

Embedding Innovative Work Orientation for a Sustainable Healthcare Landscape: A Bibliographic Mapping of the New Trends

Anjana Gupta¹, Dr. Anshu Yadav² and Dr. Deepakshi Jaiswal³

¹Research Scholar, School of Business Management, CSJMU Kanpur

²Professor, School of Business Management, CSJMU Kanpur

³Assistant Professor, Lala Lajpatrai Institute of Management, Mumbai

Abstract

Background- To ensure long-term success and expansion, health care institutions need to swiftly adapt for the shifting challenge posed by environmental degradation. Effective risk mitigation, innovative technology diffusion, and strategic thought are necessary for navigating uncertainties. Creativity and innovation enhance resilience, enabling sustainability despite challenges.

Purpose- In this backdrop, the purpose of the study is to identify the factors that propel innovation in healthcare and explore how innovative work orientation affects the industry from a global standpoint.

Design/methodology/approach- An extensive review of all scholarly articles on Innovative work orientation (IWO) that were indexed in the Scopus database during 2014 to 2025 was carried out using a hybrid approach. In this research, approximately 45 articles that addressed healthcare innovation and healthcare professionals' innovative work orientation were screened. **Findings-** For an organisation to remain competitive and thrive over the long run, innovation is highly essential. Using the lens of PRISMA (The Preferred Reporting Items for Systematic Review and Meta-Analyses) methodology guidelines, we performed a systematic literature review (SLR) to identify key gaps and propose future research paths. This article covers untapped research themes and knowledge designs in the domain of IWO. Innovative work acts as a catalyst for sustainable healthcare by fostering creativity. Consequently, the paper strengthens the corpus of existing literature by offering practitioners in the discipline of IWO with future directions.

Practical implications Frontline healthcare professionals, due to their direct patient contact, are well-positioned to identify and address service shortfalls. Their proximity to patients encourages creative thinking to enhance the patient experience, making it essential to understand the factors that drive healthcare innovation.

Originality/value- This research adds value by deepening the understanding of innovative work orientation in the healthcare sector and offering unique insights into the elements that propel healthcare innovation.

Keywords: Innovative work orientation, Bibliometric Analysis, Healthcare, Healthcare Professionals, PRISMA

1. Introduction

The healthcare industry is currently experiencing a global workforce crisis, with mounting concerns about its ability to fulfil its future requirements. A particularly alarming trend is the growing difficulties that many countries encounter with hiring and maintaining adequately inspired and dedicated nurses. This scarcity not only hampers the quality and accessibility of healthcare services, but it also places an immense burden on existing healthcare professionals in view of exhibiting innovation in their work practices. Over the last decade, there has been a significant surge in study on innovative work orientation (IWO). Innovative work orientation is vital in healthcare corporations, particularly in today's rapidly changing landscape and it has been under the microscope of a thorough probe into both its causes and consequences (Alshahrani, et al. 2024). However, healthcare innovation's performance-enhancing tactics are not adequate in view of professional's inventiveness and creative behaviour engaged in healthcare setting.

Innovative orientation is overall crucial in responding to dynamic patient needs, enhancing operational efficiency, fostering organizational agility, meeting regulatory and policy shifts, navigating technological advances and improving overall patient outcome. To thrive in multifaceted and dynamic scenarios, organizations must need to embrace innovative techniques to assure sustainability and achievement. Therefore, this review has designed to

provide an overview of innovative work orientation around the globe especially in healthcare setting. Healthcare change management emphasizes employee creativity as a prerequisite for adapting to change and the collaborative knowledge and expertise improves cognition and inventiveness, allowing employees to effectively address modern health concerns. In the workplace, some individuals actively engage in generating, developing, and executing novel ideas to achieve personal achievements, enhance community productivity, or drive organizational performance and growth is termed as innovative behaviour. As a result, an emerging field of inquiry on innovative work orientation (IWO) calls for a bibliometric review in view of its themes and frameworks of the high-quality literature listed in the Scopus database especially in healthcare domain. Previous researches have explored journal trends (Alshahrani 2023; Donthu et al., 2020), frequently cited publications, renowned authors and prominent institutions. These initiatives advance scientific engagement and accessibility of prospective knowledge, which are both vital to scientific advancement in the field of healthcare.

Table 3 provides an overview of various definitions of innovative work orientation in view of healthcare landscape.

Innovative work orientation, in literature of creativity and innovation management is defined as a multidimensional construct characterise as the intentional generation, promotion, and implementation of new ideas within a work role, team, or organization to enhance individual, group, or organizational performance. Individual's creative action involves generating valuable ideas or concepts, advocating them, and putting them into practice (Scott and Bruce, 1994).

2. Review Question and Themes

The systematic literature review in our study addressed innovative work orientation, innovative behaviour and employee's creative actions in organizations providing healthcare. Table 2 summarizes the primary themes and sub-themes discussed in the review. In this context, the paper explores, which key principles fuel innovation, and in what ways can healthcare management foster a workplace culture that encourages creativity and innovation?

The current research article addresses the following research questions:

RQ1: How can healthcare organizations assist their staff express their innovative work orientation at workplace, and what fundamental concept propels innovation?

3. Research Methodology

3.1 Searching Criteria

We explored peer-reviewed journal articles from scientific databases such as Web of Science, Springer, Academic, Science Direct, Scopus, Sage, and Emerald. We applied the theoretical notions of innovative work orientations (IWO) in healthcare setting, to construct search phrases with the keywords "innovation," "innovative work behaviour," and "healthcare." Further, the terms "innovation," "innovative behaviour," and "healthcare" are linked to a certain level of study. We utilized expressions such as "innovation," "innovative behaviour*," "healthcare," "nurs*," and "healthcare professionals" to refine our search.

3.2 Period Identification

Publications spanning 2014-2025 were gathered specifically from the Scopus database in May 2025. Scopus indexed journals are appropriate for subject-specific evaluations because they are highly credible and adhere to stringent quality parameters. Previous bibliometric investigations have amassed use of similar databases. To ensure comprehensive results, the keywords "Innovative Work Behavior," "Innovative Work Behaviour," "Innovation Behavior," and "Innovation Behaviour" were applied to account for both American and British versions using the "OR" option to extract the most relevant articles in Scopus database.

3.3 Data Clarification and Preparation

319 records were identified in the previous decade, that is, from 2014-2025 from the Scopus database using the chosen search keywords. 45 pertinent records were found suitable and kept for analysis after data filtering and screening. Studies which are not associated to Innovative work orientation in healthcare, Nursing professionals, and innovative orientation, support form creativity, meeting abstracts, non-English publications and grey literature

were omitted from the analysis. VOS viewer software provided analyses such as bibliographic coupling, citation and co-citation analysis, keyword occurrence, and co-authorship networks, while MS Excel was utilized to organize the data in tabulated form followed by the PRISMA approach illustrated in Figure 1 detailing how the numerous articles were identified for analysis. Co-citation, Co-authorship and Co-word analysis were applied to identify previous trends and anticipate upcoming developments in this area.

Table 1

Review Question	Thematic Domain	Sub-themes
How can healthcare organizations assist their staff express their innovative work orientation at workplace, and what fundamental concept propels innovation?	Innovative work orientation	<ul style="list-style-type: none"> ➤ IWO and PSC (Perceived Support for creativity in view of supervisor, peers, and organization) ➤ IWO and Social exchange theory ➤ IWO and Componential theory of creativity and innovation

Source(s): Table created by author

3.4 Bibliometric approach

According to Broadus (1987), bibliographic analysis is a quantitative method that relies on bibliographic data in the form of publication and citation units. Over the past ten years, the average number of publications using the bibliometric approach has increased significantly to 1022 (Donthu et al. 2021). It has been modified to analyse previous studies, track the trajectory of transformation, assess the knowledge framework, and forecast future trends. This study utilizes the following bibliometric evaluation to achieve its intended objectives. Co-citation refers to how often two documents are cited together, indicating a close relationship between their content. This method helps to identify influential past studies and map the structure of existing literature. Co-word Analysis: also referred as keyword co-occurrence, co-word analysis looks at how frequently terms occur together in publications. Titles, abstracts, and author keywords are the sources of these keywords. This approach aids in spotting research patterns and forecasting future pathways.

4. Discussion

Innovative Work orientation is crucial for healthcare organizations aiming to enhance performance of healthcare institution and meet evolving patient needs.

Table 2

Inclusion and Exclusion Criteria		
Review factor	Inclusion Criterion	Exclusion Criterion
Research Focus	Innovation in Healthcare Organization, Innovative work orientation, and support from creativity	Studies not associated to Innovative work orientation in healthcare, Nursing professionals, and innovative work orientation, support form creativity
Language	English	Other-language publications
Period	2014 to 2025	Studies published before 2014
Sources	Journal articles (Full text), Conference	Grey Literature

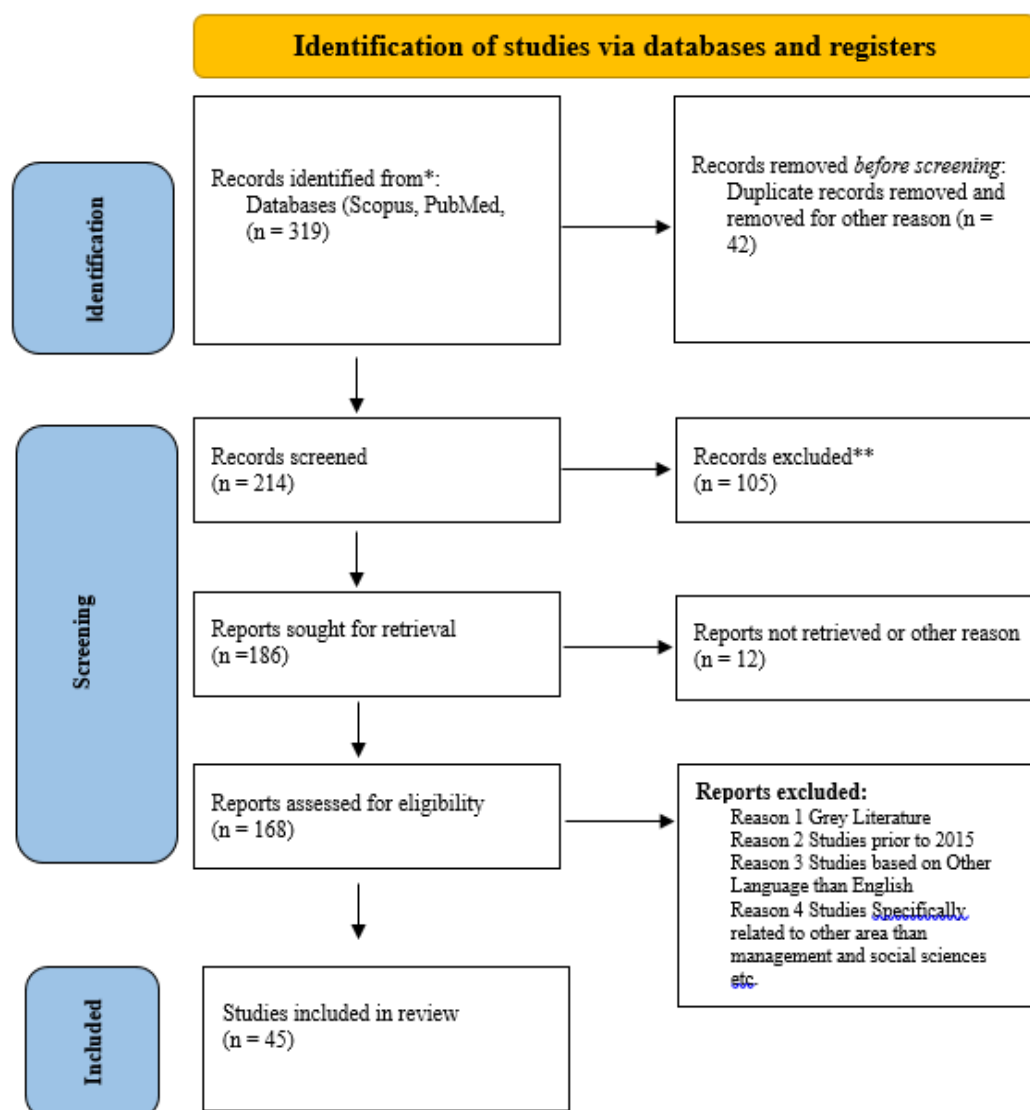
	Papers, Dissertations	
Total Reviewed article	45 papers	274

Source(s): Table created by author

4.1 Innovative work Orientation in healthcare

The first issue addresses on healthcare businesses' creative work orientation. Peer, supervisor, and organizational support for creativity have been shown to have a significant effect on employees' innovative work orientation. In the intricate healthcare ecosystem of today, innovation is essential for efficacy and agility. According to Patterson and Zibarras (2017), human resource professionals are essential in encouraging innovation to improve organizational outcomes. The need for creative, affordable, and high-quality healthcare services has increased due to the COVID-19 pandemic (Mutonyi et al., 2021), and growing patient expectations encourage more innovation in healthcare facilities (Slåtten et al., 2020).

PRISMA Chart for selecting Research Article



(Source (s) Figure By author)

Figure 1. PRISMA Chart for selecting the appropriate research articles

Definition of Innovative work orientation derived by several authors based on past researches

Keywords: Innovative work behaviour/ innovative behaviour / Innovation

Table 3

<i>Authors & Year</i>	<i>Definitions</i>
Masood & Afsar (2017)	Innovative work orientation among nurses reflects behaviours beyond prescribed tasks facilitated by empowerment and knowledge sharing enabling novel ideas / practices rather than only routine tasks.
Mutonyi et al. (2022)	Innovation in healthcare refers to employees' insights into current practices and their capacity to propose ideas that improve work performance.
Slåtten et al. (2020)	Healthcare innovation requires adopting new practices that deviate from standard organizational procedures, individual innovativeness involves adapting and executing changes to enhance performance.
Carlucci et al. (2020)	At the workplace, innovation encompasses anticipating challenges, sharing expertise with others, and independently transforming ideas into practical solutions.
Dan et al. (2018)	Workplace innovation involves proactively addressing challenges, collaborating through knowledge sharing, and independently generating and applying novel ideas.”

Source(s): Table created by author

4.1.1 Performance analysis, Citation analysis and most prolific author in the domain of innovative work orientation in healthcare from 2014 to 2025.

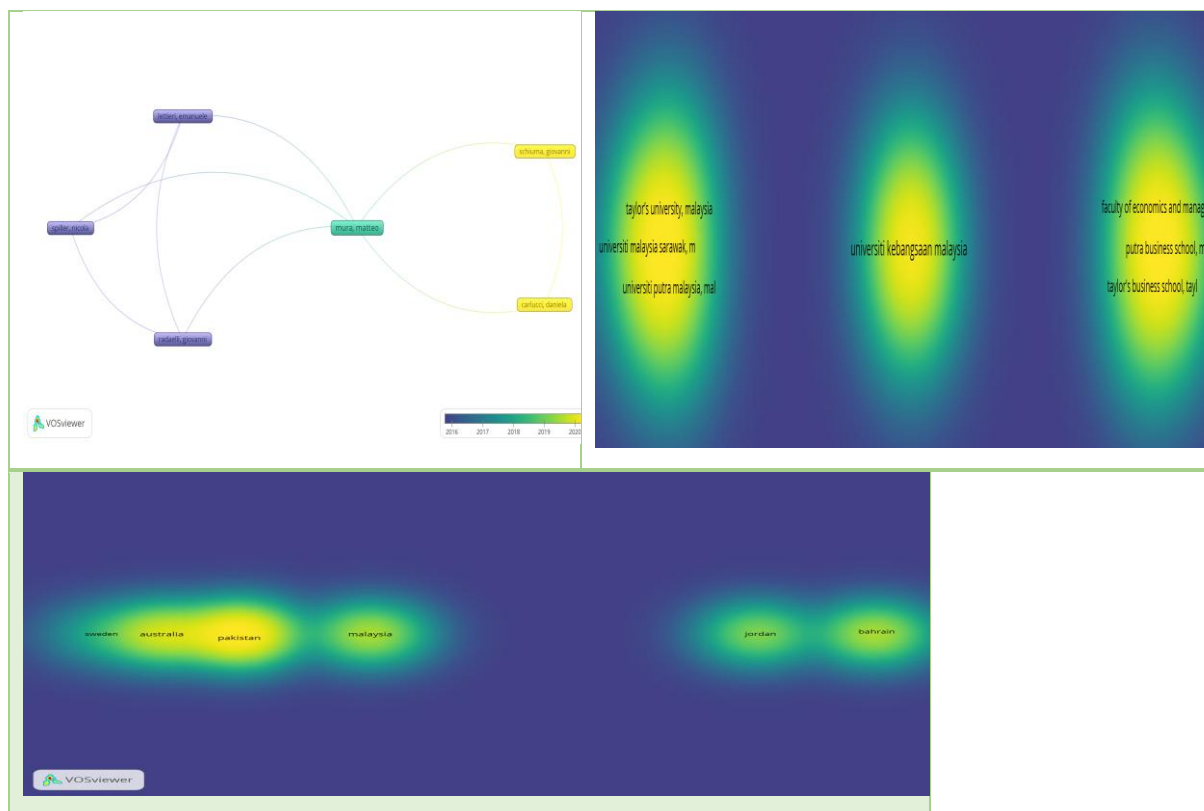
319 papers on IWB from 2014 to 2025 have been identified in Scopus Using PRISMA approach. Over the course of the decade, there has been a noticeable increase in the amount of research, reaching its maximum in 2024. A comprehensive review of 45 papers addressing on public organizations (up to 2022) classified influences into three domains: personal, interdependence or collaboration, and organizational aspects (culture, leadership, empowerment, etc.) in the sphere of healthcare. Geographically, Asian nations dominate research, particularly China, with Pakistan and Indonesia following closely behind especially in the domain of healthcare arena. Innovative work orientation is studied across disciplinary boundaries, as seen by the primary study topics in business/management, social sciences, psychology, and economics. Organizational factors have a significant impact on innovative work orientation psychological capital, leadership, empowerment, safety, and ethical environments consistently drive innovative orientation. IWO contributes to performance outcomes by enhancing Task performance, Service innovation, Organizational citizenship, Quality of care (indirect evidence), Adaptability and problem solving. In several nations (China, Korea, Ethiopia etc) empowerment and creativity consistently induce healthcare innovation.

Table 4, Table 5, and Table 6. Citation analysis in view of Authors, sources and countries (Top 10 authors with the highest citation)

Sr. no	author	documents	citations	total link strength
1	Afsar, Bilal	2	105	2
2	Sönmez, Betül	2	94	2
3	Brunetto, Yvonne	2	73	6
4	Mura, Matteo	2	73	5

5	Dick, Thomas	1	62	3
6	Nelson, Silvia	1	62	3
7	Saheli, Nasim	1	62	3
8	Yildirim, Aytolan	1	61	1
9	Bin Saeed, Bilal	1	52	2
10	Cheema, Sadia	1	52	2

Source(s): Table created by author



Source (s) Figure By author

Figure 2.

4.1.1 (Author Interpretation Based on Vos Viewer Analysis)

Sr. No.	organization	documents	citations	total link strength
1	"Department Of Management Sciences, Hazara University, Mansehra, Pakistan"	3	104	3
2	"Southern Cross University, Australia"	1	62	0
3	"Florence Nightingale Faculty of Nursing, Istanbul University-Cerrahpasa, Istanbul, Turkey"	1	61	0

4	“School Of Management, Asian Institute of Technology, Pathum Thani, Thailand”	1	53	0
5	“Department Of Management Sciences, Comsats Institute of Information Technology, Abbottabad, Pakistan”	1	52	2
6	“National College of Business Administration & Economics, Multan, Pakistan”	1	52	2
7	“Politecnico Di Milano, Department of Management, Economics and Industrial Engineering, Milan, Italy”	1	39	2
8	“University of Bologna, Department of Management, Bologna, Italy”	1	39	2
9	“University of Warwick, Warwick Business School, Coventry, United Kingdom”	1	39	2
10	“Department Of European and Mediterranean Cultures, Environment and Cultural Heritage (Dicem), University Of Basilicata, Via Lanera 20, Matera, 75100, Italy”	1	34	2

Source(s): Table created by author (Table 5)

4.1.2 (Author Interpretation based on VOS viewer analysis)

Sr. No	country	documents	citations	total link strength
1	Pakistan	5	136	3
2	Italy	7	109	3
3	Australia	5	97	4
4	Turkey	3	94	0
5	United Kingdom	3	58	4
6	Thailand	1	53	0
7	Jordan	3	43	3
8	Malaysia	4	43	4
9	United States	2	29	3
10	China	2	27	2

Source(s): Table created by author (Table 6)

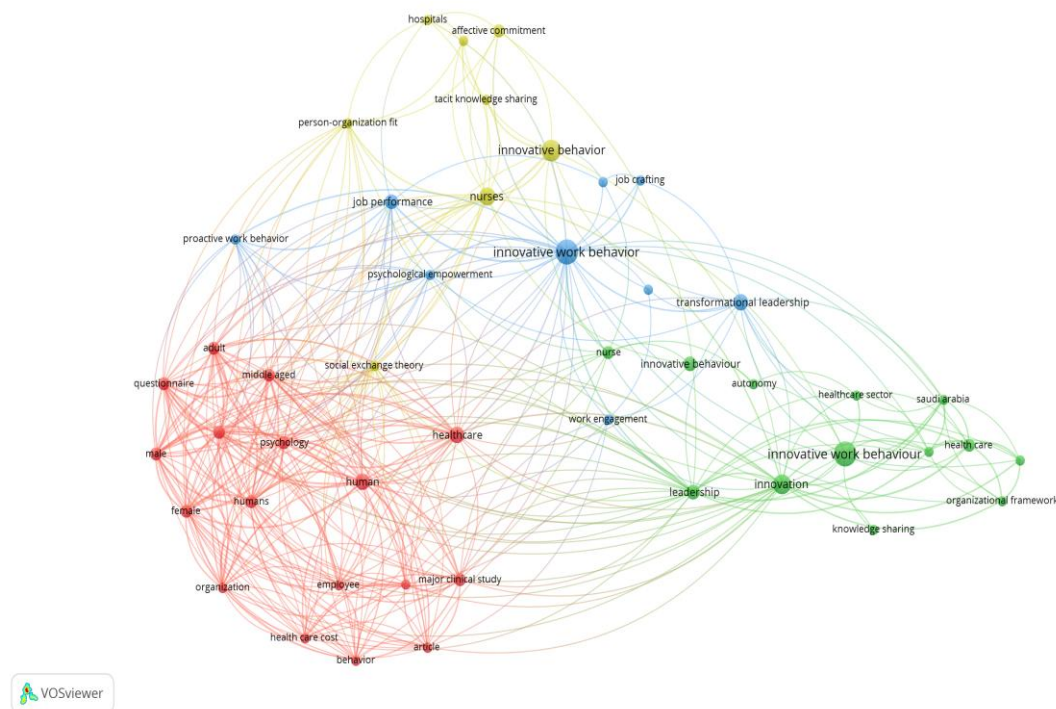
4.1.3 (Author Interpretation based on VOS viewer analysis)

• Citation Analysis

The current review holds the partial data on authors, countries, and citation patterns in view of innovative work orientation addressing various themes like (nurse-manager innovation, organizational culture in healthcare). With 22 publications and 2 documents especially in healthcare management with 105 citations (highest) over the time, B. Afsar was the top individual author (overall), according to the present review. China, Pakistan, and Indonesia were the most prolific nations in our analysis, indicating the predominance of Asian nations in innovation in

healthcare. Many empirical studies on innovative work orientation in healthcare (e.g. nursing or hospital staff) come from a variety of countries (such as Pakistan, Italy, Australia, Turkey, United Kingdom, indicating global interest from the last few years. Researches on healthcare innovation is geographically diverse spanning East Asia (China, maybe others), Europe (Germany), Middle East/North Africa (Saudi Arabia, Iraq, Turkey). China and the United States appear frequently and The United States is a prominent producer in addressing innovative work orientation specifically. Innovative work orientation is relevant not only in developed healthcare systems but also in emerging or resource-constrained ones (e.g., Middle East, parts of Asia). Many numerous studies vary by professional group (nurses, physicians, leadership) and setting (general or specialty units), showing both IWB's broad application and the challenge of cross-country comparisons.

4.2.1 Co- Occurrence of Keyword analysis



Using similar database, the co-word analysis yields four clusters with 157 out of 248 keywords meeting a threshold of 47.

4.2.2

Id	Keyword	Occurrences	Total link strength
1	Innovative Work Behavior	11	94
2	Innovative Behavior	8	48
3	Innovation	7	89
4	Nurses	6	56
5	Healthcare	5	68
6	Transformational Leadership	5	23

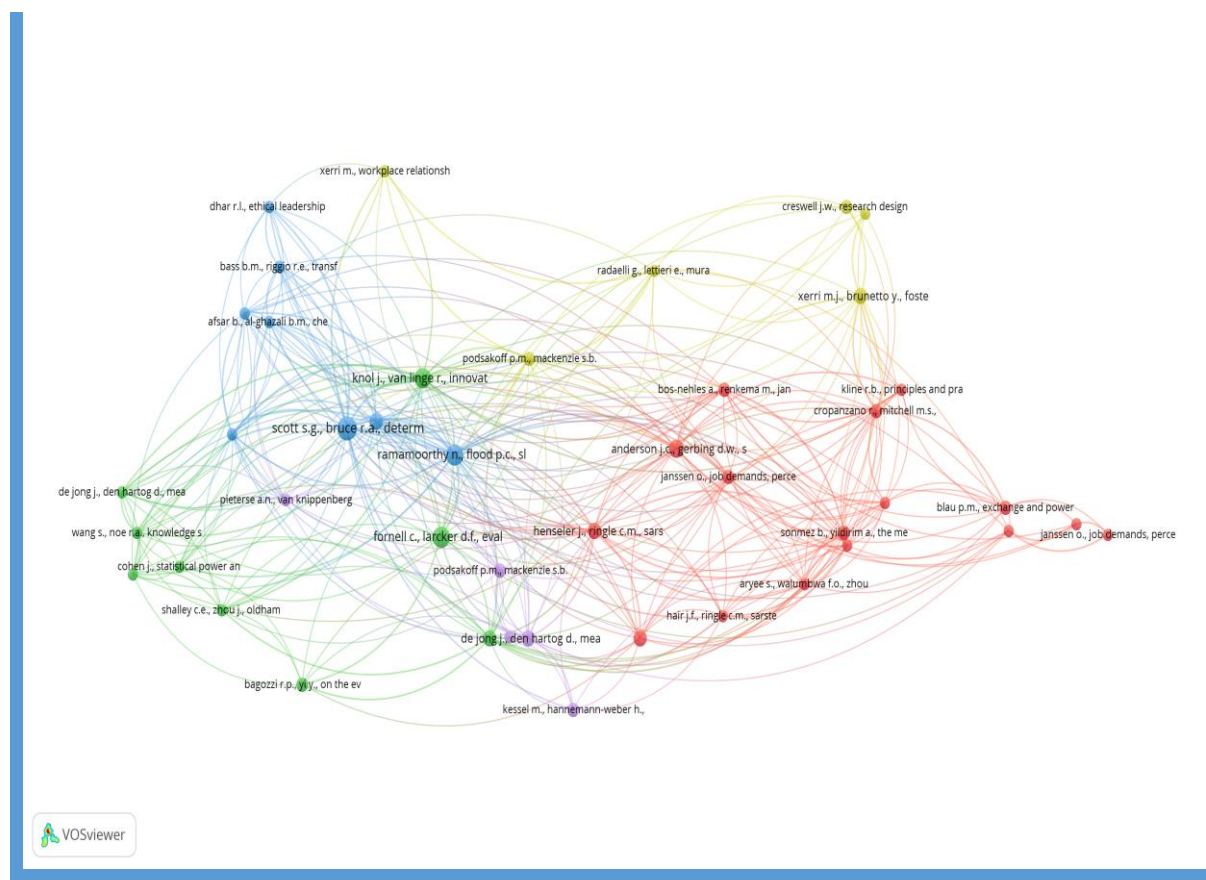
7	Innovative Behaviour	4	18
8	Job Performance	4	44
9	Leadership	4	64
10	Affective Commitment	3	18
11	Organizational Performance	2	22
12	Performance Assessment	2	25
13	Person-Organization Fit	2	38
14	Proactive Work Behavior	2	25
15	Psychological Empowerment	2	24
16	Social Exchange Theory	2	39

Source(s): Table created by author

(Table 7)

4.3.1 Co-citation Analysis

Out of the 3434 cited references that the co-citation analysis yields, 44 of them met the 3-citation criterion in cluster mapping. The cut-off threshold was adjusted after several sets of trials until the strongest and most appropriate clusters have been established (thresholds 21, 11, 5, 4 were adjusted in this evaluation). Fig. 2 displays the co-citation analysis's network map. There are three distinct clusters that are close to one another: red, green, blue, yellow and purple. According to the graphic, there are three major clusters that are connected and strongly associated. The author uses inductive interpretation to analyse and label each cluster.



4.3.2

Sr. No	Cited reference	Citations	Total link strength
1	"Ramamoorthy n., flood p.c., slattery t., sardesai r., determinants of innovative work behaviour: development and test of an integrated model, creativity and innovation management, 14, 2, pp. 142-150, (2005)"	8	55
2	"Scott s.g., bruce r.a., determinants of innovative behavior: a path model of individual innovation in the workplace, academy of management journal, 37, 3, pp. 580-607, (1994)"	10	53
3	"Knol j., van linge r., innovative behaviour: the effect of structural and psychological empowerment on nurses, journal of advanced nursing, 65, 2, pp. 359-370, (2009)"	7	49
4	"Henseler j., ringle c.m., sarstedt m., a new criterion for assessing discriminant validity in variance-based structural equation modeling, journal of the academy of marketing science, 43, 1, pp. 115-135, (2015)"	5	35
5	"Podsakoff p.m., organ d.w., self-reports in organizational research: problems and prospects, journal of management, 12, 4, pp. 531-544, (1986)"	5	33
6	"Yuan f., woodman r.w., innovative behavior in the workplace: the role of performance and image outcome expectations, academy of management journal, 53, 2, pp. 323-342, (2010)"	5	31
7	"Anderson j.c., gerbing d.w., structural equation modeling in practice: a review and recommended two-step approach, psychological bulletin, 103, 3, pp. 411-423, (1988)"	6	29
8	"Lansisalmi h., kivimaki m., aalto p., ruoranen r., innovation in healthcare: a systematic review of recent research, nursing science quarterly, 19, 1, pp. 66-72, (2006)"	3	28
9	"Fornell c., larcker d.f., evaluating structural equation models with unobservable variables and measurement error, journal of marketing research, 18, 1, pp. 39-50, (1981)"	8	26
10	"Varkey p., horne a., bennet k.e., innovation in health care: a primer, american journal of medical quality, 23, 5, pp. 382-388, (2008)"	3	26
11	"De jong j., den hartog d., measuring innovative work behaviour, creativity and innovation management, 19, 1, pp. 23-36, (2010)"	5	25
12	"Janssen o., job demands, perceptions of effort-reward fairness and innovative work behaviour, journal of occupational and organizational psychology, 73, 3, pp. 287-302, (2000)"	4	24
13	"Noles k., barber r., james d., wingo n., driving innovation in health care, journal of nursing care quality, 34, 4, pp. 307-311, (2019)"	3	23

14	“Sonmez b., yildirim a., the mediating role of autonomy in the effect of pro-innovation climate and supervisor supportiveness on innovative behavior of nurses, european journal of innovation management, 22, 1, pp. 41-58, (2019)”	4	23
15	“Aryee s., walumbwa f.o., zhou q., hartnell c.a., transformational leadership, innovative behavior, and task performance: test of mediation and moderation processes, human performance, 25, 1, pp. 1-25, (2012)”	3	22
16	“Bos-nehles a., renkema m., janssen m., hrm and innovative work behaviour: a systematic literature review, personnel review, 46, 7, pp. 1228-1253, (2017)”	4	22

Source(s): Table created by author

(Table 8)

4.4 Innovative work Orientation in healthcare

Sr. No.	Article Title	Author/ Year	Dimensional Area
1.	“The Role of Entrepreneurial Leadership and Innovative Behaviour in Health Service Innovation”	Martins et al. (2025)	Entrepreneurial Leadership and Healthcare Innovation
2.	“The mediating effect of tacit knowledge Sharing in predicting innovative behaviour from trust”	Wah et al. (2018)	Knowledge Sharing
3.	“‘Catching the new’: Exploring the impact of professional networks on innovative work behavior in healthcare”	Di Vincenzo & Iacopino (2022)	Professional Networking
4.	“How high-involvement work practices, leadership and job crafting influence nurses’ innovative work behavior”	Alwali (2023)	Innovativeness through high-involvement work practices
5.	“Human resources and innovative behaviour: Improving nursing performance”	Xerri & Reid (2018)	Nurse Innovativeness
6.	“Facets and outcomes of healthcare service innovation: A study of catholic service providers in Northern Portugal”	Marques et al. (2015)	Healthcare Innovation
7.	“Nurse middle managers’ proactive work behavior: antecedents and consequences on innovative work behavior and job performance”	Pierre et al. (2024)	Job performance
8.	“The mediating effect of tacit knowledge sharing on the relationship between perceived supervisor support and innovative behaviour among nurses in a Malaysian public teaching hospital”	Waha et al. (2018)	knowledge sharing and perceived supervisor support
9.	“Digital Distractions In The Workplace: Exploring Cyberloafing Impact On Employee Behaviour And Innovation”	Narwal (2023)	Digital distraction and Employee Innovativeness

10.	“Transformational leadership impact on innovative behaviour as perceived by healthcare workers in private hospitals in Jordan”	Raoush (2023)	Transformational leadership and Innovative Orientation
11.	“Rejecting Innovation: How Italian Public Health Employees Are Killing Creativity and Digitalization in the Post-COVID Era?”	Berardi et al. (2024)	Innovativeness in healthcare
12.	“Boundary integration and innovative work behavior among nursing staff”	Yasir & Majid (2019)	Nurse Innovative work Orientation
13.	“How and when paternalistic leadership influences service innovative behaviour while inhibiting counterproductive work behaviour among healthcare professionals: the roles of perceived supervisor support and public service motivation”	Hussain & Marjoribanks (2025)	Service Innovativeness
14.	“Chameleon Leadership and Innovative Behavior in the Health Sector: The Mediation Role of Job Security”	Durrah & Kahwaji (2023)	Chameleon Leadership and Innovative Behavior
15.	“The effect of nurse managers' servant leadership on nurses' innovative behaviors and job performances”	Kül & Sönmez (2021).	servant leadership on nurses' innovative behaviors
16.	“The innovative–performance connection: how dynamic capabilities empower nurses”	Alwali (2023)	Nurse Innovative outcome
17.	“Unpacking the role of transformational leadership and work engagement in the relationship between psychological capital and innovative work behavior”	Alwali (2024)	work engagement and psychological capital innovative orientation
18.	“Cultural intelligence and innovative work behavior: examining multiple mediation paths in the healthcare sector in India”	Jain (2022)	Cultural intelligence
19.	“Impact of inclusive leadership on adaptive performance: The role of innovative work behaviour”	Bataineh et al. (2022)	Inclusive leadership and adaptive innovativeness
20.	“Differential effects of workplace stressors on innovation: An integrated perspective of cybernetics and coping”	Fay et al. (2019)	Workplace stressor
21.	“Integration of innovative work behavior through transformational leadership in the Saudi healthcare sector: a systematic review”	Alshahrani (2023)	Innovativeness through transformational leadership
22.	“Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study”	Atatsi et al. (2021)	psychological ownership
23.	“The effect of persistence despite fear on innovative behaviours: mediator role of mental	Gülbahar et al. (2024).	Innovative orientation

	well-being and moderator role of fear of COVID-19”		
24.	“The mediating role of autonomy in the effect of pro-innovation climate and supervisor supportiveness on innovative behavior of nurses”	Sönmez & Yıldırım, (2018).	supervisor supportiveness on Nurse Innovativeness
25.	“Crisis Management and National Responses to COVID-19: Global Perspectives”	Hu & Liu (2022).	
26.	“Shaping emotional contagion in healthcare: the role of human resource practices and work harassment”	Xerri et al. (2021)	
27.	“Is polychronicity a panacea for innovative work behavior among nursing staff? Job embeddedness and moderating role of decentralization”	Yousaf & Yasir (2021)	Job embeddedness and Polychronicity
28.	“The Evaluation Of Leadership Styles On Employee Innovative Work Behaviour Of Project Managers In The Healthcare Industry: The Mediating Role Of Emotion Intelligence”	Haider et al. (2025)	Emotional Intelligence and Employee Innovativeness
29.	“The impact of person-organization fit on innovative work behavior: The mediating effect of knowledge sharing behavior”	Afsar (2016)	knowledge sharing behavior
30.	“Behavioural operations in healthcare: a knowledge sharing perspective”	Mura et al. (2016)	knowledge sharing perspective
31.	“Igniting innovative: how transformational leadership and job crafting empower innovative among Iraqi nurses in public hospitals”	Alwali (2023)	job crafting and innovativeness
32.	“Towards understanding the influence of innovative work behavior on healthcare organizations’ performance: the mediating role of transformational leaders”	Alshahrani et al. (2024)	Healthcare innovation and performance
33.	“Perceived corporate social responsibility and innovative work behaviour: the role of passion at work”	Alhumoudi et al. (2023).	CSR and Innovative orientation
34.	“Toxic work environment: the impact of toxic leadership and workplace bullying on employees’ innovative work behavior and affective commitment”	Bou Reslan et al. (2025).	employees’ innovative orientation and affective commitment
35.	“Person-organization fit and innovative work behavior: The mediating role of perceived organizational support, affective commitment and trust”	Akhtar et al. (2019)	Organizational support in healthcare innovation
36.	“Testing interaction effects of intellectual capital and burnout on innovative work behaviour of professional nurses”	Narzary & Palo (2023)	intellectual capital in nurse innovativeness

37.	“Do nurses display innovative work behavior when their values match with hospitals’ values?”	Afsar et al. (2018).	nurse innovativeness
38.	“The power of a pledge: Exploring the relationship between sense of calling and innovative work behaviour in healthcare”	Zhang et al. (2024)	Healthcare innovation
39.	“Mapping organizational culture, work motivation and innovative behaviour, before and during the crisis: a bibliometric analysis”	Almeida et al. (2024)	organizational culture
40.	“Psychosocial Safety Climate, Psychological Capital, Healthcare SLBs’ Wellbeing and Innovative Behaviour During the COVID 19 Pandemic”	Brunetto et al. (2022)	Psychological Capital
41.	“Fostering Employees' Innovative Work Behaviour in Healthcare Organisations”	Carlucci et al. (2020)	Employees' Innovativeness
42.	“Cognitive motivational states impact quality of work life and job effectiveness via proactive behavior: a two-wave study of nurse managers”	Pierre et al. (2025)	Innovative Orientation
43.	“Engaging to innovate: an investigation into the implications of engagement at work on innovative behaviors in healthcare organizations”	Palumbo (2021)	Work engagement
44.	“Perceived identifiability, shared responsibility and innovative work behavior*”	Shih & Susanto (2017)	Innovative Orientation
45.	“Expanding Capacity for Learning and Transformation: A New Look from Human Resource Configurations Towards Product Innovation in the Healthcare Industry”	Mehralian et al. (2024)	Innovation in Healthcare

Source(s): Table created by author

(Table 9)

5. Concluding thoughts and Future Directions

Organizations and healthcare services rely on innovation to survive, grow, and compete. This study looked at how entrepreneurial leadership, innovative behavior, and individual entrepreneurial orientation are related. The findings suggest that leaders' innovative behavior has a considerable impact on creativity and individual entrepreneurial orientation. Entrepreneurial leadership influences both creative behavior and orientation; yet, orientation alone has no direct impact on creativity. The study advances our understanding of how leadership and innovation are linked and provides useful insights for healthcare administration Martins et al. (2025). The opinions of many healthcare workers are analysed in this study to improve knowledge of innovation and creativity in healthcare organizations. In creatively driven workplaces, it highlights the growing significance of novel approaches for preserving healthcare systems (Dan et al., 2018). The study fills in gaps in the literature on the aspects that foster innovative job outcomes by exploring perceived support for creativity at various levels. Innovative behavior in healthcare settings is greatly influenced by perceived support from organizations, coworkers, and supervisors (DiLiello et al., 2011), which supports previous findings in creativity and innovation research (e.g., Amabile, 1988; Scott & Bruce, 1994).

References

1. Afsar, B. (2016). The impact of person-organization fit on innovative work behavior: the mediating effect of knowledge sharing behavior. *International journal of health care quality assurance*, 29(2), 104-122.
2. Afsar, B., Cheema, S., & Bin Saeed, B. (2018). Do nurses display innovative work behavior when their values match with hospitals' values? *European Journal of innovation management*, 21(1), 157-171.
3. Akhtar, M. W., Syed, F., Husnain, M., & Naseer, S. (2019). Person-organization fit and innovative work behavior: The mediating role of perceived organizational support, affective commitment and trust. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(2), 311-333.
4. Alhumoudi, R. S., Singh, S. K., & Ahmad, S. Z. (2023). Perceived corporate social responsibility and innovative work behaviour: the role of passion at work. *International Journal of Organizational Analysis*, 31(6), 2239-2251.
5. Almeida, H., Kumi, S., & Fatima, L. (2024). Mapping organizational culture, work motivation and innovative behaviour, before and during the crisis: a bibliometric analysis. *SN Business & Economics*, 4(9), 94.
6. Alshahrani, I. (2024). Integration of innovative work behavior through transformational leadership in the Saudi healthcare sector: a systematic review. *Arab Gulf Journal of Scientific Research*, 42(3), 481-497.
7. Alshahrani, I., Al-Jayyousi, O., Aldhmour, F., & Alderaan, T. (2024). Towards understanding the influence of innovative work behavior on healthcare organizations' performance: the mediating role of transformational leaders. *Arab Gulf Journal of Scientific Research*, 42(1), 198-216.
8. Alshahrani, I., Al-Jayyousi, O., Aldhmour, F., & Alderaan, T. (2024). Towards understanding the influence of innovative work behavior on healthcare organizations' performance: the mediating role of transformational leaders. *Arab Gulf Journal of Scientific Research*, 42(1), 198-216.
9. Alwali, A. (2024). Unpacking the role of transformational leadership and work engagement in the relationship between psychological capital and innovative work behavior. *Industrial and Commercial Training*, 56(4), 343-358.
10. Alwali, J. (2023). Igniting innovative: how transformational leadership and job crafting empower innovative among Iraqi nurses in public hospitals. *Industrial and Commercial Training*, 55(4), 417-440.
11. Alwali, J. (2023). The innovative-performance connection: how dynamic capabilities empower nurses. *International Journal of Innovation Science*, (ahead-of-print). (NA)
12. Alwali, J. (2023, November). How high-involvement work practices, leadership and job crafting influence nurses' innovative work behavior. In *Evidence-Based HRM: a Global Forum for Empirical Scholarship* (Vol. 11, No. 4, pp. 709-724). Emerald Publishing Limited.
13. Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of personality and social psychology*, 45(2), 357.
14. Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
15. Atatsi, E. A., Azila-Gbettor, E. M., & Mensah, C. (2021). Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study. *Cogent Business & Management*, 8(1), 1917483.
16. Bataineh, M. S. E., Zainal, S. R. M., Muthuveloo, R., Yasin, R., Al Wali, J., & Mugableh, M. I. (2022). Impact of inclusive leadership on adaptive performance: The role of innovative work behaviour. *International Journal of Business Science & Applied Management (IJBSAM)*, 17(1), 28-43.
17. Berardi, M., Antonucci, G., Fontana, F., & Ziruolo, A. (2024). Rejecting Innovation: How Italian Public Health Employees Are Killing Creativity and Digitalization in the Post-COVID Era?. In *Service Design, Creativity, and Innovation in Healthcare: Challenges, Insights, Solutions* (pp. 235-246). Cham: Springer Nature Switzerland. (NA)
18. Bou Reslan, F., Hassanie, S., Uludag, O., BouKarroum, S., & Jabbour Al Maalouf, N. (2025). Toxic work environment: the impact of toxic leadership and workplace bullying on employees' innovative work behavior and affective commitment. *Cogent Business & Management*, 12(1), 2498068.

19. Brunetto, Y., Saheli, N., Dick, T., & Nelson, S. (2022). Psychosocial safety climate, psychological capital, healthcare SLBs' wellbeing and innovative behaviour during the COVID 19 pandemic. *Public Performance & Management Review*, 45(4), 751-772.
20. Carlucci, D., Mura, M., & Schiuma, G. (2020). Fostering Employees'innovative Work Behaviour in Healthcare Organisations. *International Journal of Innovation Management*, 24(02), 2050014.
21. Dan, X., Xu, S., Liu, J., Hou, R., Liu, Y., & Ma, H. (2018). Innovative behaviour and career success: Mediating roles of self-efficacy and colleague solidarity of nurses. *International journal of nursing sciences*, 5(3), 275-280.
22. Di Vincenzo, F., & Iacopino, V. (2022). 'Catching the new': Exploring the impact of professional networks on innovative work behavior in healthcare. *Creativity and Innovation Management*, 31(1), 141-151.
23. Diliello, T. C., Houghton, J. D., & Dawley, D. (2011). Narrowing the creativity gap: The moderating effects of perceived support for creativity. *The Journal of psychology*, 145(3), 151-172.
24. Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of business research*, 133, 285-296.
25. Durrah, O., & Kahwaji, A. (2023). Chameleon leadership and innovative behavior in the health sector: The mediation role of job security. *Employee Responsibilities and Rights Journal*, 35(2), 247-265.
26. Fay, D., Bagotyrute, R., Urbach, T., West, M. A., & Dawson, J. (2019). Differential effects of workplace stressors on innovation: An integrated perspective of cybernetics and coping. *International Journal of Stress Management*, 26(1), 11.
27. Gülbahar, Y., Özkan, O. S., & Üzümlü, B. (2024). The effect of persistence despite fear on innovative behaviours: mediator role of mental well-being and moderator role of fear of COVID-19. *International Journal of Management Practice*, 17(2), 150-169. (NA)
28. Haider, S. A., Tehseen, S., Dantas, R. M., Correia, A., Mata, M. N., Anthony, M., & Hossain, S. M. (2025). The Evaluation of Leadership Styles on Employee Innovative Work Behaviour of Project Managers in the Healthcare Industry: The Mediating Role of Emotion Intelligence. *International Journal of Innovation Management*, 2550009. (NA but open)
29. Hu, Q., & Liu, Y. (2022). Crisis management and national responses to COVID-19: Global perspectives. *Public Performance & Management Review*, 45(4), 737-750.
30. Hussain, M., Luu, T. T., & Marjoribanks, T. (2025). How and when paternalistic leadership influences service innovative behaviour while inhibiting counterproductive work behaviour among healthcare professionals: the roles of perceived supervisor support and public service motivation. *Journal of Health Organization and Management*, 39(9), 71-95.
31. Jain, P. (2022). Cultural intelligence and innovative work behavior: examining multiple mediation paths in the healthcare sector in India. *Industrial and Commercial Training*, 54(4), 647-665.
32. Kül, S., & Sönmez, B. (2021). The effect of nurse managers' servant leadership on nurses' innovative behaviors and job performances. *Leadership & Organization Development Journal*, 42(8), 1168-1184.
33. Marques, C. S., Marques, C. P., Nogueira, F., Gerry, C., & Andrade, S. (2015). Facets and outcomes of healthcare service innovation: a study of catholic service providers in Northern Portugal. *International Journal of Innovation and Learning*, 18(1), 23-44.
34. Martins, M. D. L. D. C., Teixeira, J., Carvalho, R., João, S. M., Esteves, C., & Marta, L. M. (2025). The role of entrepreneurial leadership and innovative behaviour in health service innovation. *International Journal of Innovation Management*, 29(01n02), 2550006.
35. Masood, M., & Afsar, B. (2017). Transformational leadership and innovative work behavior among nursing staff. *Nursing inquiry*, 24(4), e12188.
36. Mehralian, G., Ghaleh, H. H., Wang, P., & Moradi, M. (2024). Expanding capacity for learning and transformation: a new look from human resource configurations towards product innovation in the healthcare industry. *British Journal of Management*, 35(3), 1247-1261.
37. Mura, M., Lettieri, E., Radaelli, G., & Spiller, N. (2016). Behavioural operations in healthcare: a knowledge sharing perspective. *International Journal of Operations & Production Management*, 36(10), 1222-1246.
38. Mutonyi, B. R., Slåtten, T., & Lien, G. (2021). Fostering innovative behavior in health organizations: a PLS-SEM analysis of Norwegian hospital employees. *BMC Health Services Research*, 21(1), 470.

39. Narwal, M. (2023). Digital Distractions In The Workplace: Exploring Cyberloafing Impact on Employee Behaviour and Innovation. *Virtual Economics*, 6(4), 7-24.
40. Narzary, G., & Palo, S. (2023). Testing interaction effects of intellectual capital and burnout on innovative work behaviour of professional nurses. *Journal of Intellectual Capital*, 24(2), 337-358.
41. Palumbo, R. (2021). Engaging to innovate: an investigation into the implications of engagement at work on innovative behaviors in healthcare organizations. *Journal of Health Organization and Management*, 35(8), 1025-1045.
42. Patterson, F., & Zibarras, L. D. (2017). Selecting for creativity and innovation potential: implications for practice in healthcare education. *Advances in Health Sciences Education*, 22, 417-428.
43. Pierre, L., Cangialosi, N., & Déprez, G. R. (2024). Nurse middle managers' proactive work behavior: antecedents and consequences on innovative work behavior and job performance. *Journal of Health Organization and Management*, 38(5), 682-704.
44. Pierre, L., Cangialosi, N., & Déprez, G. R. (2025). Cognitive motivational states impact quality of work life and job effectiveness via proactive behavior: a two-wave study of nurse managers. *International Journal of Organization Theory & Behavior*.
45. Raoush, A. (2023). Transformational leadership impact on innovative behaviour as perceived by healthcare workers in private hospitals in Jordan. *Cogent Business & Management*, 10(3), 2265606.
46. Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
47. Shih, H. A., & Susanto, E. (2017). Perceived identifiability, shared responsibility and innovative work behavior. *The International Journal of Human Resource Management*, 28(22), 3109-3127.
48. Slåtten, T., Mutonyi, B. R., & Lien, G. (2020). The impact of individual creativity, psychological capital, and leadership autonomy support on hospital employees' innovative behaviour. *BMC Health Services Research*, 20(1), 1-17.
49. Sönmez, B., & Yıldırım, A. (2018). The mediating role of autonomy in the effect of pro-innovation climate and supervisor supportiveness on innovative behavior of nurses. *European Journal of Innovation Management*, 22(1), 41-58.
50. Wah, N. C., Zawawi, D., Yusof, R. N. R., Sambasivan, M., & Karim, J. (2018). The mediating effect of tacit knowledge sharing in predicting innovative behaviour from trust. *International Journal of Business and Society*, 19(3), 937-954.
51. Waha, N. C., Zawawi, D. A. H. L. I. A., Yusuf, R. N. R., Sambasivan, M. U. R. A. L. I., & Karim, J. A. L. I. N. A. (2018). The mediating effect of tacit knowledge sharing on the relationship between perceived supervisor support and innovative behaviour among nurses in a Malaysian public teaching hospital. *Int. Journal of Economics and Management*, 12(2), 649-659.
52. Xerri, M. J., & Reid, S. R. (2018). Human resources and innovative behaviour: Improving nursing performance. *International Journal of Innovation Management*, 22(02), 1850019.
53. Xerri, M. J., Brunetto, Y., Farr-Wharton, B., & Cully, A. (2021). Shaping emotional contagion in healthcare: the role of human resource practices and work harassment. *Personnel Review*, 50(7/8), 1665-1684.
54. Yasir, M., & Majid, A. (2019). Boundary integration and innovative work behavior among nursing staff. *European Journal of Innovation Management*, 22(1), 2-22.
55. Yousaf, Z., Majid, A., & Yasir, M. (2021). Is polychronicity a panacea for innovative work behavior among nursing staff? Job embeddedness and moderating role of decentralization. *European Journal of Innovation Management*, 24(1), 173-189.
56. Zhang, Y., Xu, F. Z., Feng, L., Shi, X., & Zhang, F. (2024). The power of a pledge: Exploring the relationship between sense of calling and innovative work behaviour in healthcare. *Creativity and Innovation Management*, 33(3), 551-565.