



Developing a Conceptual Framework for Innovative Behaviour in Healthcare Organization

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Abstract

In recent years, healthcare face challenges to be more responsive to the increased demands of public for better quality of care. In order to ensure public received with good healthcare services, the most important employees are nursing professionals who are responsible to emphasise on delivering quality and efficient. Based on literature, innovation can become a good solution to increase patient care quality. Healthcare depend on their nurses to continuous innovate their ways of working that actually improve nursing practice. Previous study found that leadership is important antecedent of innovative behaviour. This study is an attempt to examine transformational leadership on innovative behaviour among nurses. The structural equation modelling has been proposed and will be used to test the impact of transformational leadership towards innovative behaviour.

Keywords: Transformational leadership; Innovative Behaviour; Idea Generation; Idea Promotion; Idea Realization

1. Introduction

The Ministry of Health (MOH) has urged that all nurses to implement innovation in nursing practice for increasing health systems. The government is aware that stimulating innovation is essential for their nursing practice in order to improve the quality of care. If nurses are high in innovative behaviour they will be able to identify and solve workplace problems efficiently and effectively [1]. In [2] identified that encouraging innovation behaviours among nurses has been important because it not only contributes to enhancing the quality of healthcare but also facilitates medical productivity.

Despite the importance of innovations, nurses are reluctant to implement innovations in clinical practice. Based on the interview with one of the Senior Head Nurse (personal communication, August 13, 2017) at Hospital Universiti Sains Malaysia (HUSM) in Kelantan, nurses are more concerned towards their service performance rather than to perform beyond their routine. The reason innovative behavior among nurses in Kelantan general hospitals is lacking due to limitation knowledge and skills that is not current to the digital era and this is causing resistance.

Hence, one way for healthcare to deal with this challenge is by adopting effective leadership to ensure on their nurses' ability to innovate. Previous studies have reported that transformational leadership has been widely adopted in nursing, yet this adoption has been largely uncritical, and evidence into its efficacy in terms of nurses' innovativeness is scant [3]. Although transformational leadership is an important factor to foster innovative behavior, there is a lack of studies on the effect of transformational leadership on innovative behaviours among nurses [4]. This study attempts to examine the influence of transformational leadership on innovative behaviours among Malaysian nurses.

2. Literature Review

2.1. Overview of Innovative Behaviour

Innovations and creativity are the key factors to success and competitive advantages of organization. According to [5], creativity is the production of novel and useful ideas, and innovation is the successful implementation of creative ideas within an organization. Unlike creativity, innovation is explicitly intended to provide some kind of benefit. It has a clearer applied component and is expected to result in innovative output [6]. The study by [7], innovative behavior in the workplace is conceived as complex behavior consisting of a set of three different behavioral tasks, idea generation, idea promotion, and idea realization.

Innovative behaviour is viewed as a multistage process. Innovative behaviour begins with problem recognition and the generation of ideas or solutions, either novel or adopted [7]. Idea promotion refers to behaviour that aims at selling an idea to others and finding supporters for an idea. Idea implementation involves behaviour directed at the realization of ideas at work, for example by producing a prototype or model of the innovation that can be experienced and ultimately applied within a work role, a group or the total organization [8].

Individual innovative able to create something new or different and is thus change-oriented [9]. Innovative employees able confront with employees in the work environment who want to prevent change. Convincing employees who are resisting to change can be difficult and emotionally taxing [10]. Thus, individual innovative should support and stimulate cognitive to individual resist to change and provide prove for the impact of change.

2.2 Nurse Innovative Behaviour

This study defines innovation in nursing practice could be seen as the encouragement of professionals to utilise their acquired knowledge and skills in order to generate and develop new ways of working creatively and drawing on technologies, systems, theories and associated partners/stakeholders that may further enhance and evaluate nursing practice [11]. For nurses, innovative behaviour merits exploration for its potential to accelerate the uptake of new practice and furthering nurse's use of research in practice to assist healthcare in achieving better patient outcomes [12].

Innovation requires changes in nursing practice, therefore, they have to gain knowledge by doing up to date research finding such as journal articles. Nurse in healthcare need to have the ability to innovate as this would help them improve their performance and achieve the vision of organization. As noted by [13] by being innovative, nurses able to improve the quality and effectiveness of treatments and services by enhancing the possibility and essence of new idea generation and implementation as well improving the competitiveness and success of healthcare organizations. In [14] emphasized that innovative nurses able to accept the new medical technology advancement, are able to involve in identifying emerging technology, able to provide leadership in the development and dissemination across national and regional departments of the new medical findings and, are able to work together as a team with other nurses. Thus, nurse innovation can be a good solution as they can encounter such changes and achieve its goals.

2.3 Transformational Leadership

Transformational leadership is defined as a style of leadership in which the leader encourages followers to do more than the basic expectations that they can do [15-16]. Transformational leadership allows a leader to define and articulate the organization's vision and communicates and subordinates accept and acknowledge leader's credibility. A transformational leader has the ability to act as change agents for the organization, so as to create new strategies to develop organizational practices are more relevant [17]. In healthcare, leaders demonstrate this style able to create something new from something old [18].

In [19] has expanded the original Burns' leadership by introducing a formal theory as well as transformational leader-ship's model. Idealized influence is defined as the capability to act as a role model whereby the leader becomes admired, respected and trusted. Individualized consideration occurs when leaders has a development orientation towards employees and displays individualized attentions to employees and respond appropriately to their employees' needs. Inspirational motivation pertaining to leaders communicate meaning and promote the importance of the visionary goal to employees. The frame messages around an idealistic purpose with an emotional appeal that attract employees [20]. Intellectual stimulation is a trait whereby nurse leaders encourage the proposal of new ideas by empowering staff to approach problems in new ways using evidence-based practice [21-22]. Thus, transformational leadership can help healthcare to achieve the mission and vision and also is one type of effective innovation leadership.

2.4 Linking the Transformational Leadership and Innovative Behaviour

Previous study by Kotter's transformational change, creating a vision to help direct the change effort and encouraging risk taking and non-traditional ideas, activities, and actions are two critical actions of leading changes in organizations [23, 2]. Transformational leadership encourages nurses to become more innovative in order they can change the way they work. They use charisma, individualized consideration, inspiration, and intellectual stimulation to promote innovation and employee's

capacity to innovate. For example, employees are encouraged to enhance innovation through the individual charisma of leaders [2]. The study by [24], intellectual stimulation may create opportunities for employees to voice ideas that may otherwise be overlooked and is, therefore, believed to trigger idea generation in particular.

Previous research findings showed a positive association between transformational leadership and innovation. For instance, in [25] reported a positive impact of transformational leadership on employee's innovative work behaviour in Australian hospitals.

Another study by [26] found a positive correlation between transformational leadership style and organizational innovation and organizational performance in 164 Taiwanese pharmaceutical firms. Similarly, in [5] reported that transformational leadership of R&D managers has a significant positive association with organizational innovation at the individual and organizational levels. The findings also suggest that transformational leaders might not only promote innovation activity within the organization but also ensure the market success of the innovations. Thus, findings clearly reported a positive impact of transformational leadership on innovative behaviour.

3. Methodology

In this research, the sample will be drawn from nurses by using a cross-sectional survey. The participants will be from the nine Kelantan general hospitals. The data will be collected from respective for better and deeper understanding of the relationship structure among transformational leadership and innovative behaviour. The unit of analysis in this study is individual level and probability sampling will use as a sampling technique in which simple random sampling is chosen. Variables will be measured using two different surveys: the first survey is to measure transformational leadership behavior (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration), which widely used questionnaire named is Multifactor Leadership Questionnaire (MLQ-5X) that developed by [16]. The other survey measures the innovative behaviour which comprises of idea generation, idea promotion and idea realization. This study will adapt a reliable questionnaire developed by [8] in developing the questionnaire items in this variable.

4. Conclusion

Since independence, Malaysia has provided people with good healthcare services and has continued to emphasis on delivering quality and efficient healthcare. For continuous growth, healthcare needs on their nurses to continuous innovate their ways of working that actually improve nursing practice. This paper provides the research review of transformational leadership and innovative behaviour and attempts to make contribution in this area through a study based in Malaysian healthcare industry. Examination of the research literature shows that there is a lack of empirical research that systematically examines the relationship between transformational leadership and innovative behaviour. SEM will be used to analyse the data set in order to get the empirical result. Facts that have been highlighted can contribute to the organisation to investigate more deeply the relationship between transformational leadership and innovative behavior.

Acknowledgment

The authors would like to thank the Research Management, Innovation and Commercialization Centre, Universiti Sultan Zainal Abidin, Terengganu, Malaysia for providing the financial assistance to support the publication fee of this article. Appreciations are also extended to Senior Head Nurse who willingly participated in the study.

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