

The Role of Organizational Identification among Paramedical Employees in the Private Healthcare Sector: The Mediating Effect of Leadership Support on Future Skills Development

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ABSTRACT: This study explores the relationships between paramedical employees' organizational identification, perceived leadership support, and future skill development. The specific objectives are (1) to assess the level of organizational identification among paramedical employees; (2) to examine the mediating role of leadership support in the relationship between organizational identification and future skills development among paramedical employees; and (3) to explore paramedical employees' perceptions of organizational pride and challenges related to future skills development. The study employed a mixed-methods approach, combining qualitative and quantitative methodologies to offer a thorough examination of the research problem. Respondents included 200 paramedical employees from various private hospitals in Muscat, Oman, selected via quota sampling. Using SPSS, AMOS, and orange software, the study applied statistical analyses such as the quartile method, mediation analysis, sentiment analysis, and word cloud. The study found that leadership support positively mediates the relationship between organizational identification and future skill development among paramedical staff in Oman. It concludes that positive leadership enhances both job commitment and skill development. Based on these findings, recommendations are offered.

KEYWORDS: Organizational Identification, Leadership Support, Future Skills Development, Private Hospitals, Paramedics

I. INTRODUCTION

Oman's healthcare system has expanded significantly over the last three decades, driven by the nation's continuous emphasis on medical innovation, which is essential for maintaining public health (AlUbaidi et al., 2020). The Ministry of Health (MoH) highlights the significance of the health sector and works towards providing high-quality medical care and comprehensive healthcare services (Al Rashidi et al., 2020). In addition, to establish Oman as a leading regional center for health research, the Centre for Studies and Research under MoH has proposed Vision 2050 for Health Research strategic initiative (Al Mawali et al., 2017). Health Vision 2050 for Health Research aims to advance healthcare practices and policies by fostering a culture of innovation and excellence in research. To achieve this objective and guarantee improved service in hospitals, the contributions of paramedical employees, such as physicians, nurses, and other staff involved in operations, are essential.

With the rapid development of healthcare technologies and the country's focus on sustainable development, leadership support for the future skills development of paramedical employees in Oman's private healthcare sector is of paramount importance (Porkodi, 2024). Vision 2040 emphasizes investment in healthcare, targeting the diversification of Oman's economy by increasing the role of private healthcare providers and reducing the financial burden on public health institutions (Oxford Business Group, 2023). Consequently, recent reforms in the healthcare sector aim to promote workforce growth by focusing on professional training and skill development (Times of Oman, 2024).

The Omani healthcare system comprises a considerable number of private and public hospitals. The 2024 report submitted by the National Centre for Statistics and Information (NCSI) states there are 1,113 healthcare facilities in the Sultanate of Oman, including hospitals, health facilities, and extended health units. Among these, 842 facilities belong to the private healthcare system, including 36 hospitals, 460 medical centers, and 346 extended health centers. In addition, there are 271 public health facilities, including hospitals, health centers, and extended health centers (NCSI, 2024). Figure 1 depicts the distribution of health facilities by type.

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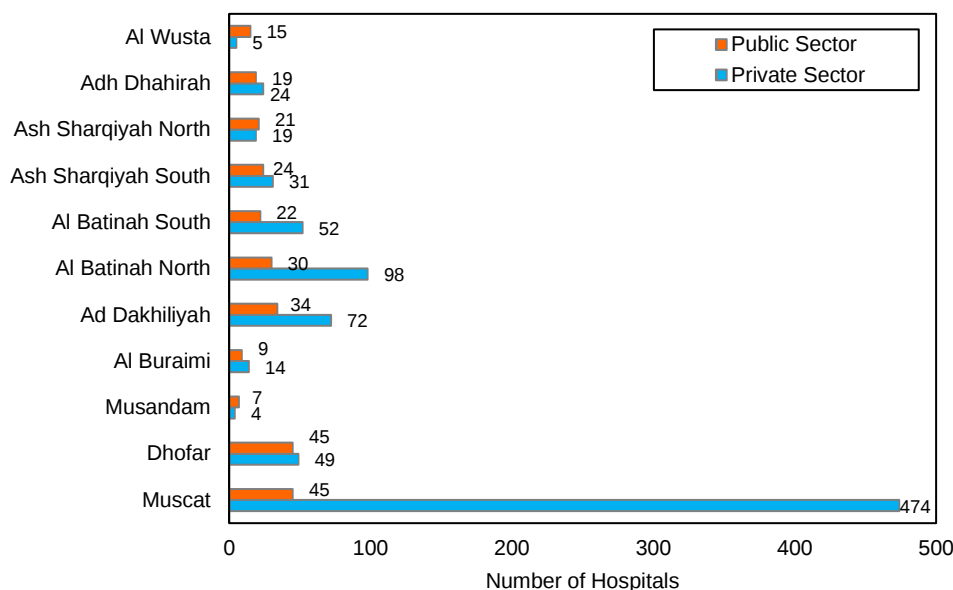


Figure 1: Distribution of Public and Private Hospitals in Oman

Paramedical employees play a crucial role in the healthcare system as their services directly involve patients. They are vital in promptly reacting to crises and emergencies. Rapid action on their part significantly reduces risks and mortality rates among patients. They receive training in emergency procedures, patient care, preventive measures, and patient transportation to nearby hospitals (Baker et al., 2018). They provide essential services such as medication administration, breathing assistance, and the use of various instruments for patient examination. They are involved in both emergency and hospital care. Due to recent developments in healthcare, paramedics now take on additional tasks to enhance patient care and health (Carter et al., 2021). Healthcare organizations mostly focus on improving service quality and patient outcomes. However, strengthening employees' organizational identity is equally important as it promotes relationships between paramedics and key stakeholders, as well as skill development, which will be reflected in healthcare sector outcomes. Moreover, leadership is crucial for facilitating skill development and equipping paramedical staff to face future complications, especially in uncertain situations (Porkodi, 2022). Effective leadership enhances medical assistants' skills by providing guidance and support, enabling them to navigate complex patient care environments and improve work efficiency (Cohen et al., 2020).

Therefore, this study is well suited to the current context because it addresses the acute problem of the shortage of trained paramedical staff in private hospitals. This study aims to investigate factors influencing the development of future skills among paramedical employees, with a focus on organizational identification and the mediating role of leadership support. Understanding these dynamics is essential for enhancing employee retention, engagement, and overall healthcare quality (Porkodi and Tabash, 2022).

II. PROBLEM STATEMENT

The term organizational identification refers to the degree to which a person's beliefs, goals, and sense of belonging are aligned with those of the organization they work for. The paramedical workforce with strong organizational identification perceives themselves as integral to the organization's success and culture, influencing their attitudes, behaviors, and overall commitment to their roles. As Oman Vision 2040 experiences massive healthcare reforms, it is critical to comprehend the dynamics of organizational identification among paramedical employees in the private healthcare sector. The vision not only focuses on improving the quality of healthcare services but also on developing a robust, skilled workforce to meet the growing demands of the sector. Employee engagement, productivity, and retention are important to providing high-quality healthcare, in which organizational identification is a key component. Though organizational identification has been associated with higher levels of job satisfaction, commitment, and decreased turnover, only a few studies have examined the impact of organizational identification on employee retention in Oman's private healthcare sector (Hasan and Ali, 2019).

There are several studies in the literature on organizational identification in other sectors. However, there is a lack of research on organizational identification, leadership support, and skill development of paramedical staff in private healthcare settings. Furthermore, this gap widens when considering research on organizational identification specific to the healthcare industry in Oman and its employees. In light of the fast-paced changes in medical technology and patient care standards in Oman, there is a critical lack of knowledge regarding the role of leadership practices in mediating the connection between organizational identity and the

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development of future skills. Leadership plays a crucial role in motivating paramedical staff to pursue opportunities for ongoing professional development, a vital aspect of thriving in the constantly changing healthcare industry. Given the high turnover rates in Oman's private healthcare sector, it is even more concerning that little research exists on the effects of leadership on organizational identification and skill development (Times of Oman, 2024).

To address these research gaps, this study investigates the impact of organizational identification in the private healthcare sector of Oman. Specifically, it examines how leadership support affects the engagement of paramedical employees in skill development and how it moderates the role of organizational identification. The insights gained from this study will help private healthcare organizations better engage their paramedic staff, reduce turnover rates, and meet the national healthcare goals outlined in Oman Vision 2040. Accordingly, the findings of this study will help healthcare providers in Oman's private sector build a stronger organizational identity, increase employee engagement, and foster skill development.

III. RESEARCH OBJECTIVES AND QUESTIONS

To study the interrelationships between factors such as organizational identification, leadership support, and future skills development of paramedical employees within Oman's private healthcare sector, this research aims to achieve the following objectives: (1) To assess the level of organizational identification among paramedical employees working in Oman's private healthcare sector; (2) To examine the mediating role of leadership support in the relationship between organizational identification and future skills development among paramedical employees working in Oman's private healthcare sector; (3) To explore the perception of paramedical employees on leadership support and its impact on challenges related to future skills development in Oman's healthcare sector.

To accomplish the aforesaid research objectives, a few research questions have been formulated:

- RQ1. What is the level of organizational identification among paramedical employees working in Oman's private healthcare sector?
- RQ2. How does leadership support mediate the relationship between organizational identification and future skills development among paramedical employees working in Oman's private healthcare sector?
- RQ3. What are the perceptions of paramedical employees on leadership support in addressing challenges related to future skills development in Oman's healthcare sector?

IV. RELATED WORKS

A. Organizational Identification

Organizational identification is an essential organizational component that can have various beneficial effects, such as helping organizations (and their individuals) navigate change (Aitken and Von Treuer, 2021). According to one study, organizational identification is essential in the medical field, particularly for nurses (Hegazy et al., 2024). Strong employee identification leads to decreased training and recruitment expenses. Additionally, nurses who have a strong sense of belonging to their organizations find it easier to transition. Dedication and ethical conduct are fostered by an organization with a positive culture (Huhtala et al., 2015). According to Attia et al. (2024), the focus of organizational identity research in the healthcare sector has shifted to employees' psychological attachment to their employers. A report by Muthoka (2017) states that there is a relationship between organizations and their workers, especially in the healthcare sector, where both parties have increasing expectations. In this context, nursing performance and the success of the organization as a whole are strongly influenced by the organizational behaviors that nursing managers cultivate, whether positive or negative. Fostering organizational identification presents special challenges for healthcare organizations. According to Bibi (2020), a major issue is the high rate of personnel turnover in the paramedical field, which can weaken group identification and impede the creation of a unified corporate culture. Furthermore, a demanding workplace frequently results in burnout, which can harm workers' emotional ties with their company (Porkodi and Pundhir, 2025). The significance of organizational identification in raising paramedical staff morale and enhancing the general efficacy of healthcare settings has been emphasized in previous studies. Moreover, workplaces that encourage autonomy can enhance organizational identity, which in turn increases job satisfaction and pro-social behavior among paramedical workers.

B. Leadership Support in Healthcare

Many researchers have evaluated leadership support; however, there is a lack of studies that specifically focus on the healthcare sector. A report by Zhao et al. (2024) states that senior leadership in hospitals significantly supports healthcare professionals in areas such as research, innovation, and fostering a positive work environment, but offers less support in decision-making and resource allocation. By contrast, Slåtten et al. (2020) revealed that hospital employees' innovative behavior is positively associated with creativity, psychological capital, and leadership autonomy support. These relationships are mediated by employees' creativity, which explains 50% of the variance in innovative behavior. According to Yudianto et al. (2023), effective succession planning involves training, mentoring, human resource support, and funding, which help identify competent leaders for nurses, although it is not fully

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optimized in clinical practice. Doherty and Revell (2020) emphasized how a nurse's individual history, personal values, ethics, and organization structure collectively shape the development of authentic leadership.

C. Future Skill Development

Roerink (2024) found that nurses use collaboration, practical learning, formal education, and self-study as learning strategies, with their professional identity shaping these strategies based on career stage, workplace context, and interpersonal factors. Aggarwal and Sachdeva (2024) emphasized the importance of implementing AI in hospitals to improve patient outcomes and highlight the necessity for continuous workforce training. Many studies have not fully explored the significance of skill development in the healthcare sector (Gibson and Molloy, 2012). There is a large body of literature on organizational identity within the healthcare sector; however, few studies have focused specifically on employees in private healthcare settings, and there are no articles specifically addressing the organizational identification and future skills of the health sector in Oman. Since there are limited studies examining how these factors interact in private healthcare organizations, the key components of this topic, as well as the limitations of the current research, are outlined in Table 1.

Table 1: Summary of Research Gaps

Authors	Factors	Results/Outcomes	Limitations
Bacaksız et al. (2017)	Organizational Identification, Organizational Support, Job Performance	Strong link between identification and job performance. Job crafting is important.	Sample may not represent all nurses; cross-sectional design limits causal links.
Sethi et al. (2018)	Educational Identity Formation, Support for Continuous Education	Postgraduate qualifications improve professional identity.	Limited to specific educational settings.
Gilbert and Kelloway (2018)	Leadership, Recognition, Well-being	Recognition improves employee well-being and morale.	Findings may not apply to all sectors; potential bias in responses.
Figuerola et al. (2019)	Global Health, Leadership Challenges, Development Resources	Highlights global health leadership challenges.	Lacks specific data; limited policy/practice impact.
Aitken (2019)	Leadership Development, Communication Feedback	Leadership fosters organizational identity.	Mainly theoretical; lacks real-world evidence.
Hofmann and Vermunt (2020)	Leadership, Organizational Change, Skill Enhancement	Clinical leadership drives change in healthcare.	Not applicable to non-clinical settings; cause-effect unclear.
Rodríguez-Fernández et al. (2021)	Organizational Commitment, Training and Development Programs	Commitment leads to better healthcare management.	Requires validation across various health systems.
Zhi et al. (2024)	Organizational Support, Unethical Behavior, Sense of Belonging	Organizational support boosts identification and reduces unethical behavior.	Focused solely on medical staff; cross-sectional design limits long-term insights.

Therefore, in-depth research is necessary to explore these dynamics, providing valuable insights that can inform organizational identification, leadership strategies, and skill development practices tailored to the unique needs of health-sector employees in private healthcare settings. The following research hypotheses on Oman's private healthcare industry are put forward in light of the literature to answer the aforementioned research questions:

H1: Paramedical employees in private healthcare sector exhibit a significant level of organizational identification.

Direct Effect Hypothesis:

H2: Organisational identification significantly influences future skill development

Indirect Effect Hypothesis:

H3: Leadership support mediates the relationship between organizational identification and future skills development among paramedical employees.

H3a: Organisational Identification significantly influences Leadership support

H3b: Leadership support significantly influences future skill development

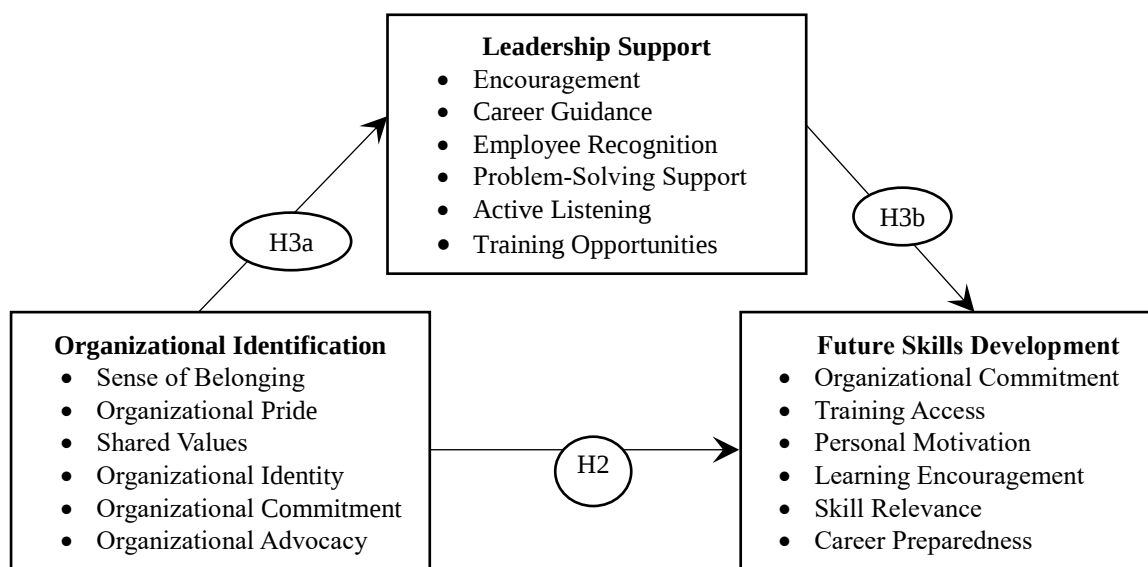
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V. RESEARCH FRAMEWORK AND METHODOLOGY

A comprehensive conceptual framework was developed based on an extensive literature review. The framework, depicted in Figure 2, visually represents the study's conceptual model, incorporating key variables such as organizational identification, leadership support, and future skills development. This highlights the interrelationships between these variables and their significance in this study.

An effective research design is essential to obtain significant study results by guiding the accurate gathering of data necessary to answer the research objectives. This study employed an empirical design, adopting a mixed-method approach that integrates both quantitative and qualitative data. The study explores whether organizational identification affects future skill development and how leadership support mediates this relationship. This study was conducted in Oman and focused on paramedics who work for private healthcare providers. In 2024, the National Centre for Statistics and Information (NCSI) reported that privately owned hospitals employ approximately 17,000 paramedical workers at the operational level, who offer direct patient care in addition to numerous support services. To conduct this study, responses were collected from these employees. Professionals such as radiographers, lab technicians, and nurses play an essential role in the healthcare system. The evaluation of Oman's private healthcare sector's organizational identification and future skill development relies heavily on their opinions.

Quota sampling, a non-probability sampling technique, was employed in this study. For the proposed study, with an estimated population of 17,200 paramedical employees, a 5% margin of error, a 95% confidence interval, and an assumed sample proportion of 10%, the minimum required sample size was calculated to be 138. Following expert consultation, the sample size was increased to 200. The 200 study participants were divided into two quotas, each consisting of 100 participants. Here, Quota 1 represents Entry-Level Paramedical Employees: This group includes new graduates and those with less than three years of experience and Quota 2 represents Mid-Level Paramedical Employees: This group includes employees with three to ten years of experience in their respective roles.



(Source: Authors)

Figure 2: Conceptual Framework of the Proposed Model

To evaluate and investigate paramedical workers' roles in the private healthcare industry, a structured questionnaire comprising 30 questions was created. It employs a five-point Likert scale to assess participants' degree of agreement with statements about the study variables. The scale is delineated as follows: The response options for the closed-ended items in the study are (1) strongly agree, (2) agree, (3) neutral, (4) disagree, and (5) strongly disagree. Additionally, the questionnaire included three open-ended questions exploring aspects of organizational pride, challenges faced in developing future skills, and ways in which leadership support helps overcome these challenges.

VI. RESEARCH RESULTS

This section describes various quantitative and qualitative data analyses conducted on the survey questionnaire data. SPSS 24.0 was utilized to determine the level of organizational identification in the study, whereas AMOS was used for mediation analysis, and Orange 3.31.1 was employed for sentiment analysis and word cloud construction.

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A. Quantitative Analysis

The quartile method of interquartile range analysis, a measure of variability around the median, was used to achieve the first objective of this study. This method facilitates data comparison by identifying components with low, medium, and high levels of severity. Table 2 displays the levels of organizational identification, including frequency and percentage distributions. Figure 3 provides a graphical representation of these levels.

Table 2: Level of Organizational Identification

Level	Frequency	Percent
Low	51	25.5%
Medium	87	43.5%
High	62	31.0%
Total	200	100%

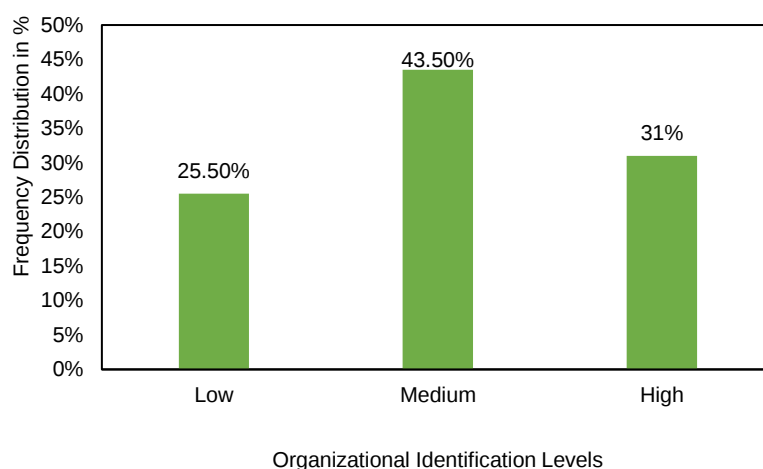


Figure 3: Level of Organizational Identification

The results showed that 25.5% of paramedical employees surveyed demonstrated a low level of organizational identification, while 31% exhibited a high level. Additionally, 43.5% of respondents were classified as having a moderate level of organizational identification. This supports hypothesis H1.

Moreover, to examine the mediating role of leadership support in the relationship between organizational identification and future skills development among paramedical employees, a mediation analysis was conducted based on participants' responses to 18 survey questions — six questions per category on leadership support, organizational identification, and future skills development. Mediation analysis explores the relationship between a dependent variable (organizational identification) and an independent variable (future skills development) through an intermediary variable known as the mediator (leadership support). Table 3 presents the variables used in the model. The proposed model with three paths, a,b,and c, is shown as the AMOS graphic output in Figure 4.

Table 3: Variable Description for Mediation Analysis

Variables	Variable Name	Description	Constructs
Independent	Org_Identity	Organizational Identification	OI1 - OI6
Dependent	Future_Skills	Future Skills Development	FSD1 - FSD6
Mediator	Leader_Support	Leadership Support	LS1 - LS6

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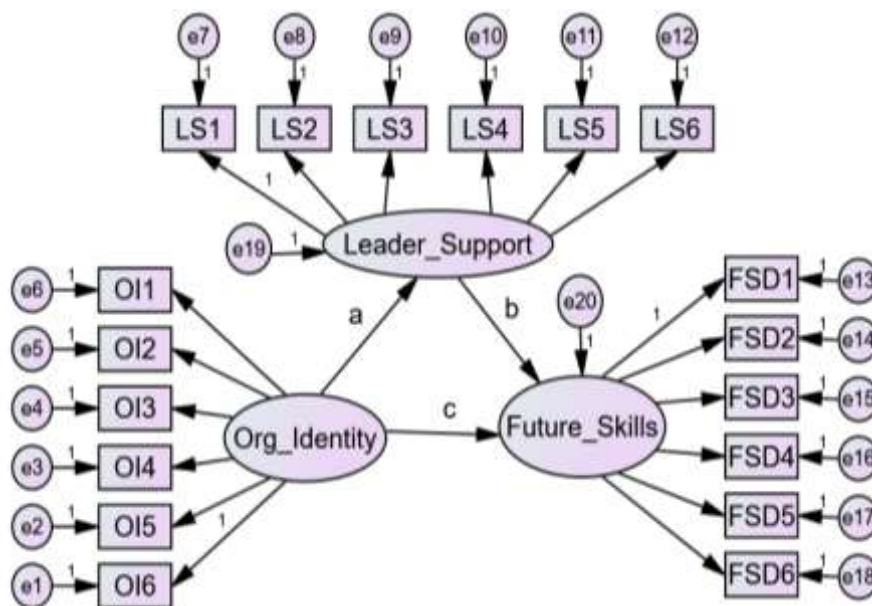


Figure 4: AMOS Structural Model for the Proposed Mediations Analysis

The AMOS graphical output with regression weights is shown in Figure 5, and the calculated regression weights are displayed in Table 4.

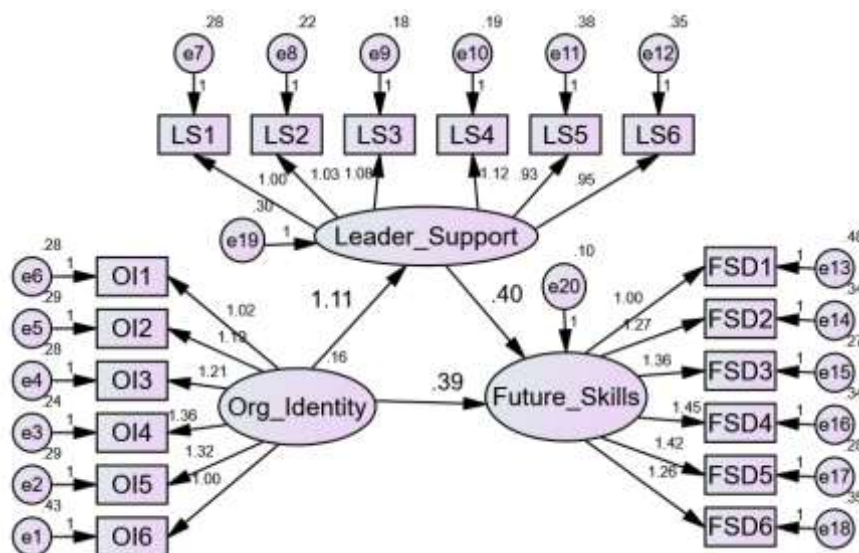


Figure 5: AMOS Graphic Output for the Proposed Mediations Analysis

Table 4: Regression Weights for the Variable Relationships

Relationships	Estimate	S.E.	C.R.	P	Label
Leader_Support <--- Org_Identity	1.108	.188	5.893	***	a
Future_Skills <--- Org_Identity	.393	.119	3.314	***	c
Future_Skills <--- Leader_Support	.395	.071	5.586	***	b
OI6 <--- Org_Identity	1.000				
OI5 <--- Org_Identity	1.325	.197	6.709	***	
OI4 <--- Org_Identity	1.356	.197	6.901	***	
OI3 <--- Org_Identity	1.209	.184	6.582	***	
OI2 <--- Org_Identity	1.195	.183	6.525	***	
OI1 <--- Org_Identity	1.022	.164	6.213	***	
LS1 <--- Leader_Support	1.000				

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Relationships		Estimate	S.E.	C.R.	P	Label
LS2	<--- Leader_Support	1.031	.076	13.596	***	
LS3	<--- Leader_Support	1.081	.075	14.437	***	
LS4	<--- Leader_Support	1.123	.077	14.499	***	
LS5	<--- Leader_Support	.930	.082	11.335	***	
LS6	<--- Leader_Support	.954	.081	11.730	***	
FSD1	<--- Future_Skills	1.000				
FSD2	<--- Future_Skills	1.268	.155	8.198	***	
FSD3	<--- Future_Skills	1.361	.159	8.576	***	
FSD4	<--- Future_Skills	1.454	.171	8.484	***	
FSD5	<--- Future_Skills	1.420	.165	8.633	***	
FSD6	<--- Future_Skills	1.259	.155	8.139	***	

Unstandardized values were used to assess the indirect effect of leadership support as a mediator in the relationship between organizational identification and future skill development. The statistical significance of this indirect effect was evaluated by examining its confidence interval. The indirect effect of organizational identification on future skills development through leadership support was 0.438, with a lower bound of 0.231 and an upper bound of 0.775. Since zero is not included between these bounds, the data suggest the indirect effect is significant. Additionally, the p-value of 0.003 for the relationship between organizational identification and future skills development indicates two-tailed significance ($p < 0.05$). This finding demonstrates that leadership support mediates the association between organizational identification and future skills development, showing an indirect effect of 0.438 (calculated as $1.108 * 0.395$ from Table 4).

The next step is to determine the type of mediation—whether full or partial—by examining the direct path from organizational identification to future skills development. Table 4 shows that organizational identification retains a significant direct relationship with future skill development (path c: $b = 0.393$, $p < 0.05$). Because the direct effect remains significant, leadership support partially mediates the relationship between organizational identification and future skill development. These results are summarized in Table 5.

Table 5: Summary of Mediation Analysis

Relationship	Direct Effect	Indirect Effect	Confidence Interval		P-value	Conclusion
			Lower Bound	Upper Bound		
Org_Identity → Leader_Support → Future_Skills	0.393	0.438	0.231	0.775	0.003	Partial Mediation

The results indicate a significant direct effect of organizational identification on future skill development ($b = 0.393$, $p < 0.05$). Hence it supports hypothesis H2. Moreover, a significant indirect effect through leadership support was found ($b = 0.438$, $p < 0.05$), supporting hypothesis H3(H3a and H3b). Therefore, leadership support partially mediates the relationship between organizational identification and future skill development. Notably, the direct effect of organizational identification on future skills ($b = 0.393$, $p < 0.05$) remains significant but is smaller than the indirect effect ($b = 0.438$, $p < 0.05$) in the presence of leadership support. This highlights the crucial role leadership support plays in linking organizational identification to future skill development.

B. Qualitative Analysis of Paramedical Employees' Sentiments

A qualitative analysis of the participants' responses to the open-ended survey questions was carried out to explore the perception of paramedical employees on leadership support and its impact on challenges related to future skills development in Oman's healthcare sector. To provide a more comprehensive research analysis, respondents' opinions on assessing the impact of organizational identification and the aspects that make paramedical employees proud to be part of it were analyzed using simple sentiment analysis. The 160 responses collected for the question, "What aspects of the organization make you proud to be a part of it?" were assessed individually. The graphs of the sentiment distribution for the responses to this question are shown in Figure 6.

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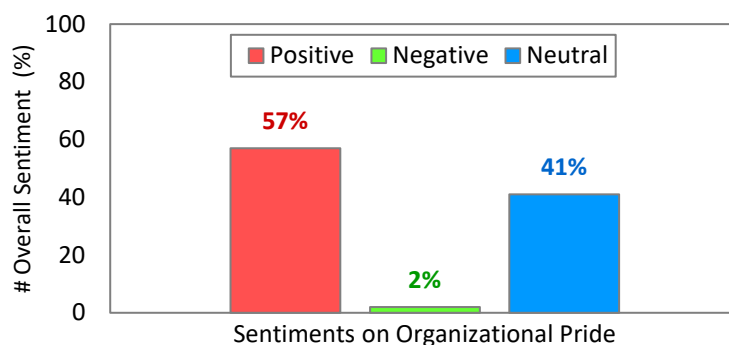


Figure 6: Organizational Pride: A Sentiment View of Paramedical Employees

The overall sentiment distribution of the responses can be determined by analyzing the compound scores from the results. A compound score of ≥ 0.05 indicates a positive sentiment, a score of ≤ -0.05 indicates a negative sentiment, and a score in the range of -0.05 to 0.05 indicates a neutral sentiment. As shown in Figure 6, the sentiment distribution reveals that only three (2%) of the responses to organizational pride were negative (compound score ≤ -0.05), 91 (57%) were positive (compound score ≥ 0.05), and 66 (41%) were neutral (compound score between -0.05 and 0.05).

Furthermore, a detailed analysis of the challenges faced in developing future skills was conducted. Thus, the 161 responses to the question, “*What challenges have you faced in developing future skills, and how have they been addressed?*” were assessed using word cloud analysis. To achieve this, word clouds are used to illustrate the most frequent terms and their associations with the preprocessed data.



Figure 7: Word Cloud for Challenges in Developing Future Skills and Solution

Based on the responses provided by paramedical employees, a word cloud was prepared, as shown in Figure 7. It shows that the key challenges faced in developing future skills included time constraints, balancing work and learning, keeping up with evolving technologies, and limited training opportunities. These issues can be addressed through time management, continuous learning, mentorship, online courses, and hands-on training. Moreover, organizational support, financial constraints, and access to resources influence skill development. Strategies such as structured learning, professional development programs, and workplace adaptation have helped individuals to stay updated and enhance their expertise.

Similarly, a detailed analysis of leadership support in overcoming challenges related to future skill development was conducted. Thus, 159 responses to the question, “*In what ways has your leader helped you overcome challenges related to future skills development?*” were assessed using keyword analysis. Figure 8 shows a bar chart of the top 25 keywords for this question.

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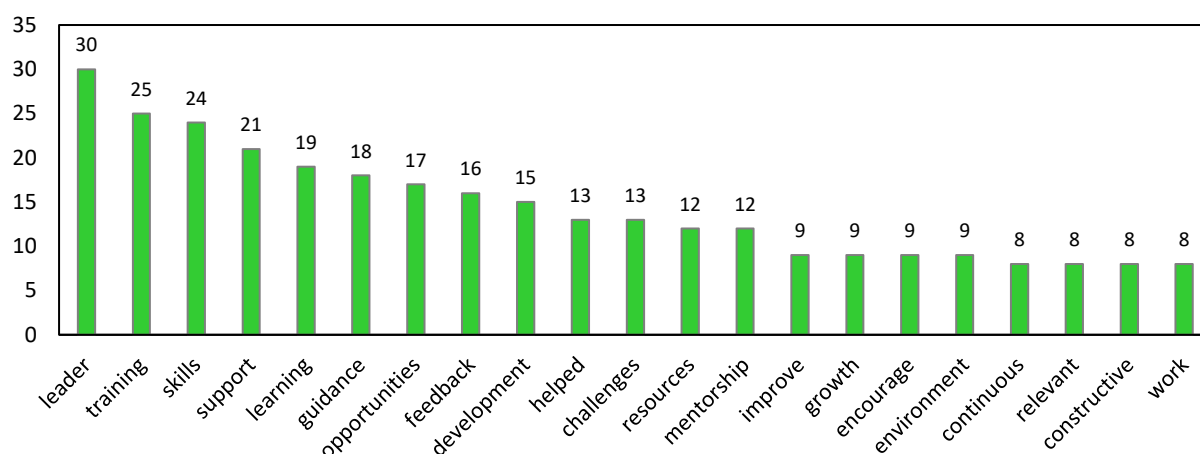


Figure 8: Top 25 Frequent Keywords for the Responses related to suggestions of Paramedical employees

According to the opinions of paramedical employees, leaders have helped them overcome challenges in skill development by providing guidance, training, and mentorship. Their support included access to relevant resources, continuous learning opportunities, and constructive feedback. Encouraging participation in programs fosters growth and motivation. Through practical work experience, they improved their confidence and development. By offering structured learning paths and opportunities, the leader ensures professional growth, skill enhancement, and adaptability for future career success.

VII. DISCUSSION

Organizational identification refers to the psychological attachment and sense of belonging employees experience toward their organization (Chakraborty et al., 2024). Strong organizational identification contributes to reducing employee turnover rates and enhances employees' desire to remain with the organization (Bharadwaj et al., 2022). However, these studies were mostly conducted in non-Omani contexts. The present study analysed the level of organizational identification among paramedical staff in private hospitals in the Sultanate of Oman. The results indicate that although a significant number (43.5%) of paramedical employees feel moderately connected to their organizations, a considerable proportion still lacks a strong sense of belonging. This is consistent with the findings of Thanacoody et al. (2014), who demonstrated that high turnover and emotional exhaustion in healthcare organizations can weaken employees' organizational bonds.

Moreover, the relationship between organizational identification and future skill development is an important area of inquiry within Human Resource Management, especially in essential sectors such as healthcare. Despite numerous studies that have separately explored organizational identification and leadership support for other variables, no research has focused on the mediating role of leadership support in organizational identification. The results of the mediation analysis indicate that enhanced organizational identification contributes to improved perceptions of leadership support. Leadership support also demonstrated a direct and significant effect on future skill development, with an estimate of 0.395 ($p < 0.001$), confirming its catalytic role in employee skill enhancement. Similarly, organizational identification showed a direct and significant impact on future skill development, with an estimate of 0.393 ($p < 0.001$). To further explore these relationships, the indirect effect of organizational identification on future skill development via leadership support was calculated. The indirect effect was 0.438, with a 95% confidence interval (CI) ranging from 0.231 to 0.775 ($p < 0.005$), indicating high statistical significance. These results suggest that leadership support partially mediates the relationship between organizational identification and future skill development, thereby strengthening this relationship without fully accounting for it, implying the presence of additional influencing factors.

These findings align with those of prior studies that highlight the role of leadership support in fostering employee commitment and skill development. For instance, a study in higher education institutions in Oman found that comprehensive leadership support is positively associated with employee job satisfaction, with psychological ownership and employee flourishing acting as mediating variables (Dahleez et al., 2023). Similarly, Alghusain and Al-Ajlouni (2020) found that transformational leadership positively influences organizational identification, which in turn enhances employee performance.

Thus, the third objective of this study was to explore paramedical employees' perceptions of leadership support and its impact on challenges related to future skills development in Oman's healthcare sector. This objective was achieved by performing sentiment analysis, which has become an indispensable tool for understanding paramedical employees' sentiments concerning their organization's identification and its impact on quality. The results revealed that most paramedical employees (57%) had positive feelings of organizational pride. Furthermore, the study suggests that paramedical employees may recognise issues without feeling defeated, emphasizing the need for effective management to address less obvious stressors or difficult areas.

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VIII. STUDY IMPLICATIONS

This study has some practical implications for healthcare providers and policymakers in the healthcare sector. Medical assistants should be more involved in strategic initiatives, planning sessions, and quality improvement activities to foster a sense of responsibility and commitment. The health sector must launch internal campaigns to enhance corporate identity, organize team-building events that reinforce shared identity, and encourage effective collaboration across departments. In addition, hospitals should provide structured training programs to supervisors and department heads to enhance their competencies in areas such as mentoring, motivation, and teamwork facilitation. The effectiveness of leadership support and future skill development should be assessed through employee surveys and performance metrics to ensure continuous improvement. Moreover, anonymous feedback channels must be established to gather input on organizational practices and procedures, ensuring that all voices are heard and employees can share their experiences and suggest improvements.

IX. CONCLUSION

By applying a range of statistical methods and thoroughly analyzing survey responses, this study provides valuable insights into the key factors that drive organizational identification and how these elements affect overall performance within the organization. At the outset, this study assessed the organizational identification levels of paramedical employees in Oman using the quartile method to evaluate how this factor influences the quality of healthcare services. Second, the study explored the mediating effect of leadership support on the relationship between organizational identification and the development of future skills among paramedical staff in Oman's private healthcare sector. This approach provides a deeper understanding of how leadership support serves as a key link between employees' sense of belonging to the organization and their ability to grow and develop new skills. The results indicate that a strong sense of organizational identification positively contributes to future skill development, and this effect is further strengthened when leadership support is present. These findings emphasize the critical role of supportive leadership in driving employee growth and advancing workforce capabilities.

Third, sentiment analysis and word cloud analysis, which examined responses to open-ended questions, offered meaningful insights into how employees perceive their organizational environment. Many participants expressed a strong sense of pride in elements such as collaboration, shared values, and supportive leadership. At the same time, they pointed out obstacles to developing future skills, particularly due to limited access to resources and training. These challenges have been met with initiatives such as mentorship and specialized development programs. Moreover, employees emphasized the significant role their leaders played in helping them navigate these difficulties by offering support, motivation, and access to growth opportunities. Overall, the responses highlight the critical role of nurturing organizational culture in promoting employee development and satisfaction.

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