

The Effect of Work Characteristics on Proactive Behavior Among Health Service Worker: The Mediating Role of Motivational State and Moderating Role of Organizational Cultural Values

Diana Melisa^{1*}, Rino²

Faculty of Economic and Bussiness, Universitas Negeri Padang

Corresponding Author: Diana Melisa melisadag.dm@gmail.com

ARTICLE INFO

Keywords: Work Characteristics, Proactive Behavior, Motivational State, Organizational Cultural Values, Health Services

Received : 13, May

Revised : 28, May

Accepted: 22, June

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ABSTRACT

This study investigates the influence of work characteristics on proactive behavior among healthcare staff at a private hospital in West Sumatera, Indonesia. The research applies the Proactive Motivation Model and Work Design Theory to assess how motivational state mediates the relationship between job design and proactive service behavior. Moreover, it explores how organizational cultural values moderate this link. Data were collected from 200 healthcare employees and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results show that task characteristics and contextual characteristics significantly affect motivational state, which in turn drives proactive behavior. Meanwhile, knowledge characteristics and social characteristics have no effect on motivational state, and thus cannot be mediated by motivational state to proactive behavior. Organizational cultural values strengthen the impact of motivational state on proactive behavior. These findings highlight the importance of well-structured job roles and internalized cultural values in enhancing proactive work behavior in healthcare.

INTRODUCTION

Health service institutions are experiencing dynamic challenges driven by rapid technological, demographic, and systemic changes. In this context, proactive employee behavior has become increasingly essential, especially in hospitals where the quality of service delivery can directly influence patient outcomes. Proactive behavior is defined as self-initiated, future-oriented action that aims to change and improve oneself or the environment (Wu, 2019). Organizations that promote such behaviors among staff are better equipped to respond to uncertainties and improve operational efficiency (Crant, 2024).

Semen Padang Hospital, as one of the private hospitals in Padang, has highlighted an area for growth concerning employee proactivity. While the hospital has diligently cultivated strong organizational cultural values, encapsulated in the "BerSIAP" acronym (Synergy, Integrity, Agility, and Professionalism), the level of proactive behavior among staff hasn't fully met expectations. This gap between the desired and observed behavior suggests a need to delve deeper into the underlying factors that genuinely foster proactivity within the hospital's unique environment. Prior studies suggest that work characteristics—such as task autonomy, feedback, and job significance—can influence employee motivation and, subsequently, their proactive behavior (Chanie et al., 2023).

Motivational state plays a pivotal role in translating job design into proactive behavior. According to the Proactive Motivation Model, proactive actions arise when individuals experience three core motivational pathways: the "can do" (self-efficacy), the "reason to" (purpose), and the "energized to" (emotional energy) (Wu, 2019). The presence of motivating job features is believed to trigger these states, yet the extent to which they do in different cultural contexts—especially in healthcare institutions—is still under-researched. Thus, motivational state is positioned as a mediating variable in this study.

Moreover, organizational cultural values are hypothesized to moderate the link between motivational state and proactive behavior. When employees internalize shared values such as agility or professionalism, they are more likely to transform motivational drive into tangible behavior (Pallathadka, 2021). These values not only provide behavioral norms but also shape the meaning employees attach to their roles, especially in high-stakes environments like healthcare. Hence, culture may act as a contextual amplifier of motivation-behavior pathways (Budiono, 2024).

Previous research exploration has identified several gaps in the relationship between proactive behavior and work characteristics. A literature review study by (Rusyda et al., 2020) reported a significant influence of work characteristics on proactive behavior both directly and through the mediation of motivational state. In contrast, studies by (Jörg et al., 2024) and (Thu Trang, 2022) found that only certain elements of task characteristics directly affect proactive behavior, while other elements influence it only through the mediation or moderation of other variables.

A study by (Chanie et al., 2023) in the garment industry revealed that task, knowledge, and contextual characteristics can influence proactive behavior

either directly or through the mediation of motivational state, whereas social characteristics only impact proactive behavior through full mediation by motivational state. Meanwhile, Ma et al., (2023) suggested incorporating moderating variables such as organizational culture or leadership.

Xu et al., (2024) also identified the mediating effect of motivational state on proactive behavior. Seqhobane & Koko, (2021) in hospitality sector, found that autonomy and task identity did not significantly affect motivational state. While Anush & Kumar., (2024) in healthcare sector, found that only task significance had a significant influence on motivational state.

This research aims to investigate the influence of work characteristics on proactive behavior among health service personnel at Semen Padang Hospital, mediated by motivational state and moderated by organizational cultural values "BerSIAP". The study contributes to the literature by testing an integrated model that connects structural job design, psychological mechanisms, and cultural context in driving proactive behavior. It also provides practical implications for hospital management to design interventions that foster proactive attitudes through job enrichment and cultural reinforcement.

THEORETICAL REVIEW

Proactive Motivation Model

The Proactive Motivation Model explains that proactive work behavior is driven by goal-oriented self-regulation processes, significantly influenced by a "motivational state" comprising three key components: "reason to," "can do," and "energized to" (Wu, 2019)(Crant, 2024). "Reason to" explains why individuals choose to be proactive, "can do" reflects their belief in their ability to be proactive, and "energized to" represents their emotional and energy levels that can either facilitate or inhibit proactive behavior. This model suggests that when individuals possess these three motivational states, they are more likely to set goals for change and implement proactive behaviors (Wang et al., 2022).

Job Design Theory

Job Design Theory offers a systematic approach to structuring jobs to enhance employee satisfaction and productivity (Han et al., 2020). A cornerstone of this theory is Hackman and Oldham's in 1976 named Job Characteristics Model (JCM), which identifies five core job dimensions: Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback (Robbins & Judge, 2022). The JCM posits that a combination of these dimensions increases intrinsic motivation by fostering personal responsibility, work meaningfulness, and relevant feedback (Chan et al., 2023). It states that individuals gain internal rewards when they personally feel they have performed well on a meaningful task (Robbins & Judge, 2022). Expanding on the JCM, Parker developed the Work Characteristics Model (Parker & Jorritsma, 2021)(Parker & Knight, 2024), which further incorporates knowledge, social, and contextual factors of a job, highlighting that effective job design considers not only tasks but also psychological needs like autonomy, feedback, and meaning.

Task Characteristic on Motivational State

Task Characteristics are critical in shaping an individual's Motivational State. Specifically, Task Significance and Task Identity provide a "reason to" contribute actively by making work feel impactful and allowing for task completion from start to finish (Reiche, 2023; Bargsted et al., 2019). Autonomy enhances intrinsic motivation by offering freedom in how work is done (Parker & Jorritsma, 2021). Feedback is vital for building self-efficacy, increasing confidence in one's ability to perform well (Reiche, 2023; Hussein, 2018). Furthermore, Task Variety contributes to skill development and competence, boosting confidence (Parker, S. K., Ward, M. K., & Fisher, 2021), and both Task Variety and Autonomy are linked to "Subjective Vitality" – a sense of positive energy and enthusiasm at work (Ryan, 2023). Ultimately, Intrinsic Motivation, a key component of motivational state, is strengthened when jobs are designed with these supportive task characteristics, emphasizing freedom, variety, and meaning (Gagné et al., 2015; Trépanier et al., 2023).

Knowledge Characteristic on Motivational State

Knowledge Characteristics are crucial in enhancing an individual's Motivational State. Specifically, Skill Variety and Specialization boost *Intrinsic Motivation* and *Identified Regulation* by making work feel meaningful and aligned with personal values when individuals are required to utilize diverse skills and specialized expertise (Gagné et al., 2015; Trépanier et al., 2023). Furthermore, Problem Solving and Job Complexity strengthen motivation by offering engaging intellectual challenges, fostering engagement and effort towards better task completion (Reiche, 2023). The ability to perform *Information Processing* and navigate Job Complexity, especially with adequate support and resources, increases self-confidence in task accomplishment (Parker & Knight, 2024). Lastly, Job Complexity and Problem Solving also contribute to *Subjective Vitality*, a feeling of positive energy and enthusiasm, particularly when individuals feel positively challenged and succeed in finding solutions to work-related problems (Ryan, 2023).

Social Characteristic on Motivational State

Social Characteristics play a significant role in enhancing an individual's Motivational State. Social Support from colleagues and superiors increases *intrinsic motivation* and *identified regulation* by making individuals feel their work is meaningful (Parker & Knight, 2024; Reiche, 2023). Task Interdependence boosts *task significance*, making individuals feel their contributions are valuable and thereby increasing motivation to work proactively (Bargsted et al., 2019). Interaction Outside Organization can broaden perspectives and provide additional motivation by introducing new challenges and fostering beneficial external relationships (Lamovšek et al., 2024). Furthermore, Feedback from Others is crucial for building employee confidence, as clear and constructive feedback helps employees understand their performance and increases their belief in their ability to act more proactively (Bargsted et al., 2019). Social Support also enhances individuals' "can do" attitude, making them more confident in facing work challenges (Ryan, 2023). Lastly, Relational Work (social interaction

within the job) adds meaning to work (Parker & Knight, 2024), and Social Support helps reduce work stress, ultimately increasing individual energy and vitality at work (Bargsted et al., 2019).

Contextual Characteristic on Motivational State

Contextual Characteristics significantly influence an individual's Motivational State. Optimal Ergonomics and Work Conditions foster a comfortable work environment, allowing employees to focus more on the meaning and purpose of their job, thereby supporting *intrinsic motivation* (Parker & Jorritsma, 2021). Adequate Technology and Equipment Use enable workers to complete tasks more efficiently and enhance their "can do" belief, which relates to their conviction in succeeding at their jobs (Reiche, 2023). Furthermore, favorable Work Conditions (e.g., free from noise, sufficient lighting, and good ergonomics) can boost *subjective vitality*, which is the feeling of energy and readiness to engage in activities (Ryan, 2023).

Motivational state mediates Task Characteristic on Proactive Behavior

Motivational state acts as a crucial mediator between Task Characteristics and Proactive Behavior. When task characteristics are high—meaning the job offers significant freedom, challenges, and clear feedback—it elevates an individual's motivational state, which in turn stimulates proactive behavior within the organization ((Chanie et al., 2023); Ryan, 2023). Conversely, if task characteristics are low (e.g., the job is monotonous, lacks autonomy, or provides minimal feedback), the motivational state tends to be low, consequently reducing an individual's inclination to act proactively (Hussein, 2018).

Motivational state mediates Knowledge Characteristic on Proactive Behavior

Motivational state mediates the relationship between Knowledge Characteristics and Proactive Behavior. High Knowledge Characteristics, such as *skill variety* and *problem-solving opportunities*, enhance *intrinsic motivation* and *identified regulation*, which are components of a positive motivational state (Trépanier et al., 2023). Additionally, autonomy contributes to being "energized to" and boosts employee vitality and enthusiasm (Ryan, 2023). This elevated motivational state, fostered by knowledge characteristics, increases individuals' sense of competence and "can do" confidence, making them more assured in acting proactively (Wang et al., 2022). It also cultivates a "reason to" engage by fostering work meaning and personal values, thereby encouraging initiative (Trépanier et al., 2023), and provides positive energy, making individuals more enthusiastic and proactive in their work (Ryan, 2023).

Motivational state mediates Social Characteristic on Proactive Behavior

Motivational state mediates the relationship between Social Characteristics and Proactive Behavior. Social support from colleagues and supervisors not only enhances job satisfaction and reduces work stress (Bargsted et al., 2019) but also fosters *intrinsic motivation* and *identified regulation*, which are crucial components of one's motivational state (Trépanier et al., 2023).

Furthermore, *task interdependence* strengthens the perception that one's work is meaningful, thereby bolstering the "reason to" engage proactively (Lamovšek et al., 2024). Lastly, *feedback from others* provides better work guidance, increasing individuals' self-confidence or "can do" belief in their motivation to act proactively (Parker & Knight, 2024).

Motivational state mediate Contextual Characteristic on Proactive Behavior

Motivational state mediates the relationship between Contextual Characteristics and Proactive Behavior. Contextual factors such as ergonomics, physical workload, working conditions, and technology use (Parker & Jorritsma, 2021; Reiche, 2023) can influence an individual's motivational state. A comfortable work environment, supportive technology, and organizational policies that encourage innovation can significantly boost individuals' energy, self-confidence, and reasons to act proactively (Ryan, 2023); Gagné et al., 2015; Trépanier et al., 2023).

Motivational State on Proactive Behavior

The relationship between Motivational State and Proactive Behavior is well-explained by the Proactive Motivation Model (Xu et al., 2024), which posits that proactive behavior stems from "can do," "reason to," and "energized to" motivations. In this context, *motivational state* encapsulates all three: healthcare professionals possess the ability and confidence ("can do"), perceive their work as meaningful and important to others ("reason to"), and possess the psychological energy to act ("energized to"). When these elements are present, *intrinsic motivation* (engaging in an activity for enjoyment or perceived meaning) and *identified regulation* (perceiving an activity as important and aligned with personal values or goals) are achieved, ultimately compelling individuals to take initiative and independently implement work improvements (Trépanier et al., 2023).

Organizational Core Values BerSIAP moderate Motivational State on Proactive Behavior

Organizational Cultural Values are hypothesized to moderate the relationship between Motivational State and Proactive Behavior. According to Schein (as cited in Robbins & Judge, 2022), organizational culture—comprising artifacts, espoused values, and basic assumptions—directly influences how employees respond to motivation, with effective cultural values enhancing motivation and fostering employee participation (Tadesse Bogale & Debela, 2024). Prior research by (Hahsmi, 2020) and (Aarthi & Suganthi, 2024) confirms a significant influence of organizational culture on behavior. A literature review by (Tadesse Bogale & Debela, 2024) further highlights the connection between organizational cultural values and workplace dynamics, management decision-making, and individual interactions. Given Semen Padang Hospital's "BerSIAP" cultural values (Synergy, Integrity, Agility, Professionalism) which are moderately implemented promoting collaboration, ethics, adaptability, innovation, and competence it is anticipated that these values will strengthen the

positive relationship between the motivational state and proactive behavior of its employees.

Hypothetical relationships between variables can be explained in the conceptual framework in Figure 1

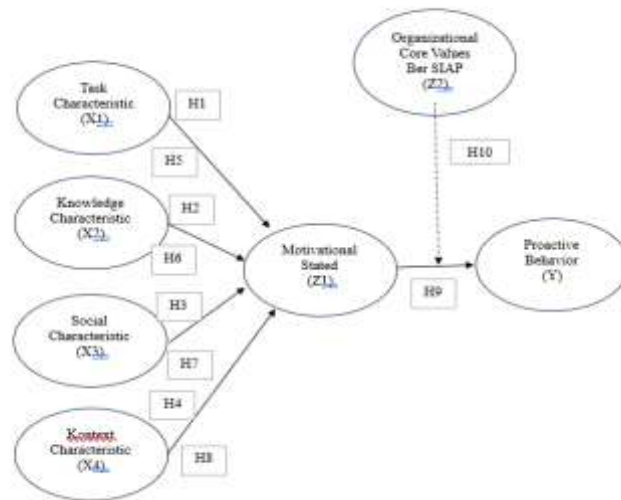


Figure 1. Conceptual Framework

METHODOLOGY

This research was conducted quantitatively at Semen Padang Hospital, as one of the private hospitals in West Sumatra. The population in this study consisted of personnel in departments directly involved in patient services (Medical Services, Medical Support, Pharmacy, and Finance). Sample selection was performed using proportional random sampling (Sekaran & Bougie, 2016), with a total sample of 200 individuals.

The concept of work characteristics (task, knowledge, social, and contextual) is measured using 21 indicators from the Work Design Questionnaire (WDQ), a framework developed by Morgeson & Humphrey (2006) and revalidated by (García-Izquierdo & Castaño, 2022) for use in the healthcare sector. Motivational state is measured using two indicator from the Multidimensional Work Motivational Scale. The indicators most relevant to autonomous motivational drive are Intrinsic Motivation and Identified Regulation (Trépanier et al., 2023). Proactive behavior is measured using five indicators from the proactive service behavior scale, adapted from (Hamzah et al., 2020). Meanwhile, the "BerSIAP" organizational cultural values are measured using indicators aligned with Semen Padang Hospital's behavioral guidelines, specifically the values of Synergy, Integrity, Agility, and Professionalism.

RESULTS

Responden Characteristic

Table 1. Respondent Characteristic

No.	Demografi	Category	Frequency	Persentase
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1.	Sex	Laki-laki Perempuan	31 169	15,5% 84,5%
2.	Age	< 25 years 25-40 years > 40 years	30 156 14	15% 78% 7%
3.	Length of work	0-3 years 4-6 years 7-10 years >10 years	71 49 37 43	35,5% 24,5% 18,5% 21,5%

The respondent characteristics data in Table 1 show that the percentage of female respondents is higher than that of male respondents. This is a common occurrence in the healthcare sector. Furthermore, based on age, most respondents fall within the productive age range of 25–40 years, accounting for 78%. In terms length of service, the majority have worked for 0–3 years, representing 35.5%

Outer Model

This research employs Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique, utilizing SMART-PLS version 4.1 for data analysis and hypothesis testing. The evaluation of the outer model, which assesses the measurement model, adheres to criteria including convergent validity, discriminant validity, composite reliability, and collinearity. The initial assessment focuses on establishing the validity and reliability of the constructs before proceeding to test the structural relationships.

Convergent validity was examined through two primary tests: Average Variance Extracted (AVE) and outer loadings of individual items. An indicator is considered valid if its outer loading is greater than 0.5, and a construct demonstrates convergent validity if its AVE value is above 0.5.

Table 2. Convergent Validity

Variable	Code	Loading	AVE
Proactive Behavior (Y)	PB 1	0,900	0,824
	PB 2	0,916	
	PB 3	0,934	
	PB 4	0,866	
	PB 5	0,922	
Task Characteristic (X1)	TC 1	0,701	0,505
	TC 2	0,741	
	TC 3	0,719	
	TC 4	0,672	

Variable	Code	Loading	AVE
	TC 5	0,644	
	TC 6	0,752	
	TC 7	0,737	
<i>Knowledge Characteristic (X2)</i>	KC 1	0,874	0,681
	KC 2	0,887	
	KC 3	0,816	
	KC 4	0,825	
	KC 5	0,714	
<i>Social Characteristic (X3)</i>	SC 1	0,726	0,506
	SC 2	0,850	
	SC 3	0,637	
	SC 4	0,665	
	SC 5	0,657	
<i>Contextual Characteristic (X4)</i>	CC1	0,790	0,537
	CC 2	0,700	
	CC 3	0,625	
	CC4	0,801	
<i>Motivational State (Z1)</i>	MS 1	0,875	0,780
	MS 2	0,892	
Organizational Cultural Value BerSIAP (Z2)	NBO 1	0,798	0,724
	NBO 2	0,877	
	NBO 3	0,894	
	NBO 4	0,831	

As shown in Table 2 Convergent Validity, all items across every variable exhibited outer loadings exceeding 0.5, and all variables recorded AVE values greater than 0.5. This confirms that all variables in the study are valid.

Discriminant validity was assessed using methods: the Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio of Correlations (HTMT). According to Hair et al. (2018), an indicator's cross-loading on its assigned latent variable must be higher than its loadings on any other latent variable.

Table 3. Fornell-Larcker criterion

	CC	KC	MS	NBO	PB	SC	TC
CC	0.733						
KC	0.473	0.825					
MS	0.560	0.510	0.883				
NBO	0.488	0.632	0.725	0.851			
PB	0.399	0.458	0.650	0.742	0.908		
SC	0.478	0.609	0.488	0.534	0.449	0.711	
TC	0.565	0.670	0.626	0.648	0.551	0.604	0.710

The Fornell-Larcker Criterion, presented in Table 3, indicates that the square root of the AVE for each construct is greater than its correlation with any other construct. This further supports the discriminant validity of all variables in the study.

Table 4. Heterotrait monotrait ratio of correlations (HTMT)

	CC	KC	MS	NBO	PB	SC	TC	NBO x MS
CC								
KC	0.583							
MS	0.772	0.631						
NBO	0.609	0.714	0.815					
PB	0.477	0.491	0.785	0.810				
SC	0.639	0.734	0.630	0.627	0.503			
TC	0.720	0.765	0.796	0.735	0.605	0.730		
NBO	0.085	0.223	0.274	0.236	0.065	0.161	0.183	

The final assessment for discriminant validity utilized the Heterotrait-Monotrait Ratio of Correlations (HTMT), a method recommended by Henseler et al. (2015). For discriminant validity to be established, HTMT values should be less than 1 (Benitez et al., 2020) and (Franke & Sarstedt, 2019). As presented in Table 5, all HTMT values were found to be less than 1, thereby confirming that all variables in this research meet the discriminant validity requirements.

Table 5. Composite Reliability

Variable	Composite reliability	Cronbach's Alpha
PB	0,959	0,946
TC	0,877	0,837
KC	0,914	0,882
SC	0,835	0,757
CC	0,821	0,712
MS	0,877	0,719
NBO	0,913	0,872

Finally, the reliability of the constructs was determined by examining their Composite Reliability and Cronbach's Alpha values. A construct is considered reliable if its composite reliability is greater than 0.7 and its Cronbach's Alpha is greater than 0.7 (Hair Jr. et al., 2019). Table 5 shows that all variables in the study achieved composite reliability values above 0.6 and Cronbach's Alpha values above 0.7. Based on these results, all variables in this study are concluded to be reliable, ensuring the consistency and stability of the measurements.

Inner Model

After the proposed model is accepted and meets the requirements for the outer model testing, the next step is to conduct the inner model testing. The results of the inner model can be observed through the R-Square value, which measures how well the model explains the variance of the dependent variable. The R-Square results of this study are as follows:

Table 6 R-square

Variable	R-Square	R-Square Adjusted
<i>Motivational State</i>	0,466	0,455
Proactive Behavior	0,628	0,614

The table 6 shows an R-Square value of 0.628, indicating that the independent variables (TC, KC, SC, CC), the mediating variable (MS), and the moderating variable (NBO) collectively explain 62.8% of the variance in Proactive Behavior (PB). According to Chin (1995), an R-Square > 0.60 is considered strong, suggesting that the model has strong predictive power for proactive behavior. Meanwhile, the R-Square value of 0.466 for the prediction of Motivational State indicates a moderate level of predictive strength.

Hypothesis Test

Hypothesis testing is based on p-values obtained through bootstrapping. A hypothesis is accepted if it has a positive beta coefficient, a p-value < 0.05, and a T-statistic > 1.64 for one-tailed testing (Hair Jr. et al., 2019). The hypothesis testing results are shown in Figure 2 and Table 7.

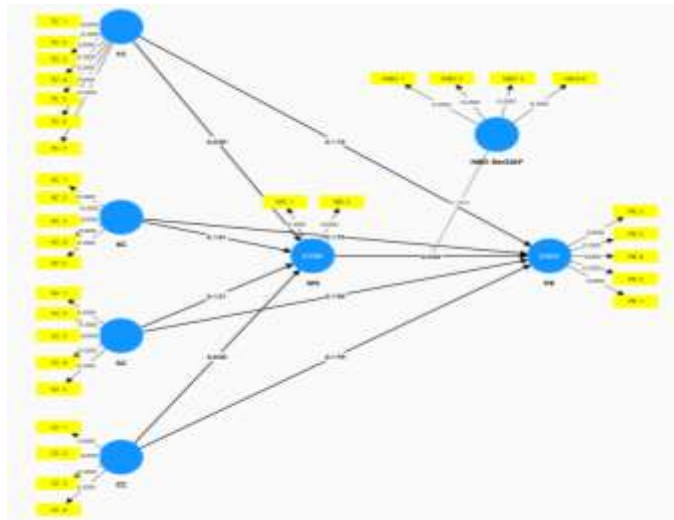


Figure 2. Hypothesis Test

Table 7. Hypothesis Test

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values
<i>Task Characteristic -> Motivational State</i>	0.363	4.344	0
<i>Knowledge Characteristic -> Motivational State</i>	0.085	0.991	0.161
<i>Social Characteristic -> Motivational State</i>	0.087	1.168	0.121
<i>Contextual Characteristic -> Motivational State</i>	0.273	4.723	0
<i>Task Characteristic -> Motivational State -> Proactive Behavior</i>	0.096	2.241	0.013
<i>Knowledge Characteristic -> Motivational State -> Proactive Behavior</i>	0.023	0.881	0.189
<i>Social Characteristic -> Motivational State -> Proactive Behavior</i>	0.023	1.045	0.148
<i>Contextual Characteristic -> Motivational State -> Proactive Behavior</i>	0.072	2.386	0.009
<i>Motivational State -> Proactive Behavior</i>	0.265	2.855	0.002
<i>Nilai Budaya Organisasi BerSIAP x Motivational State -> Proactive Behavior</i>	0.125	2.629	0.004

The direct effects of Task, Knowledge, Social, and Contextual Characteristics on Proactive Behavior are shown in Table 8. None of these variables have a statistically significant effect, as all p-values exceed 0.05.

Table 8. Direct Effect

Direct Effect	Original sample (O)	T statistics (O/STDEV)	P values
<i>Task Characteristic -> Proactive Behavior</i>	0.193	2.092	0.118
<i>Knowledge Characteristic -> Proactive Behavior</i>	-0.048	0.569	0.285
<i>Social Characteristic -> Proactive Behavior</i>	0.077	1.179	0.119
<i>Contextual Characteristic -> Proactive Behavior</i>	0.008	0.115	0.454

Table 9 presents the mediation analysis. Motivational State fully mediates the relationship between Task and Contextual Characteristics and Proactive Behavior. However, no mediation effect is found for Knowledge and Social Characteristics.

Table 9. Mediation Analysis

Variable Correlation	<i>P</i> value Indirect	<i>P</i> value Direct	Conclusion
<i>Task Characteristic -> Motivational State -> Proactive Behavior</i>	0.013	0.118	Full Mediation
<i>Knowledge Characteristic -> Motivational State -> Proactive Behavior</i>	0.189	0.285	No Mediation
<i>Social Characteristic -> Motivational State -> Proactive Behavior</i>	0.148	0.119	No Mediation
<i>Contextual Characteristic -> Motivational State -> Proactive Behavior</i>	0.009	0.454	Full Mediation

The moderating effect of organizational cultural values (BerSIAP) is shown through the simple slope analysis in Figure 3. The results indicate that higher cultural values strengthen the relationship between Motivational State and Proactive Behavior. All lines at -1SD, mean, and +1SD show a positive direction, suggesting that the strengthening effect occurs regardless of cultural value level.

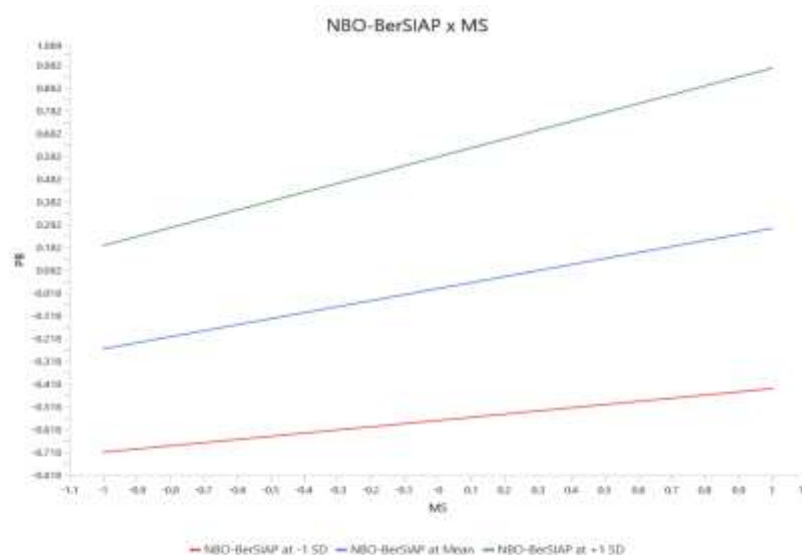


Figure 3. Simple Slope Analysis

DISCUSSION

Effect of Task Characteristics on Motivational State

The results indicate a significant positive effect of task characteristics on motivational state. This supports the Job Characteristics Model, which asserts that meaningful and well-structured tasks—such as those offering autonomy, identity, and significance—foster intrinsic motivation. In the healthcare context,

giving staff full responsibility over patient care enhances their sense of meaning and ownership, driving stronger internal motivation. This is consistent with studies by (Parker & Jorritsma, 2021), (Reiche, 2023), and (Trépanier et al., 2023).

Effect of Knowledge Characteristics on Motivational State

Knowledge characteristics showed no significant influence on motivational state. While theoretically linked to motivation, in this context they appear as basic job requirements rather than motivators. For healthcare professionals, cognitive demands such as problem solving and specialization are standard expectations. As per Herzberg's Two-Factor Theory, knowledge functions more as a hygiene factor, preventing dissatisfaction but not enhancing motivation—supporting findings by (Quaife et al., 2021) and (Tegegne et al., 2024).

Effect of Social Characteristics on Motivational State

Social characteristics also had no significant impact on motivational state. Despite constant interaction among healthcare workers, such relationships are seen as routine and necessary rather than motivating. Interpersonal support helps maintain performance under pressure, but it does not stimulate proactive energy. This aligns with Herzberg's theory and research by (Kitsios & Kamariotou, 2021), which suggests that social factors must be strategically enhanced to influence motivation.

Effect of Contextual Characteristics on Motivational State

Contextual characteristics had a significant positive impact on motivational state. A physically supportive and ergonomic environment increases employee comfort, focus, and energy, which in turn enhances internal motivation. In hospitals, a well-organized, quiet, and well-equipped workspace enables staff to concentrate on care delivery. These findings align with (Parker & Jorritsma, 2021) and (Tegegne et al., 2024), highlighting the importance of environmental support in motivating healthcare workers.

Mediating Role of Motivational State in Task Characteristics → Proactive Behavior

Motivational state fully mediates the relationship between task characteristics and proactive behavior. Challenging, meaningful work fuels the motivational state, which then drives employees to take initiative and exceed expectations. In hospitals, such intrinsic motivation leads healthcare workers to improve procedures or provide extra patient education. This confirms the Proactive Motivation Model (Wang et al., 2022) and findings by (Chanie et al., 2023) and (Lai et al., 2024).

Mediating Role of Motivational State in Knowledge Characteristics → Proactive Behavior

No mediation was found between knowledge characteristics and proactive behavior. Although healthcare workers operate in complex environments, their advanced skills do not directly translate into higher

motivation or proactive action. Routine tasks may limit opportunities for knowledge-driven innovation. This confirms prior findings by (Quaife et al., 2021), suggesting that knowledge must be paired with autonomy and meaningfulness to activate motivation.

Mediating Role of Motivational State in Social Characteristics → Proactive Behavior

Social characteristics did not significantly influence proactive behavior through motivational state. Interpersonal dynamics in healthcare are intense but often centered around managing pressure rather than driving new initiatives. Support networks help prevent burnout but don't necessarily foster innovation. These findings align with (Kitsios & Kamariotou, 2021) and (Tegegne et al., 2024), suggesting that social dynamics must be deliberately cultivated to support proactive outcomes.

Mediating Role of Motivational State in Contextual Characteristics → Proactive Behavior

Contextual characteristics indirectly influenced proactive behavior through motivational state. A physically supportive environment reduces stress and frees mental energy for initiative-taking. Healthcare staff working in comfortable and well-equipped settings are more confident and engaged, enabling them to propose improvements and support colleagues. This supports prior research by (Reiche, 2023), emphasizing the strategic value of ergonomic and environmental design.

Effect of Motivational State on Proactive Behavior

Motivational state significantly enhances proactive behavior. Employees who feel competent, energized, and see meaning in their work are more likely to take initiative and solve problems. This is particularly critical in healthcare, where patient safety and service quality demand immediate, responsible actions. The findings validate the Proactive Motivation Model and are supported by studies like (Parker & Knight, 2024) and (Trépanier et al., 2023).

Moderating Role of Organizational Culture (BerSIAP) in Motivation → Proactive Behavior

Organizational culture significantly moderates the effect of motivation on proactive behavior. The BerSIAP values—Synergy, Integrity, Agility, and Professionalism—strengthen the link between motivational state and initiative. For example, agility allows staff to respond quickly in emergencies, while integrity channels motivation into responsible actions. This alignment of personal and organizational values boosts proactive effort, consistent with findings by (Aarthi & Suganthi, 2024) and (Tadesse Bogale & Debela, 2024).

CONCLUSIONS AND RECOMMENDATIONS

This study reveals several key insights into factors influencing the proactive behavior of healthcare professionals. Task characteristics and

contextual characteristics emerged as significant positive predictors of motivational state, indicating that clear roles, task variety, autonomy, and a supportive work environment (e.g., good equipment and comfortable facilities) enhance healthcare workers' motivation. Importantly, this motivation fully mediates the relationship between both task and contextual characteristics and proactive behavior; meaning, favorable task design and a conducive work environment only translate to increased proactive behavior when motivation is present.

Conversely, knowledge characteristics and social characteristics did not significantly influence motivational state or proactively, suggesting that technical skills or social support from colleagues and superiors do not directly drive motivation or proactive behavior in this context. Finally, motivational state directly and significantly influences proactive behavior, highlighting that a sense of purpose and alignment with personal values leads to greater initiative and responsibility. The organizational culture value of "BerSIAP" (synergy, integrity, agility, and professionalism) further strengthens the link between motivational state and proactive behavior, demonstrating its crucial role in fostering a more proactive workforce.

Healthcare institutions, particularly hospitals, are encouraged to enhance the proactive behavior of their staff through several strategic initiatives. First, by emphasizing the importance of healthcare tasks, management can help employees view their work as meaningful and impactful, which fosters greater initiative and engagement. Specialization should also be improved through targeted training programs aimed at boosting competence and confidence. At the same time, teamwork can be strengthened by cultivating interdependence through cross-unit collaboration and collective performance assessments. Ensuring supportive work conditions—both physical and psychological—such as a safe, clean, and well-equipped environment will further encourage proactive attitudes.

Second, hospitals should foster intrinsic motivation by allowing autonomy and creativity in daily tasks, empowering staff to take initiative. Effective communication of patient needs is also crucial; therefore, staff should be trained to actively identify and respond to patient concerns with empathy and responsiveness.

Last, according to organizational cultural values "BerSIAP", reinforcing of "Synergy" is essential for sustaining proactive behavior. This can be achieved through leadership role modeling, cultural training, and collaborative performance evaluations, creating a workplace where cross-departmental collaboration and continuous service improvement become the standard.

FURTHER STUDY

Since knowledge and social characteristics showed no significant effect on motivational state or proactive behavior, future studies should explore these factors using qualitative methods, such as in-depth interviews, to understand whether these elements are seen as basic job requirements and thus lack motivational impact. It is also recommended to investigate potential moderating or mediating variables, such as leadership style or job stress/burnout, which may

influence the relationship between work characteristics and proactive behavior. Longitudinal and comparative studies across different sectors would further enrich our understanding and refine theoretical frameworks related to employee motivation, especially in critical fields like healthcare.

ACKNOWLEDGMENT

This research was made possible through the contributions and support of various individuals and institutions whose insights, assistance, and encouragement have been invaluable. Sincere gratitude is extended to the health service workers who willingly participated and shared their experiences, which served as the foundation of this study. Appreciation is also given to those who provided critical feedback, administrative support, and the necessary access to organizational data. Their collaboration significantly enhanced the quality and depth of this work.

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