

OPEN ACCESS

Volume: 4

Issue: 4

Month: October

Year: 2025

ISSN: 2583-7117

Published: 31.10.2025

Citation:

Anjana Gupta, Dr. Anshu Yadav "Exploring the role of Innovative Work Orientation in Healthcare Landscape through a narrative lens: A Glimpse" International Journal of Innovations in Science Engineering and Management, vol. 4, no. 4, 2025, pp. 18–24.

DOI:

10.69968/ijsem.2025v4i418-24



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Exploring the role of Innovative Work Orientation in Healthcare Landscape through a narrative lens: A Glimpse

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Abstract

Background: Institutions around the globe are struggling with the inconsistent and unpredictable complexities of a microenvironment. It is essential to plan for uncertainty, adopt creative strategies to reduce risks. In recent years, healthcare system has become increasingly complex, necessitating creative approaches to enhance patient well-being and service provision. Healthcare organizations need to adopt innovative work practices to meet ongoing requirements of their clients. Innovative orientation is a key strategy to ensure excellence and maintaining the competitiveness for today's businesses. Therefore, employees play an important role to exhibit innovative orientation in the context of healthcare companies.

Healthcare professionals engaged currently in health sector have often narrated issues related to lack of integration of objectives of various stakeholders including patients, healthcare providers, insurance companies, government and policymakers, pharmaceutical companies and research institutions as a challenge for effective delivery of healthcare services.

Objective: The purpose of the current study is to provide a brief overview of all the prior studies on innovative work orientation especially in context of healthcare organization.

Methods: The authors meticulously analyse the phenomenon by conducting a thorough review on innovative orientation among professionals derived from existing literature of journal articles, both published and unpublished reports, periodicals, books, theses, and pertinent publications gathered from varied worldwide information sources.

Results: The findings of the research indicate that the fields of health care science services are somewhat unexplored and less studied especially in the domain of innovative behaviour. The research indicates a stronger association "innovative behaviour" and "innovation."

Keywords; Innovation, Innovative work orientation, creativity, Support for creativity, healthcare, healthcare professionals.

INTRODUCTION

In changing dynamics and competitive environments, managers look for innovative approaches for the survival of organization. Companies are seeking out novel ideas to meet global market constraint and to reinvent themselves. Innovative work orientation is the behaviour of employees who come up with original ideas and implement those ideas in a novel manner. "The intentional generation, promotion, and realization of new ideas within a work role, workgroup, or organization to benefit role performance, a group, or an organization" is how innovative behaviour is articulated (Scott and Bruce, 1994; Salam & Senin, 2022). Innovative Orientation is a lot more than creativity, according to the notion, yet creativity is a crucial component of IWB (Scott & Bruce, 1994). Innovative work orientation emphasizes the stages of idea execution, promotion and realization in addition to creativity. Innovative Orientation at workplace is therefore intended to provide not only creative results but also advantageous to the individual, group, or business. Innovative outcomes encompass the introduction of novel manufacturing techniques and management structures, along with the adaptation and renewal of goods, services, procedures, and techniques.

The erratic and unpredictable intricacies of a microenvironment are posing a challenge to institutions worldwide. Planning for unanticipated scenarios and implementing innovative risk-reduction techniques are very crucial. Due to the complexity of the healthcare system in recent years, innovative methods are required to improve patient care and service delivery. Therefore, Innovation in healthcare refers to the creation and application of novel concepts, tools, services, and care models that enhance patient experiences, boost productivity, lower costs, and improve medical outcomes. It encompasses an extensive spectrum of issues, including as data analytics, medicines, digital health, medical technologies, diagnostics, and care delivery. In the healthcare landscape, technological, medical, organizational, digital, and patient-centred innovations constitute key domains of innovation. AI, wearable technology, and telemedicine are examples of technological advancements that improve diagnosis, monitoring, and care access. Advances like 3D printing, robotic surgery, and gene therapy are

made possible by medical discoveries. Organizational modifications aim to increase efficiency and results by focusing on models such as hospital-at-home and value-based care. Big data, blockchain, and electronic health records are all used in digital advances to increase decision-making and streamline processes. Patient-centred innovations enable people to take control of their health, such as digital therapies and mobile health apps.

Healthcare organizations are complex and dynamic due to technological, social, political, and economic factors. These aspects cause the organization to rethink the roles of caregivers, particularly the role of nurses. Medical work practices have changed drastically because of ongoing and accelerated medical technology advancements, austerity measures in healthcare reform, worldwide nurse shortages, and the emergence of disease like COVID19. The working scenario of nurses is attracting attention and concern from all over the world as there is a need to preserve adequate staffing, high-quality patient care, encouraging nurses' work engagement and reducing their retention and identifying opportunities are essential to improve working conditions in hospitals. Several entities engage in healthcare services, including patients, families, NGOs, governance, corporations, and healthcare professionals are collaborating for quality care, driving new approaches that revolutionize medical knowledge flow, clinical information, and resource availability and ultimately reshape the healthcare arena. Patient-centred, data-driven, and preventive care are growing more and more prevalent. In the decades to come,

new innovations like synthetic biology, nanotechnology, and quantum computing also have the potential to revolutionize society.

Innovative healthcare ecosystems facilitate collaborative arrangements, integrating diverse resources to deliver innovative solutions and places the user's experience at the heart of value generation.

Prioritizing patient well-being by healthcare practitioners not only enhances the individual experiences but also strengthens the system as a whole. The study emphasizes the value of a holistic and creative approach in developing and preserving patient well-being in contemporary healthcare settings covering various aspects of innovative work orientation in medical care.

RESEARCH OBJECTIVE

Innovation, especially innovative work behaviour (IWB), is essential for sustained competitive advantage and a core element of effective healthcare management. The purpose of the study is to find the influencing factor on innovative work orientation among healthcare professionals. Further, the study emphasizes on comprehensive view on innovative behaviour based on the prior studies, especially in healthcare settings.

Research Question

Healthcare institutions need to move dynamically to fulfil the ever-increasing demands of their clientele in the rapidly shifting today's global economy. This necessitates leaders who can effectively manage change and adapt to shifting circumstances. As a result, organizations are increasingly exploring innovative approaches to value creation and leadership in an era defined by technological advancement and continuous transformation. In this context, the current paper addresses the following research questions:

RQ1: What is the major concept of innovation and its prospects for healthcare management to foster creative work orientation?

RQ2: What are the major influencing individual and organizational factor to stimulate creative behaviour and nurture innovative practices in healthcare management?

LITERATURE REVIEW

Alshahrani et al., (2024) highlighted how innovative work orientation influences organizational performance in Saudi healthcare, with transformational leadership as a potential mediator. Analysing survey data from healthcare employees, the study found that innovative work orientation positively influences organizational performance, driven by various

factors autonomy, competence, motivation, relatedness, and knowledge sharing. However, transformational leadership did not significantly mediate this relationship. The study offers valuable insights how integrating innovative work orientation and transformational leadership can help address challenges in Saudi Arabia's healthcare system, but suggests that transformational leadership may not always boost employee performance in this context. Economic, social, political, and technological considerations all contribute to the complexity and ongoing change of healthcare institutions. It is frequently necessary to redefine the roles of caregivers, particularly nurses, in light of these shifts. Nurses' work environments are receiving global attention, as improving hospital conditions is seen as crucial for ensuring enough staff, quality patient care, better nurse engagement, and lower turnover. Nursing practices have evolved as an aftermath of COVID-19, worldwide nurse shortages, healthcare reforms, and rapid advancements in medical technology. Occupational Adjustment (OA) refers to how well an employee's personality, needs, and values match with the organization's culture and its values. Nurse's occupational adjustment and innovative work behaviour has a positive association in supportive work environment. Results showed most nurses has moderate adjustment and high self-rated innovation and recommends supportive work environments to boost innovation and adaptability. Proactive behaviour in nurse middle managers is driven by several factors like empowerment, job characteristic. Further, how job characteristics (autonomy and variety) influence psychological empowerment, proactive behaviour, and job effectiveness in view of innovation and job performance. Psychological empowerment and proactive behaviour fully mediated the link between job characteristics and innovative work orientation, and partially mediated the link with job performance. The study highlights how job design can encourage nurse managers' proactive behaviour, improving innovation and job performance in French hospitals (Pierre et al. 2024).

Innovative work orientation through transformational leadership can enhance performance in Saudi Arabia's healthcare sector. The findings reveal that motivated and empowered employees show higher innovative work orientation, leading to improved organizational outcomes. Supportive leadership can foster innovation and efficient service delivery. These insights can help improve healthcare practices and promote effective, equitable treatment in Saudi Arabia. In a creative workplace, employees can present new concepts to their supervisor and management (Alshahrani et al., 2024). Clinical nurses are essential to healthcare, and

their innovative orientation is key to improving patient care, advancing nursing, and supporting the overall healthcare industry's success. While many studies stress the value of nurse innovation, the connection between their innovation, structural empowerment, and perceptions of decent work is still less addressed.

Chinese clinical nurses showed moderate levels of innovative behaviour, structural empowerment, and decent work perception, highlighting areas for improvement. Structural empowerment influences innovation directly and indirectly through decent work perception. Nursing managers can boost innovation by creating an empowering work environment with better support, resources, and opportunities (Wang et al., 2024). The emergence of smart healthcare technologies such as blockchain, AI, and big data poses fresh challenges for nurses and necessitates prompt innovation. Rapid technological advancements and changing societal requirements are causing significant change in healthcare institutions. According to this study, ambidextrous leadership directly and indirectly improves the creative performance of health professionals through connection learning and learning orientation. Health organizations ought to recognize the beneficial effects of employing leaders that embrace this strategy. Ambidextrous leadership and health professionals' creative performance are positively associated. In addition, learning orientation and relationship learning both act as mediators in this relationship. Ambidextrous leadership has a stronger effect on relationship learning rather than on learning orientation (Mutonyi et al. 2024). Organizations hoping to preserve a competitive edge and guarantee long-term existence must embrace innovation. Innovation is not a luxury or privilege but rather a prerequisite. The competitive climate consistently emphasizes the benefits of innovation since it generates new value faster than rivals in a changing market. Organizations are embracing innovation to gain a lasting competitive edge because of globalization and evolving technologies. Innovative orientation reflects employees' ability and willingness to generate new ideas and is shaped by the ethical climate. The majority of nurses had an adverse view of the ethical climate, according to the earlier researches, while more than half expressed an optimistic view of Innovative work orientation. The efficiency dimension and Innovative work orientation is proved to be significantly linked and the impression of an ethical climate turned out to be substantially correlated with economic affairs and innovation (Abd-Elmoghith et al. 2024). Growing challenges facing health systems, particularly in low- and middle-income nations, necessitate ongoing

innovation, which imposes greater pressure on medical practitioners and can hinder their creativity. Supervisor support has been found to be crucial in promoting sustainable innovative behaviour among healthcare providers (Anjum & Zhao 2022). Innovations propel advances in humanity and enhance quality of life, notably in the field of healthcare in which they assist in the treatment of diseases that used to be once incurable and ensure the effective utilization of scarce resources. However, they also pose a threat to current systems, necessitate expensive investments, and urge individuals to acquire new skills. Healthcare employees' individual innovative orientation is influenced by internal market-oriented culture (IMOC), psychological capital (PsyCap), and organizational commitment (Mutonyi et al., 2022). Organizational culture and psychological assets play crucial roles in fostering innovation and commitment in healthcare environments as both may encourage employees (via psychological capital) and foster a positive work environment (through internal market-oriented culture). In ultimately, this blend enhances efficiency as well as agility in health organizations by stimulating individuals and organizational innovation and commitment. Traditional management is shifting toward more adaptable and interactive models as a result of the growing complexity of healthcare systems and shifting demographics. Healthcare companies are being prompted to analyse and restructure as an effect of the rapid sharing of information enabled by advanced technology. To address actual system needs, it is imperative to nurture a creative and innovative culture; nonetheless, establishing supportive environments and evaluating innovation- friendly outcomes remains a challenge.

RESEARCH GAP

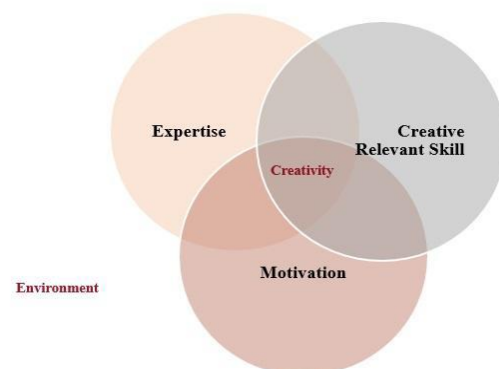
Even though many aspects of individual motivating factor including attitude, competence (self-efficacy), proactive behaviour have been extensively researched, their specific relation to influence on innovative work orientation remains primarily unexplored especially in context of healthcare landscape. Another gap which is identified in prior literature is that while numerous studies have demonstrated how leadership affects organization efficiency in view of patient and team outcome but relatively very few studies have looked into the matter of support, they are getting from organization in fostering innovative work orientation among employees. Furthermore, this study seeks to address these gaps by highlighting the role of healthcare innovation and influencing factor to nurture innovative work orientation among healthcare professionals in healthcare management.

Research Methodology

Studying the current state of innovation dynamics in the healthcare management is the prime focus of the research questions. It is followed by the recommendation of a best practices model highlighting varied factor that may be used as a tool in emerging innovative work orientation among healthcare providers. In light of the identified gaps—particularly the underexplored role of individual and organizational factor in stimulating creativity and innovation withing healthcare management, the research adopted a descriptive approach, enabling an in-depth exploration of the complex dynamics of innovation and creative behaviour within healthcare industry and by providing a narrative view of prior studies ,this study aims to suggest best practices in enhancing innovative work orientation among professionals of healthcare system.

Theoretical underpinnings

Componential theory linking crerativity and innovation (Amabile, 1993)



1. Componential theory linking creativity and innovation

Innovation in organizational process is intrinsically inspiring for an individual who uses his innovative thinking ability for achieving greater productivity in work as discussed in Componential Theory of Creativity (Amabile, 1983). This theory supports to create an environment in which creativity can be supported for highest level of creative thinking and producing innovative work practices. Componential theory propounds three major dimensions of skills are domain relevant skills, creative relevant skills and intrinsic task motivating skills to exhibit creativity at work place. Modern companies are not only dealing with creative solutions but also directing their continuous efforts for sustaining creativity and innovation. That is why creativity is nurtured at every step and innovative work process is stimulated to cope up with rapidly changing business scenario.

CONCEPTUAL FRAMEWORK

Innovative procedures in healthcare settings are fuelled by well-defined responsibilities, supportive leadership, and effective supervisor-staff interaction. Key psychological traits like self-motivation, problem-solving, and resilience, combined with a collaborative environment that builds trust, are essential. Additionally, access to resources, ongoing training, and a culture that encourages risk-taking and embraces challenges promote innovation within healthcare industry.

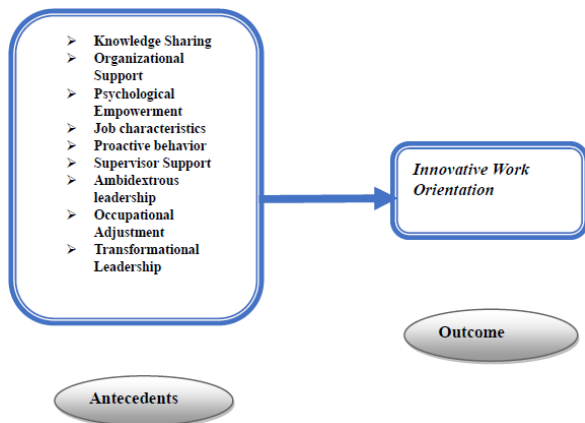


Figure 1 Antecedents especially with reference to healthcare Sector

Source: Authors Research Work

FINDINGS

In healthcare, innovative orientation entails coming up with, promoting, and carrying out novel concepts to improve patient care, processes, and results. It is driven by collaboration, supportive management and leadership, clear responsibilities and roles, and a culture that encourages learning and problem-solving. In healthcare, Innovative orientation involves establishing new treatment protocols, improving patient communication methods, incorporating technology into care operations, or updating workflows to eliminate errors and delays. It goes beyond typical chores to encompass proactive efforts to address problems, adjust to changes, and enhance care delivery. Healthcare practitioners who display innovative work orientation are often passionate, resilient, and adaptable. Their creative acts are vital for managing healthcare complexities and dynamic concerns, such as increasing patient demand, advancements in technology, and modification to policy. Lastly, enabling Innovative orientation helps healthcare organizations strengthen overall performance, maintain high levels of care, and respond to future challenges as well. Based on the findings of content analysis of prior literature innovation in healthcare can be described in following manner:

Table 1 Innovation in healthcare

Authors	Definition
Mutonyi et al. (2022)	Innovation in healthcare is 'employees' reflections on how things are carried out, and their ability to offer ideas for enhancing the performance at work'
Slatten et al. (2020)	Innovative behaviour of an individual is concerned with implementing innovations that may improve employee performance. Healthcare innovation refers doing something new and representing a behavioural shift or discontinuity in contrast to the usual organizational pattern of behaviour
Carlucci et al. (2020)	Innovative behaviour at workplace involves a visionary approach to challenges and changes, sharing or offering knowledge to others, and shaping ideas in a dedicated and self-acting manner.
Dan et al. (2018)	Innovative work orientation refers to the creation or adoption of original concepts and their effective execution, whereas creativity merely involves ability to generate novel ideas. Healthcare professionals with strong self- efficacy and innovative work orientation are better equipped to overcome ongoing challenges, drive improvements in patient care, and achieve greater professional success.
(Kim and Lee, 2013)	"Innovative Work Orientation refers to the process of generating, testing, and implementing novel ideas for widespread application.
(Scott and Bruce, 1994)	Considered Innovative thinking is more than just creative ability. Innovation necessitate novelty in expertise, methodologies, goods, and services. In services such as healthcare, this might involve utilizing new technologies for diagnosis, integrating patient care models, or blending cutting-edge medical research into treatment

Definitions of Innovation or Innovative Work Orientation especially in context of Healthcare Sector

FURTHER DISCUSSIONS AND RECOMMENDATION

Patients' expectations for the quality of healthcare have risen, driven by the growing availability of alternative health service options (Slåtten et al., 2020). In response, several factors have become increasingly relevant for fostering innovation in healthcare. Based on the above explanation, this analysis proposes following practices to incorporate in healthcare arena:

1. Optimal use of individual and organizational resources fosters workplace creativity. Psychological traits such as hope, resilience, optimism, and self-efficacy are the major key drivers of individual innovation in hospital settings.

2. Organizational climate, learning capabilities within organization (such as team and relationship learning), and commitment are essential resources that supports an innovative orientation within healthcare industry.
3. Communication channels and collaborative sessions with peers and supervisors help to address healthcare complexities. Clear nurse roles, designations, and strong colleague solidarity foster innovation during workplace orientation and support their career growth.
4. Healthcare institutions should empower their employees to embrace challenges, creating opportunities and mitigating overall risks.
5. Psychological traits like individual proactive behaviour, self-motivation, ability of problem-solving, emotional and social competencies are key to unlocking individual creativity.

CONCLUSION

The study provides valuable insights for practitioners and policymakers in healthcare aiming to promote creative work behaviour to improve organizational performance. Further, the research provides significant knowledge to solve contemporary medical concerns, increase performance, and preserve a competitive edge. The research explores the link between

various influencing factor and innovative work orientation focusing on palliative care professionals. It finds that employees who are motivated by their individual factors (such as knowledge-sharing, psychological traits, competencies and proactive behaviour) are more likely to engage in their innovative practices, and their individual and organizational ability also directly influence innovation. The study encourages further research in varied professional settings to validate and expand its findings.

Innovations play a crucial role in healthcare by enabling the rapid and effective collection, and knowledge sharing including the analysis of massive amounts of health information. The approach leverages collaborative technologies, crowdsourcing, and cross-organizational collaborations to gather real-time, comprehensive data that can improve decision-making and responsiveness. Moreover, it is important to assess that these innovations support efficient health monitoring systems that track patient outcomes, disease progression, and healthcare delivery processes.

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