, SN, and KSB on a five-point Likert scale. Data was analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to test reliability, validity, and hypothesized relationships. All constructs showed strong reliability (CR = 0.85–0.91) and validity (AVE = 0.53–0.70). Structural analysis confirmed positive effects of CA ($\beta = 0.189$, $p < 0.05$), JC ($\beta = 0.272$, $p < 0.01$), and SN ($\beta = 0.416$, $p < 0.01$) on KSB. Mediation tests showed that SN strengthened the effects of CA ($\beta = 0.232$, $p < 0.01$) and JC ($\beta = 0.376$, $p < 0.01$) on knowledge-sharing. Findings highlight that supportive job design, clear career pathways, and organizational norms foster knowledge-sharing among healthcare staff. Both CA and JC directly and indirectly (via SN) promote KSB. Administrators should prioritize structured career development, supportive job design, and norm-building initiatives such as leadership endorsement and peer recognition. Future research should explore these relationships in varied contexts and test demographic moderators to enhance generalizability.

Keywords: *Career Advancements, Job Characteristics, Job Satisfaction, Employee Commitment, Psychological Wellbeing.*

Introduction

A huge relocation of the healthcare workers starting with the rural areas to the urban areas are widely referred to as local brain drains around the world. Notwithstanding the status determining nation's economies or pace of growth, in addition to the system of healthcare, the dilemma exists in every country on the planet. In emerging economies like Laos, however, the issue is considered serious.

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There are several reasons why healthcare workers chose to migrate from rural to urban environments. Bad economic conditions and healthcare practitioners' priorities are among them. Such crisis of brain drains that comprises of migration of professionals of healthcare departments, stands over pronounced in rural areas of Vietnam. The government incurs additional expenses because of such a large-scale migration of healthcare workers, including replacement and training costs (Phrasisombath et al., 2012). Which also results in a severe lack of qualified and experienced healthcare practitioners who can assist in the treatment of diseases.

Furthermore, there is a scarcity of medical expertise in rural areas, which has a negative impact on information sharing among healthcare professionals (Sunam et al., 2021). According to the World Health Organization (WHO), there is an unequal distribution of healthcare workers in Vietnam, with 72 percent working in urban areas and just 28 percent within rural area (World Health Organization, 2013). The brain drains of rural areas to the urban area is said to be the cause of the low number of rural healthcare practitioners. Furthermore, because of lack of interconnected medical procedures as well as absence of general medical training amongst the nurses as well as doctors, the intensity of information distribution activity amongst the health-care staff is exceedingly poor compared to other fields. Furthermore, Vietnam's institutions of healthcare providers turned out to be executing admirably, owing in large part to issues with healthcare professionals' efficiency. The subject of low results within the health-care sectors have gained immense coverage. Despite considerable investments in educating healthcare practitioners and infrastructure construction, as well as associated high costs, operating healthcare facilities faces difficulties in providing high-quality care (Buadoktoom, 2020).

After the nationalization of the sector in late 1970s, when the Vietnamese government gained full ownership of all social-economic spheres, the Vietnamese public healthcare institutions have had poor results. Previous research has shown that current management's ability to create a habit of dispense expertise, job characteristics that are medically favorable, skills as morale amongst health-care professional belonging to them, is insufficient for addressing the challenges of the performance faced by numerous Vietnamese healthcare institutions, especially public hospitals. Healthcare professionals performing organizational information sharing actions may be a significant solution for enhancing efficiency and efficacy in Vietnamese public healthcare institutions (Bell et al., 2015). The importance of information sharing activity in enhancing the successful functioning of organizations has been supported by literature. Behavior relating to sharing of knowledge has likewise been found to have no link to counterproductive job behavior, implying that a person through higher level of behavior relating to knowledge sharing would not engage in any of the divergent activity, which has detrimental effect on either the serenity or the productivity of the organization (Arifah & Mustafa, 2018). When inadequate public healthcare institution installs as well as exercise such principles relating to career's promotion as well as work characteristics also emphasizing the creation relating to subjective standards within their healthcare practitioners, these institutions are required to enhance their information sharing actions and efficiency.

Despite the various issues and restricted career advancement and job characteristics in healthcare organizations, reports of behavior relating to commitment, especially within this healthcare field, are lacking. As a result, the current research seeks to fill a knowledge gap by exploring the mediating impact of job satisfaction upon the relationships between career advancement and job characteristics on employee commitment. Study adds to the existing bodies of information by applying extenuating knowledge of commitment activity and offering empirical evidence for the role of career development and work characteristics. This study helps investigators to define if job satisfaction acts as a mediator on the relationship between career advancement and job characteristics against employee commitment. The study then discusses relevant literature and establishes the study's theories and research context, before going on to methods, findings, and discussion. Finally, the consequences, drawbacks, and possible study ideas are explored.

Literature Review and Hypotheses

Career Advancement

Career's progression refers to a worker's advancement up the organizational ladder that is followed by a rise in pay and rank. As a result, career development is viewed as a valuable method for gaining expertise and skills. Career development is driven by information sharing activity, according to research (Mitchell, 2012). In accordance with the social exchange hypothesis, those employees viewing exchange gains favorably, such as progression in their careers, are more expected for engaging into information imparting activity. Therefore, the following theory is suggested:

H1: Advancement of Career as well as behavior relating to the sharing of knowledge remains correlated positively with each other.

Knowledge Sharing Behavior

Activity of sharing knowledge remains the utmost critical aspect regarding the information management because it allows people to create and use knowledge. Satisfactory information exchange helps participants to the organizations to collect knowledge further efficiently as well as easily as well allows participants to that organizations to build as well as leverage accessible information via knowledge sharing processes that increases their efficiency and knowledge management. Information exchange is critical for promoting corporate creativity, maximizing employee and organizational skills, and achieving a competitive advantage (Kwok & Gao, 2005).

Knowledge is usually generated by a mechanism of sharing that integrates elements of the knowledge. The consistency and intensity at which knowledge components are shared and integrated influences the quality and quantity of knowledge formation. As a result, organizations must play a part in facilitating information and intelligence exchange, which will lead to a massive increase in knowledge. Since information is difficult to replicate, intelligence, especially knowledge that is tacit which being the utmost important resource of organization, is the primary source to competitive advantages. Including the fact that implicit information exists in an individual's mind rather than in an organization, knowledge exchanging activity may be carried out utilizing the succeeding perceptions (Yang & Chen, 2007).

Since unexpressed information being stored in an individual's memory, transferring it through some sort of formalization is difficult. Information acquired by insight, such as perceptual and experience abilities, is difficult to demonstrate orally. As a result, attempting to regulate employee information sharing can be challenging. Increases in implicit information promote an improvement in the degree of knowledge asymmetry, demonstrating in what manner knowledge remains an utmost valuable tool in the economy of knowledge (Yu, 2010). Employees may code as well as store substantial information in institutional libraries, or they can exchange information amongst further participants of that association, which can contribute to confrontation. The elucidation of human information eliminates the rarity of the knowledge that an institution's employee holds. Information, on the other hand, does not depreciate and will retain its value after being used or exchanged (Yi, 2009). As a result, organizations should be aware of the reasons that encourage workers to share their experience.

Organizational engagement, confidence, post-alliance creation variables, organizational features, and group identity have all been reported as predictors of an employee's information sharing actions in various studies. However, there are few reports about how people communicate their expertise in the healthcare environment. Furthermore, none of the preceding reports examined the roles regarding the subjective standards for mediating relationship between career development, characteristics of work as well as information dispensing actions. Hence, it becomes necessary to end such gaps.

Theoretical Backgrounds

Social Exchange Theory

"An exchange of behavior, tangible or intangible, more or less lucrative or expensive, between at least two persons," according to the social exchange principle. Several academics have looked at different aspects of the social exchange hypothesis (Cropanzano & Mitchell, 2005). Cropanzano et al. (2007), for example, suggested three viewpoints related to the social exchange theory: (i) to create an exchange relationship between organizations and subordinates, it is essential to exchange valued social emotional capital (ii) In the trade relationship, it should be the contributions between the parties that are valued; and (iii) fairness between the parties. As a result, these shared perspectives can have a favorable association with information sharing actions by affecting career development and work characteristics.

Apart from stressing the advantages of transactions, the social exchange principle also promotes reciprocity norms, which impose undefined obligations in developing human behavior, such as information exchanging actions. The reciprocity principle is thought to be an essential aspect of someone who perceives subjective norms favorably. Norms that are Subjective refers to the understanding of the individual, to expected actions of a specific category in a particular circumstance, which contributes to reciprocity norms (Lambe et al., 2001). Consequently, when subordinates have a favorable understanding of subjective norms, the interaction between workers, as well as between

employees and the organization, can turn directly toward action efficiency. As a result, subjective standards can intercede in interactions among development of career as well as characteristic of work, as well as information imparting behaviors (Ward & Berno, 2011).

Career Advancements as well as Knowledge Sharing Behaviors

Career's progression refers to a worker's advancement up the organizational ladder that is followed by a rise in pay and rank. As a result, career development is viewed as a valuable method for gaining expertise and skills. Career development is driven by information sharing activity, according to research (Mitchell et al., 2012). In accordance with the social exchange hypothesis, those employees viewing exchange gains favorably, such as progression in their careers, are more expected for engaging into information imparting activity. Therefore, the following theory is suggested:

H1: Advancement of Career as well as behavior relating to the sharing of knowledge remains correlated positively with each other.

Job Characteristic as well as Knowledge Sharing Behaviors

Characteristics of job contribute to the importance, complexity, and identity of the tasks that an individual performs. Job traits hold a noteworthy correlation together with information imparting activity, as stated by the empirical evidence. Consistent with social exchange hypotheses that focuses on exchange rewards, on condition that work characteristics provides exchange benefit pack, workers may be more likely in engaging entirely in information sharing actions (Chuang, 2010). Hence, underlying hypothesis being suggested:

H2: Characteristics of the job as well as behavior related to sharing of knowledge are absolutely associated to each other.

Subjective Norms as well as Knowledge Sharing Behavior

Norms that are subjective are values as well as social forces, which affect an individual's decision for practicing else not performing any certain action. Subjective norms seem to have a substantial impact on information exchange activity. Exchange advantages and reciprocity norms are present in subjective norms, according to the social exchange principle, and such norms that are subjective may possess a progressive as well as important impact over information exchanging behaviors (Chernyak-Hai & Rabenu, 2018). Therefore, subsequent hypothesis has been suggested as below:

H3: Subjective norm as well as behavior related to sharing knowledge being supportively associated to each other.

The Role of Mediator

Subjective norms construct, according to the literature, plays a major role in mediation. The subjective norms construct, according to Young-Ybarra and Wiersema (1999), interact with the interaction amidst prominent values as well as behavioral intentions. This has also been represented that the construct of the task characteristic is linked to norms being subjective. They did not, however, go into depth about the consequences of subjective norm mediating effects over relationships amidst the development of career, work characteristic, plus the information imparting actions. Chernyak-Hai and Rabenu (2018) are quoted to support the possible role of subjective standards as a mediator. Subjective norms, they suggested, would serve like a vital societal pressure, which would mediate the influence regarding the organizational environment on a person's ability to communicate information.

Main aim of the organizational environment remains to accomplish both individual and organizational goals. Since career advancement and work characteristics affect both an individual's performance and the success of his or her company, this is fair for expecting that they would be invoked by way of standards which might be utilized for being an intermediating variable amidst advancement of career and jobs characteristics. Career development affects subjective norms, hence, subjective norm influences information sharing behaviors, according to a previous study by (Rasoolimanesh et al., 2015). Luo (2002), on the other hand, discovered that work characteristics influence norms being subjective as well as that subjective norm builds lead to information exchange. Consistent with the societal exchange principle, a worker with a favorable view regarding the rewards for exchange along with reciprocity norm against a societal group (pressures) being more probable for engaging in information imparting activity (Schiele et al., 2012). As a result, subjective norms can intermediate the relationships amid advancement of career with the work characteristic as well as information imparting behaviors. Hence, hypothesis 4 and hypothesis 5 being suggested as below:

H4: Advancement of the Career is supportively correlated with the behavior related to knowledge sharing as well as is facilitated via subjective norm.

H5: Job characteristic constructs being supportively related with the behavior related to knowledge sharing, also being mediated through subjective norms.

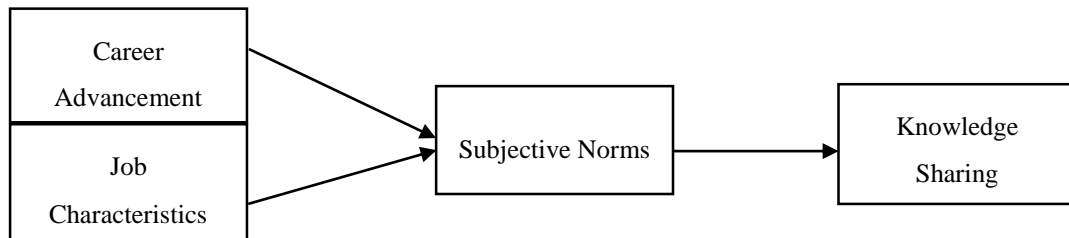


Figure 1: The Conceptual Model

Method

Methods and Procedure

The information within current analysis was gathered by a survey regarding the health-care experts from eight public hospitals in Laos, that is, Luang Prabang Provincial Hospital, Champasak Provincial Hospital, Vang Vieng Municipal Hospital, Pakkading District Hospital, Chanthabouly Hospital, Savannakhet Hospital, Hatsaifong Hospital and Mahosot Hospital. The data was gathered at a particular point in time for this cross-sectional analysis. Such medical institutes’ respondents are medical practitioners, those engaged within information impartment, also having a comprehensive understanding of health-care practice. The respondents’ list was compiled by hospital administration. All the 450 questionnaires of survey were dispensed to the professionals of healthcare within 2019 as well as 310 of them were answered which was discovered to be useful, hence, resulted in 68 percent response rates. Respondents list comprised of, 210 (that is 68%) of females as well as the males were 100 (that is 32%); out of which married participants were 62.4 percent. The age range of the respondents in majority was generally between 21 to 30 years. According to the age range, 21- to 30-year-old people were 42.6 percent; 31 to 40 years old people were 33.0 percent; 41 to 50 years old people were 16.6 percent; and 51 to 60 years old people were 7.3 percent. Many of the respondents had a normal work period of greater than seven years of time. Relating to the respondent’s occupation, 220 (that is 71%) were nurses as well as doctors were 90 (that is 29%).

Measures

Knowledge Sharing Behaviors (KSB)- 28 elements from Yi (2009) KSB scale were used to assess respondents’ definitions of knowledge sharing behavior, which included behaviors such as written contributions, organizational messages, personal experiences, and communities of practice. “I exchange records and reports,” is an example of one of these things. “I write papers for institutional journals, magazines, and newsletters,” says the poet. “I convey ideas and opinions in organizational meetings,” and “through personal conversation, I exchange insights that can help others escape risks and trouble.”

Career Advancements (CA) – It signifies the worker’s rising movements over the ladder of organization, in consort with a hike in the salaries as well as reputation (Spurk et al., 2015). Current report got five of its items through Spurk et al (2015) example regarding items, consisting of: “It is important to get a higher salary when I share my knowledge,” as well as “It is important to get a higher bonus when I share my knowledge,” also “It is important to be promoted when I share my knowledge.” The range of alpha coefficients was from 0.60-0.93.

Job Characteristic (JC)- It signifies the attributes relating to task (Sims et al., 1976). Present research used eight elements modified from Sims et al (1976) to determine work characteristics. These products include stuff like “I have the freedom to do my work the way I want,” “I have the freedom to do my job the way I want,” and “I have the freedom to do my job the way I want.” “I have the chance to

finish work that I started,” and “my boss and I chat about my job results frequently.” The alpha coefficient varies between 0.67 and 0.9.

Subjective Norm (SN) - It signifies a person’s opinion relating to societal pressures for executing or else not executing a specific behavior (Fischer et al., 2009). This report deliberated the subjective norm utilizing six things that we got through (Fischer et al., 2009). Instances of matter are like so: “My CEO thinks that I should share my knowledge with other members in the organization,” as well as “My boss thinks that I should share my knowledge with other members in the organization.” Range of the alpha coefficients is 0.82-0.94. Every item relating to respective variables that were utilized in current report were basically determined over a Likert scale of 5-points, starting from 1 = which meant strongly disagree till 5 = which meant strongly agree.

Data Analysis

The analysis of data relating to the current survey was managed using PLS-SEM (Partial Least Squares- Structural Equation Modelling), since this is proficient for analyzing fundamental interactions between various items’ constructs, that is dissimilar from various other approaches (Hair et al., 2011). PLS-SEM was utilized for looking mutually at the calculation as well as structural models (Hair et al., 2011). Individual item reliability, internal accuracy reliability, convergent validities as well as discriminant validities were all evaluated within the measurement models. Our team looked at coefficient of significant path in the structural model. Table 1 along with Table 2 displays model of measurement whereas Table 3 displays the testing of hypotheses.

Result

Measurement Model

Separate items consistency happened to be assessed through checking the specific objects of every building included within current analysis report; our team followed the thumb rule of deleting objects with loading less than 0.4 (Hair, 2009). As a result, 41 out of 62 products existing with outer loadings ranged from 0.621- 0.905, were held unless meeting the bare minimums. The degree to which all objects can calculate the same principle is known as internal accuracy durability. Our team resolved the internal consistency reliability, utilizing a compound coefficient of reliability for every latent construct that must span beginning from 0.70 and higher (Hair, 2009). Current analysis lead to attain an adequate internal consistency’s reliability as the composite reliability of every latent construct span from 0.847- 0.907.

Table 1 - Item Loadings, Composite Reliabilities and Average Variance Extracted

Construct	Measurement Items	Loadings	AVE	CR
Career advancement	CA1	0.897	0.843	0.808
	CA2	0.725		
	CA3	0.881		
	CA4	0.714		
Job characteristics	JC1	0.677	0.873	0.629
	JC2	0.712		
	JC3	0.662		
	JC4	0.608		
	JC5	0.713		
KSBO	KSBO1	0.776	0.899	0.812
	KSBO2	0.824		
	KSBO3	0.778		
	KSBO4	0.910		
	KSBO5	0.921		
	KSBO6	0.889		
KSBP	KSBP1	0.775	0.872	0.731
	KSBP2	0.836		
	KSBP3	0.799		
	KSBP4	0.881		
KSBC	KSBC1	0.867	0.911	0.778
	KSBC2	0.874		

	KSBC3	0.798		
	KSBC4	0.862		
KSBW	KSBW1	0.861	0.853	0.717
	KSBW2	0.875		
Subjective norms	SN1	0.913	0.897	0.774
	SN2	0.778		
	SN3	0.751		

Notes: AVE = Average Variance Extracted, CR = Composite Reliability, KSBO = Knowledge Sharing Behavior Organizational Communication, KSBP = Knowledge Sharing Behavior Personal Interactions, KSBC = Knowledge Sharing Behavior of Practice, KSBW = Knowledge Sharing Behavior Written Contributions.

Table 2 - Discriminant Validity HTMT of Measurement Model

Constructs	CA	JCs	KSBO	KSBP	KSBC	KSBW	SNs
CA	0.845						
JCs	0.322	0.779					
KSBO	0.212	0.541	0.876				
KSBP	0.012	0.476	0.523	0.824			
KSBC	0.165	0.413	0.395	0.338	0.789		
KSBW	0.167	0.289	0.426	0.512	0.533	0.872	
SNs	0.223	0.566	0.475	0.409	0.314	0.441	0.787

Note: CA = Career Advancement, JCs = Job Characteristics, KSBO = Knowledge Sharing Behavior Organizational Communication, KSBP = Knowledge Sharing Behavior Personal Interactions, KSBC = Knowledge Sharing Behavior of Practice, KSBW = Knowledge Sharing Behavior Written Contributions, SNs = Subjective Norms.

Convergent validity is the amount up to which the gauges utilized are interrelated to the constructs that are intended (Hair et al., 2017). Convergent validity being analyzed via governing the AVE (Average Variance Extracted) of every latent construct; our team implemented the thumb rule of AVE that it must range from 0.5 to higher (Fornell & Larker, 1981). Current report attained adequate convergent validities through AVE extending from 0.527- 0.70.

Degree in which a particular latent construct does not associate to various other latent construct is known as discriminant validity. To assess discriminant validity, our team utilized the square root of every latent construct's AVE; we followed the thumb rule such that the square root relating to every latent construct of AVE must exist higher to its correspondence as well as relation to various other constructs (Fornell & Larker, 1981). Since the square roots regarding every latent construct of AVE remains higher to its interrelation and correlation to various other constructs, this analysis was able to obtain adequate discriminant validity.

Hypotheses Testing

The structural model's hypotheses research findings are shown in Table 3. We investigated the results of career development and knowledge sharing behaviors, work attributes and knowledge's imparting behaviors as well as subjective standards also knowledge imparting behaviors for hypotheses H1, H2, and H3. Career development, work attributes, and subjective standards all have a strong and meaningful association with information sharing behavior, according to the findings. As a result, all the direct effect theories are verified. The interceding influence regarding the subjective standards on the connection amidst career's development as well as work characteristic, as well as information sharing activity, are also endorsed for H4 and H5. This means that advancement in the workplace and job characteristics impact subjective standards, which in turn influence information sharing behavior.

Table 3 - Summary Of Path Coefficient and Hypotheses Testing

Hypothesis	Relationship	β-value	Std. Error	t-Value	p-Value	BCI 95% LL	BCI 95% UL	Effect Size (f ²)	Decision
H1	CA-KSB	.189	.076	1.796	0.022*	0.064	0.318	0.096	Supported

H2	JCs-KSB	.272	.069	3.688	0.001 **	0.05 7	0.12 7	0.078	Supporte d
H3	SNs-KSB	.416	.077	4.812	0.000* *	0.113	0.32 6	0.066	Supporte d
H4	CA-SNs- KSB	.232	.066	2.775	0.006*	0.16 3	0.42 9	0.074	Supporte d
H5	JCs-SNs- KSB	.376	.068	5.216	0.003*	0.06 9	0.33 8	0.091	Supporte d

Note: CA = Career Advancement, JCs = Job Characteristics, SNs = Subjective Norms, KSB = Knowledge Subjective Behaviors, * $p < 0.05$, ** $p < 0.01$

Discussion

This research would explore the mediating impact regarding the subjective standards on the association amidst careers development as well as work characteristics, as well as information sharing actions, using the social exchange principle as a reference. The research paradigm is based on the social communication hypothesis to demonstrate the potential effects on information sharing behavior. The conclusions are consistent with the hypothesis and literature, according to the data analysis results (Cabrera et al., 2006). A maximal optimistic view of job development and trade opportunities strengthens information sharing behavior, as hypothesized, and validated by the literature. In other words, healthcare professionals in the current study feel that engaging in information sharing behavior will help them succeed in their professions, so they remain very likely to impart knowledge of them. Outcomes of such investigation suggest that job attributes affect information sharing actions in a positive way. Such verdict remains backed via prior reports (Tangaraja et al., 2016). This necessitates such workers who optimistically perceive characteristic of job in their health-care institutes develop an optimistic viewpoint regarding knowledge sharing behaviors. According to the findings, subjective standards devise an optimistic influence over information imparting behaviors. As a result, we may conclude that subjective norms perpetuate information sharing behavior among healthcare professionals, as has been seen in previous studies (O’Neill & Adya, 2007).

The current study’s observations are in accordance with the mutual exchange hypothesis. The subjective standards build mediates the relationship between career development, work characteristics, and information sharing activity in a constructive and meaningful way. According to the results, the greater the subjective standards, the more information sharing behavior occurs. A strong association between subjective standards and information sharing behavior has been found in a variety of studies. As a result, we recommend that attempts be made systematically to enhance knowledge sharing behavior among organizational participants, including the provision of a beneficial atmosphere which be able to promote knowledge sharing behaviors, as well as enhancing career development and work characteristic concerning the knowledge sharing behaviors (Balozi et al., 2018). According to Shamsudin et al (2016), administration’s job is to provide a conducive environment in which workers feel encouraged to exchange information, which can reinforce knowledge sharing conduct. In addition, the results regarding such analysis show that structural as well as task conditions make a noteworthy impact on information imparting behaviors (Jacobs & Roodt, 2011). As a result, the administration should conduct a thorough investigation.

Research Limitation as Well as Guidance for Future Research

There are some drawbacks to this study: To begin with, the report does not go into great depth regarding the variables that may affect information sharing behavior. These considerations may include demographics including gender, age, and tenure. This research does not look at the impact of these critical influences on information sharing behavior. Consequently, prospective researchers might think about these factors and see what consequences they may have. Second, the results of this research cannot be extended to other countries since it was performed in Laos healthcare institutions and based exclusively on medical doctors and nurses, who are identified by their common community. To generalize the results, further research is needed in various contexts, culture, and geographical settings.

Conclusion

Within the framework of public health care, the present research proposes a paradigm aimed at interceding influence of the subjective standards over the interaction amidst the career’s development, work characteristic, as well as information sharing behaviors. Career development, work characteristics

as well as subjective standards altogether make an optimistic as well as important influence over information imparting actions, according to the findings. Subjective norms, on the other hand, seem to have incomplete positive as well as important interceding impact over interaction amid work characteristics, career development, and information sharing activity. Every variable that was exogenous, was shown to be very reliable interpreters regarding the healthcare professionals' information sharing behaviors. As a result, health-care leaders must concentrate on creating programs and practices that facilitate career growth, work characteristics, and subjective norms to enable information exchange.

Ethical Approval

Formal ethical approval has been waived in state this study adhered to the principles of the Declaration of Helsinki following strict ethical standards. Participation was anonymous, confidential, and voluntary, with informed consent obtained from all participants. There were no biomarkers or tissue samples collected for analysis. Participants had the freedom to withdraw from the study at any point. Data availability statement: Data will be made available at reasonable request to the corresponding author.

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Declarations

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Competing Interests

The author declares that there are no competing interests.

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