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Innovative Work Environment Factors and Their Impact on Innovative Work Behavior in Health Care: The Allied Care Experts (Ace) Medical Center Dipolog, Inc. Experience

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ABSTRACT: This study aimed to determine the innovative work environment and examine its influence on innovative work behavior among employees of Allied Care Experts (ACE) Medical Center Dipolog, Inc., during the calendar year 2025. The respondents were the 205 employees of Allied Care Experts Hospital selected through complete enumeration. The data were analyzed using weighted mean and standard deviation, and Spearman rank-order correlation coefficient. The respondents perceived the innovative work environment as High with an overall AWV of 4.14 and SD of 0.36. They also demonstrated a Very High level of innovative work behavior with an overall AWV of 4.25 and SD of 0.38. Furthermore, a significant high positive relationship was found between innovative work environment and innovative work behavior, with a rho-value of 0.528 and a p-value of 0.001; thus, the null hypothesis was rejected. Based on the findings, the study concluded that Allied Care Experts (ACE) Medical Center Dipolog, Inc. has a highly supportive innovative work environment and that its employees demonstrate a very high level of innovative work behavior. The significant positive relationship means that when the hospital provides stronger leadership support, innovation-friendly practices, recognition, learning opportunities, and a supportive physical environment, employees are more likely to explore opportunities, generate ideas, champion innovation, and apply new ideas in their work. It is recommended that hospital management and administrators strengthen systems for employee participation, idea generation, recognition, and implementation of innovative practices.

KEYWORDS: innovative work environment, innovative work behavior, healthcare employees, ACE Hospital, innovation, organizational support

INTRODUCTION

Innovative work behavior refers to employees' intentional actions in generating, promoting, and implementing new ideas, methods, services, or processes that improve individual and organizational performance. According to Bos-Nehles et al. (2017), innovative work behavior involves the development, adoption, and application of new ideas that help organizations respond to changing work demands and improve service delivery. Similarly, Srirahayu et al. (2023) emphasized that innovative work behavior in organizations is shaped by personal, team, and organizational factors, including leadership support, human resource practices, collaboration, and organizational culture. This means that employees who are encouraged to think creatively, share suggestions, solve work-related problems, and apply better procedures are more likely to contribute to productivity, adaptability, and institutional growth. Therefore, innovative work behavior is an important employee quality because it supports continuous improvement, strengthens organizational competitiveness, and enables institutions to respond effectively to emerging challenges.

Innovative work environment factors refer to the workplace conditions that encourage employees to think creatively, share ideas, solve problems, and apply new methods in performing their duties. According to Srirahayu et al. (2023), innovative work behavior is influenced by organizational, personal, and team-related factors, which include leadership support, teamwork, learning opportunities, and a culture that values new ideas. Similarly, Yesuf (2026) emphasized that a supportive work environment promotes creativity, which becomes an important mechanism for strengthening employee innovation. This means that when an organization provides open communication, supportive leadership, adequate resources, professional development, collaboration, recognition, and freedom to experiment, employees become more motivated to introduce improvements in their work. Ultimately, innovative work environment factors are important because they create a positive organizational climate where employees feel trusted, empowered, and capable of contributing new ideas that improve productivity, service quality, and institutional effectiveness.

Innovative work environment and innovative work behavior factors are important variables because they explain how employees contribute to organizational improvement and how the workplace supports or limits their ability to innovate. According to Bos-Nehles et al. (2017), innovative work behavior enables employees to generate, promote, and implement new ideas that improve work processes, service delivery, and organizational performance. Similarly, Srirahayu et al. (2023) emphasized that innovative work behavior is strengthened when organizations provide supportive leadership, collaboration, learning opportunities, and a culture that encourages creativity. This means that employees are more

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likely to become creative, productive, and responsive to workplace challenges when they are placed in an environment that values innovation. Therefore, examining these two variables is important because it helps determine whether employees' ability to introduce new ideas is supported by workplace conditions, thereby contributing to institutional effectiveness, continuous improvement, and long-term organizational growth.

Empirical research consistently demonstrates a strong relationship between innovative work environment factors and innovative work behavior. Afsar and Umrani (2020) found that employees are more likely to exhibit innovative behaviors when they perceive leadership support, autonomy, and access to adequate resources. In the same vein, Bos-Nehles, Renkema, and Janssen (2017) argued that organizational systems that promote participation and trust significantly enhance employees' willingness to engage in innovative activities. These studies reinforce the view that innovative work behavior does not occur spontaneously but is largely shaped by the organizational environment in which healthcare professionals operate.

Despite the growing interest in innovation within health care organizations, a clear research gap remains regarding how innovative work environment factors influence the innovative work behavior of health care employees, particularly in the local hospital setting. Many existing studies have examined innovative work behavior in general organizations, public institutions, and business settings, but fewer studies have focused on hospitals where innovation is strongly affected by patient care demands, teamwork, leadership support, workload, available resources, and strict health protocols. In addition, previous research often discusses innovation as an individual employee trait, while limited attention is given to the work environment factors that either encourage or hinder employees from generating, sharing, and implementing new ideas in clinical and administrative practice. In the context of Allied Care Experts (ACE) Medical Center Dipolog, Inc, there is a need to determine whether factors such as leadership support, communication, collaboration, recognition, learning opportunities, autonomy, and availability of resources significantly contribute to employees' innovative work behavior. Therefore, this study seeks to address this gap by examining the impact of innovative work environment factors on innovative work behavior among health care employees in Allied Care Experts (ACE) Medical Center Dipolog, Inc., providing context-specific findings that may guide hospital administrators in strengthening innovation, improving service delivery, and promoting continuous quality improvement in health care.

LITERATURE

Innovative Work Environment

An innovative work environment is widely recognized as a critical organizational condition that enables employees to engage in creativity and innovation. Kessel et al. (2019) emphasized that healthcare organizations with supportive climates, open communication, and resource availability are more likely to foster innovative behaviors among employees. Similarly, Bos-Nehles et al. (2017) found that organizational environments characterized by trust, flexibility, and employee involvement significantly enhance employees' willingness to generate and implement new ideas. These studies suggest that an innovative work environment provides the structural and psychological support necessary for sustaining innovation in complex settings such as healthcare institutions.

Leadership

Leadership plays a pivotal role in shaping an innovative work environment and influencing employees' innovative work behavior. De Jong and Den Hartog (2017) explained that leaders who encourage experimentation, provide feedback, and recognize creative efforts significantly enhance employees' innovative behavior. In the healthcare context, Afsar and Umrani (2020) further noted that transformational leadership fosters intrinsic motivation and psychological empowerment, which are essential for innovation. These findings highlight that leadership support is a key driver of innovation by creating a climate where employees feel safe to explore and implement new ideas.

Work Practices that Support Innovation

Work practices that support innovation refer to organizational systems and procedures that encourage collaboration, autonomy, and flexibility in performing work tasks. According to Bos-Nehles et al. (2016), human resource practices such as participative decision-making and flexible work arrangements significantly contribute to employees' innovative work behavior. Likewise, Shanker, Bhanugopan, Van der Heijden, and Farrell (2017) emphasized that supportive work practices enable employees to share knowledge and experiment with creative solutions. These studies underscore the importance of institutionalizing innovation-supportive practices to enhance employees' creative engagement.

Promoting Innovation

Promoting innovation involves deliberate organizational efforts to encourage, recognize, and support innovative initiatives. Afsar et al. (2017) found that organizational encouragement and recognition of innovation significantly motivate employees to engage in innovative work behavior. Similarly, Montani et al. (2017) highlighted that visible management support and reinforcement mechanisms increase employees' commitment to innovation-related activities. These findings indicate that actively promoting innovation strengthens employees' confidence and commitment to pursuing innovative ideas within organizations.

Physical Environment

The physical work environment plays an essential role in influencing employees' ability to engage in innovative activities. Dul and Ceylan (2017) argued that well-designed workspaces, adequate facilities, and access to modern equipment positively affect creativity and innovation. In healthcare settings, McCoy and Evans (2019) emphasized that safe, comfortable, and technology-enabled environments support employees' problem-solving capacity and innovative performance. These studies suggest that physical conditions can either facilitate or constrain innovative work behavior, particularly in demanding work environments such as hospitals.

Providing Learning Opportunities

Providing learning opportunities is a vital organizational strategy for enhancing employees' innovative capacity. Noe et al. (2018) explained that continuous learning and professional development initiatives equip employees with the skills and knowledge necessary for innovation. Similarly, Salas et al. (2017) emphasized that structured training and learning interventions promote adaptability and creative problem-

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solving in organizations. In healthcare institutions, learning opportunities enable employees to keep pace with technological and procedural changes, thereby fostering sustained innovative work behavior.

Innovative Work Behavior

Innovative work behavior refers to employees' intentional efforts to generate, promote, and implement new ideas that enhance organizational performance. De Jong and Den Hartog (2017) explained that innovative work behavior is a multi-stage process influenced by organizational support, leadership, and job autonomy. In healthcare settings, Kessel et al. (2019) demonstrated that innovative work behavior among healthcare professionals contributes to improved service quality and operational effectiveness. These studies highlight that innovative work behavior is essential for hospitals seeking to adapt to complex and dynamic healthcare environments.

Opportunity Exploration

Opportunity exploration involves recognizing problems, unmet needs, or potential improvements that can serve as starting points for innovation. According to Montani et al. (2017), employees who actively scan their work environment are more likely to identify opportunities for innovation. In healthcare organizations, Xerri and Reid (2018) found that opportunity exploration enables employees to anticipate challenges and develop proactive solutions. These findings suggest that opportunity exploration is a critical initial stage of innovative work behavior, particularly in complex service-oriented environments such as hospitals.

Idea Generation

Idea generation refers to the development of novel and useful solutions to identified opportunities or problems in the workplace. Shanker et al. (2017) emphasized that supportive organizational climates significantly enhance employees' creative idea generation. Similarly, Afsar et al. (2017) found that employees are more likely to generate innovative ideas when they experience encouragement and recognition from management. These studies indicate that idea generation thrives in environments that support creativity and risk-taking.

Championing

Championing involves promoting and gaining support for innovative ideas by persuading colleagues and decision-makers to adopt them. De Jong and Den Hartog (2017) noted that employees who actively champion ideas play a crucial role in transforming creative thoughts into actionable initiatives. In the healthcare context, Montani et al. (2017) highlighted that championing behaviors help overcome resistance to change and facilitate the acceptance of innovation. These findings underscore the importance of interpersonal influence and advocacy in the innovation process.

Application of Ideas

Application of ideas refers to the actual implementation of innovative solutions into work practices, processes, or services. Bos-Nehles, Renkema, and Janssen (2017) explained that organizational support and resource availability are essential for translating ideas into practice. Likewise, Kessel et al. (2019) demonstrated that the successful application of ideas in healthcare leads to tangible improvements in service delivery and patient outcomes. These studies confirm that the final stage of innovative work behavior is critical for achieving meaningful organizational change.

Conceptual Framework

The conceptual framework of the study is illustrated in Figure 4, which presents the variables and their presumed relationships. The framework consists of two major components. The first component of the framework is Innovative Work Environment, which serves as the independent variable of the study. It is operationalized through key indicators, namely leadership, work practices that support innovation, promoting innovation, physical environment, and providing learning opportunities. These indicators represent organizational conditions that facilitate or hinder innovation within the healthcare setting. The second component is Innovative Work Behavior, which is identified as the dependent variable. It is measured through four key dimensions: opportunity exploration, idea generation, championing, and application of ideas. These dimensions describe the extent to which healthcare employees actively engage in recognizing opportunities, developing creative ideas, promoting them within the organization, and implementing them in practice.

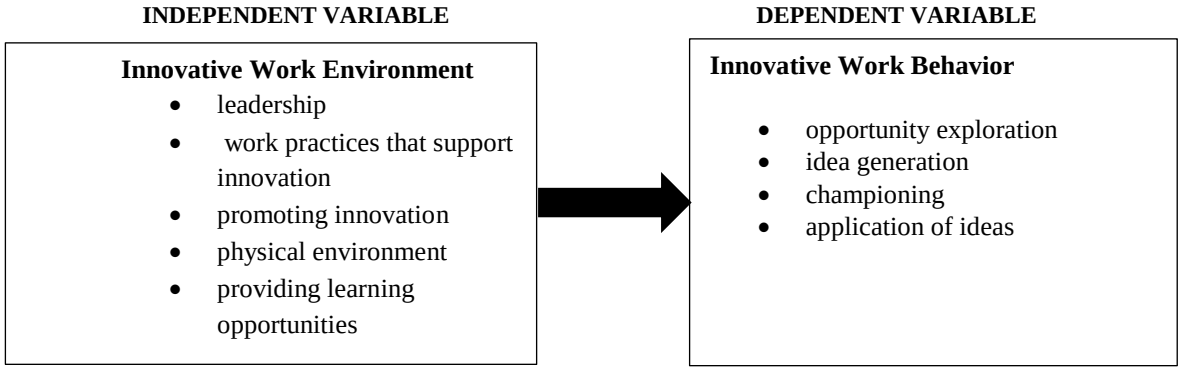


Figure 1. Conceptual Framework of the Study

Statement of the Problem

This study aimed to determine the innovative work environment and examine its influence on innovative work behavior among employees of Allied Care Experts (ACE) Medical Center Dipolog, Inc., during the calendar year 2025.

Specifically, it sought to answer the following questions:

1. What is the respondents' perceived level of innovative work environment in terms of:

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1.1 leadership;
1.2 work practices that support innovation;
1.3 promoting innovation;
1.4 physical environment; and
1.5 providing learning opportunities?

2. What is the respondents' perceived level of innovative work behavior in terms of:
2.1 opportunity exploration;
2.2 idea generation;
2.3 championing; and
2.4 application of ideas?

3. Is there a significant relationship between the perceived level of innovative work environment and innovative work behavior?

Scope and Limitation of the Study

This study focuses on examining the innovative work environment factors and their impact on innovative work behavior among 205 healthcare professionals at Allied Care Experts (ACE) Medical Center Dipolog, Inc. The respondents of the study include full-time healthcare employees, such as nurses, allied health professionals, and administrative staff who are currently employed at the hospital during the calendar year 2025. The study considers an innovative work environment as the independent variable, which is measured through the indicators of leadership, work practices that support innovation, promoting innovation, physical environment, and providing learning opportunities. The dependent variable is innovative work behavior, assessed using the dimensions of opportunity exploration, idea generation, championing, and application of ideas. While other descriptors or factors of knowledge, attitudes, and practices may exist, this study limits its investigation to the selected variables specified above.

RESEARCH METHODOLOGY

Method Used

The study included survey and descriptive-correlational research methods. The survey method was employed since the researcher gathered data through a questionnaire checklist of innovative work environment and innovative work behavior. Fowler (2014) survey is a systematic way of gathering information from individuals by asking structured questions, allowing researchers to describe, compare, or explain knowledge, attitudes, and behaviors within a population. On the other hand, correlational research is a type of non-experimental research method in which a researcher measures variables, understands, and assesses the statistical relationship between them with no influence from any extraneous variable (Bhat, 2019). A correlational analysis was performed to determine the significant relationship between an innovative work environment and innovative work behavior.

Respondents of the Study

The respondents of the study comprised the two hundred thirteen (213) employees/nurses employed at Allied Care Experts (ACE) Medical Center Dipolog, Inc. during calendar year 2025. The study utilized the complete enumeration method to include the entire population of employees/nurses as potential respondents, thereby ensuring full representation of the target population. However, since participation in the study was voluntary, only two hundred five (205) out of the 213 respondents completed and returned the research questionnaire. This yielded a retrieval rate of 96.24 percent, which was considered sufficient for the conduct of the study.

Research Instrument

The research instrument employed in this study consisted of three distinct sections. Part I: Innovative Work Environment Scale (IWES), adopted from Abun, D., & Ruadap-Macaspac, L. G. (2023), consists of nineteen (19) items designed to assess employees/nurses' understanding of environment concepts. It is operationalized through key indicators, namely leadership, work practices that support innovation, promoting innovation, physical environment, and providing learning opportunities. Part II: Innovative Work Behavior Scale (IWBS), also adopted from Abun, D., & Ruadap-Macaspac, L. G. (2023), consists of ten (10) items aimed at evaluating respondents' perceptions and dispositions toward work behavior. It is measured through four key dimensions: opportunity exploration, idea generation, championing, and application of ideas.
The Scoring Procedure for innovative work environment and innovative work behavior is presented below.

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very High
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

Data presentation and analysis

The data are presented in accordance with the statement of the problems of the current study. The study aimed to answer the following questions:

1. What is the respondents' perceived level of innovative work environment in terms of:
1.1 leadership;
1.2 work practices that support innovation;
1.3 promoting innovation;
1.4 physical environment; and

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1.5 providing learning opportunities?

Table 1: The Respondents' Perceived Level of Innovative Work Environment

Statements	AWV	SD	Description	Interpretation
A. Leadership	4.12	0.44	Agree	High
B. Work Practices that Support Innovations	4.11	0.44	Agree	High
C. Promoting Innovations	4.17	0.43	Agree	High
D. Physical Environment	4.12	0.46	Agree	High
E. Providing Learning Opportunities	4.18	0.45	Agree	High
Overall	**4.14**	**0.36**	**Agree**	**High**

AWV-Average Weighted Value, SD-Standard Deviation

Table 1 presents the summary of the respondents' perceived level of innovative work environment. The findings show that all dimensions were described as Agree and interpreted as High. Among the five dimensions, Providing Learning Opportunities obtained the highest AWV of 4.18 with an SD of 0.45, followed by Promoting Innovations with an AWV of 4.17 and an SD of 0.43. Meanwhile, Leadership and Physical Environment both obtained an AWV of 4.12, while Work Practices that Support Innovations obtained the lowest AWV of 4.11, although it was still interpreted as High. Overall, the innovative work environment obtained an AWV of 4.14 and an SD of 0.36, described as Agree and interpreted as High. This means that the respondents perceived Allied Care Experts (ACE) Medical Center Dipolog, Inc. as having a highly supportive innovative work environment. The result suggests that the hospital demonstrates favorable conditions for innovation through leadership support, innovation-oriented work practices, recognition of innovative ideas, supportive physical facilities, and learning opportunities. The highest rating on providing learning opportunities indicates that employees particularly value knowledge sharing, professional growth, and chances to learn from one another as important supports for innovation. This implies that Allied Care Experts (ACE) Medical Center Dipolog, Inc. has a positive organizational climate that can encourage employees to explore opportunities, generate ideas, support improvements, and apply innovative practices in healthcare service delivery. However, since work practices that support innovations obtained the lowest rating among the dimensions, hospital administrators may further strengthen collaborative procedures, participatory decision-making, team-based innovation, and structured systems for evaluating and implementing employees' ideas.

The recent finding is supported by Shanker, Bhanugopan, Van der Heijden, and Farrell (2017), who found that an organizational climate that supports innovation enhances employees' innovative work behavior and contributes to organizational performance. Similarly, Bos-Nehles, Renkema, and Janssen (2017) emphasized that supportive human resource practices, leadership, employee involvement, and organizational support are important conditions that promote innovative work behavior. Therefore, the high level of innovative work environment in this study confirms that healthcare employees are more likely to engage in innovation when the workplace provides leadership support, learning opportunities, collaboration, recognition, and adequate environmental conditions.

2. What is the respondents' perceived level of innovative work behavior in terms of:
   2.1 opportunity exploration;
   2.2 idea generation;
   2.3 championing; and
   2.4 application of ideas?

Table 2: The Respondents' Perceived Level of Innovative Work Behavior

Statements	AWV	SD	Description	Interpretation
A. Opportunity Exploration	4.37	0.52	Strongly Agree	Very High
B. Idea Generation	4.23	0.49	Strongly Agree	Very High
C. Championing	4.20	0.52	Agree	High
D. Application	4.16	0.46	Agree	High
Overall	**4.25**	**0.38**	**Strongly Agree**	**Very High**

AWV-Average Weighted Value, SD-Standard Deviation

Table 2 presents the summary of the respondents' perceived level of innovative work behavior. The salient findings show that the overall AWV was 4.25 with an SD of 0.38, described as Strongly Agree and interpreted as Very High. Among the four dimensions, Opportunity Exploration obtained the highest AWV of 4.37 with an SD of 0.52, interpreted as Very High. This was followed by Idea Generation with an AWV of 4.23 and an SD of 0.49, also interpreted as Very High. Meanwhile, Championing obtained an AWV of 4.20 with an SD of 0.52, and Application obtained the lowest AWV of 4.16 with an SD of 0.46, both interpreted as High. These results indicate that the respondents strongly manifested innovative work behavior, particularly in identifying opportunities and generating ideas. This means that the healthcare employees of Allied Care Experts (ACE) Medical Center Dipolog, Inc. demonstrated a very high level of innovative work behavior. They were highly capable of recognizing opportunities for improvement, generating new ideas, promoting innovative suggestions, and applying creative solutions in their work. The highest rating on opportunity exploration suggests that employees are especially observant of workplace issues and improvement possibilities, while the

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lower rating on application indicates that the actual implementation of ideas may still need more organizational support. This implies that Allied Care Experts (ACE) Medical Center Dipolog, Inc. has a workforce with strong potential to contribute to innovation and continuous quality improvement. Since employees already show very high capacity for opportunity exploration and idea generation, hospital management may focus on strengthening the later stages of innovation, particularly championing and application. This may be done through innovation teams, proposal mechanisms, pilot testing, recognition programs, resource support, and leadership encouragement so that employees' ideas can be translated into actual improvements in hospital operations and healthcare service delivery.

The contemporary evidence is supported by De Jong and Den Hartog (2017), who explained that innovative work behavior involves the exploration of opportunities, generation of ideas, promotion of ideas, and implementation of solutions within the workplace. Similarly, Kessel, Hannemann-Weber, and Kratzer (2019) emphasized that innovative work behavior in healthcare contributes to improved service delivery when employees are able to recognize problems and implement practical improvements. Therefore, the very high level of innovative work behavior in this study confirms that healthcare employees play an important role in strengthening organizational innovation and improving healthcare services.

3. Is there a significant relationship between the perceived level of innovative work environment and innovative work behavior?

Table 3: Test of Relationship Between the Perceived Level of Innovative Work Environment and Innovative Work Behavior

Variables Correlated	rho-value	p-value	Interpretation
Innovative Work Environment and Innovative Work Behavior.	0.528	0.001	Positive/Large/High Correlation **Significant**

**Correlation is significant at the 0.05 level*

Table 3 presents the test of relationship between the perceived level of innovative work environment and innovative work behavior. The finding shows that the correlation between innovative work environment and innovative work behavior obtained a rho-value of 0.528 with a p-value of 0.001. Since the p-value is less than the 0.05 level of significance, the relationship is significant. Based on the correlation guide used in the study, the rho-value of 0.528 should be interpreted as a high positive correlation, not slight positive/negative correlation, because values from ±0.50 to ±1.00 fall under the Positive large/high correlation category. Therefore, the null hypothesis stating that there is no significant relationship between the perceived level of innovative work environment and innovative work behavior is rejected. This means that there is a significant positive relationship between the respondents' perceived innovative work environment and their innovative work behavior. As the level of innovative work environment increases, the level of innovative work behavior also tends to increase. In other words, when employees perceive that the hospital provides supportive leadership, innovation-friendly work practices, recognition of ideas, a conducive physical environment, and learning opportunities, they are more likely to explore opportunities, generate ideas, champion innovations, and apply new ideas in their work. This implies that Allied Care Experts (ACE) Medical Center Dipolog, Inc.'s work environment plays an important role in encouraging employees to demonstrate innovative behavior. The significant positive relationship suggests that hospital administrators should continue strengthening workplace conditions that support innovation, such as participatory leadership, collaboration, professional development, recognition systems, and adequate resources. By improving the innovative work environment, the hospital may also enhance employees' willingness and ability to contribute creative solutions, improve work processes, and support better healthcare service delivery.

The prevailing situation is supported by Shanker, Bhanugopan, Van der Heijden, and Farrell (2017), who found that an organizational climate for innovation positively influences innovative work behavior and contributes to organizational performance. Similarly, Bos-Nehles, Renkema, and Janssen (2017) emphasized that human resource practices, leadership support, and employee involvement promote innovative work behavior by creating a workplace that encourages participation and idea implementation. Moreover, Afsar and Umrani (2020) reported that transformational leadership and innovation climate significantly strengthen employees' innovative work behavior. Therefore, the significant high positive correlation found in this study confirms that employees are more likely to engage in innovation when the workplace environment actively supports creativity, learning, collaboration, and implementation of new ideas.

DISCUSSION

The findings revealed that the employees perceived their work environment as highly supportive of innovation, while they also demonstrated a very high level of innovative work behavior. This indicates that the organization has established a workplace culture that encourages creativity, collaboration, continuous learning, and openness to new ideas. Employees particularly valued opportunities for professional growth and knowledge sharing, suggesting that learning and development initiatives contribute significantly to fostering innovation in the workplace. Likewise, employees exhibited a strong capacity to identify opportunities for improvement and generate creative solutions, reflecting their readiness to contribute to organizational development and quality healthcare service delivery. The significant positive relationship between the innovative work environment and innovative work behavior further indicates that a supportive organizational climate strengthens employees' willingness to explore opportunities, develop new ideas, advocate for improvements, and implement innovative practices. These findings imply that when healthcare organizations cultivate effective leadership, encourage participation, provide adequate resources, recognize employee contributions, and promote continuous learning, employees become more motivated and empowered to engage in innovation. Therefore, sustaining an innovation-supportive work environment is essential for enhancing employee creativity, improving organizational effectiveness, and promoting continuous quality improvement in healthcare services.

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CONCLUSION

The study concludes that Allied Care Experts (ACE) Medical Center Dipolog, Inc. has established a highly supportive innovative work environment that encourages employees to engage in innovative work behavior. Employees demonstrated a strong capacity to recognize opportunities, generate creative ideas, promote innovations, and apply practical solutions in their daily work, reflecting a workplace culture that values continuous improvement and innovation. Furthermore, the findings confirm that a supportive work environment plays a significant role in enhancing employees' innovative behavior, indicating that improvements in leadership, innovation-supportive work practices, recognition, physical resources, and learning opportunities are associated with greater employee engagement in innovation. Overall, fostering an environment that empowers employees to think creatively and implement new ideas contributes to organizational effectiveness, continuous quality improvement, and the delivery of better healthcare services.

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Ethical review statement: The research is submitted to the ethical review committee and approved for the conduct of the study. It does not involve human-sensitive issues.
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