

# The Relationship Between Innovative Work Behavior And Workplace Civility From The Perspective Of Healthcare Professionals

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## Abstract

**Background:** Healthcare professionals who opinion their job environments as friendly and supportive are more suitable to show favorable behaviors and excellent performance. Besides, a suitable workplace civility climate helps to inspire innovative behavior. **This study aims:** to determine the relation of innovative work behavior and workplace civility climate from the perspective of healthcare professionals. **Methods:** A descriptive correlational research was conducted in King Abdullaziz University Hospital, Riyadh, at KSA. A convenient sampling technique was used in the current study n=226. **Tools:** two instruments were used in this study, the first instrument was workplace civility climate consisted of 22 items and the second instrument was innovative work behavior questionnaires consisted of 24 items. **Results:** the studied participants had moderate level of workplace civility climate and innovative work behavior. Also, that there was highly positive statistical significance relation between studied participants' total perception level regarding workplace civility climate and innovative work behavior. **Conclusion:** there was highly positive statistical significance between workplace civility climate and innovative work behavior. **Recommendation:** The management of healthcare organizations should create a workplace civility climate to cultivate

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*healthcare professional's innovative work behavior.*

**Keywords:** *Innovative work behavior, Workplace civility climate.*

## **Introduction**

Healthcare organizations that strive to improve the physical and mental health of individuals face significant impacts on both their performance and organizational culture. When healthcare professionals (HCPs) are healthy, they can do their jobs better, which has a positive effect on the quality of work life as a whole. Because HCPs play such a crucial role in the healthcare system, their work is never undermined. Proper patient care is impossible without their prompt involvement. HCPs, on the other hand, are vulnerable to workplace violence and hostility because of the negative stereotypes surrounding their profession <sup>(1)</sup>. Raising standards and enforcing rules against rudeness and verbal abuse are essential components of high-civility settings. A positive climate of civility is defined as one that fosters increased innovative work, self-efficacy, and open communication <sup>(2)</sup>.

Historically, according to Patterson, (2016) <sup>(3)</sup> "Civility" as a concept derives from concepts of citizenship, civilization, and the city. Civilized people are those who fit to live in cities, and the idea of civility is necessary because it helps people to live in close relationships with one another and gives a basic basis for cooperation, collective and society. Civility also governs the expression of our attitudes. The attitudes shown here range over a number of emotions, including disgust, contempt, love, rage, and fear. It also extends to include judgments, symptoms, hopes and desires. Accordingly, civility in the workplace stems from this broad historical concept of civility, as civility is the behavior that helps maintain standards of mutual respect at work, so workplace civility climate is a direct expansion of a safety climate with less damage.

The workplace civility climate was defined as the employees' perception of how to manage practices, procedures, policies and rules to keep the workplace civil. Management can take actions to stimulate a harmless work setting by establishing policy and procedure that direct worker behaviors associated with safety <sup>(4)</sup>. Civility represents societal standards and guidelines that must be followed for effective communication with others and a good work environment improves HCPs for providing patient-focused care <sup>(5)</sup>. Civility climate is an employee's attitudes and perceptions regarding applying politeness norms in the company <sup>(6)</sup>. Innovative work behavior (IWB) measures how well staff incorporates different ideas into their work through processes and outcomes <sup>(7)</sup>.

Incivility in the workplace has been experienced by HCPs and may occur from patients, college, supervisors, or managers <sup>(8)</sup>. Uncivil behavior includes ignoring, omitting, embarrassing, angry stares, eye-

rolling, interruptions, gabbling, insulting, and demeaning others. These kinds of behavior lead directly to workplace incivility that, as low-intensity deviant behavior with an unknown intent to damage the receiver, violates organizational norms of mutual respect. Uncivil behavior includes rudeness and discourtesy, and a lack of consideration for others <sup>(9)</sup>. The root cause of workplace incivility's negative effects on job-related outcomes, such as job performance, collaboration, and the ability to inspire innovative work behavior, has not been well understood in the health sector <sup>(10)</sup>.

Recognizing how to change IWB is essential; thus, it is essential for practitioners and academics to investigate various potential factors that can promote innovative behavior from various perspectives, including workplace civility climate <sup>(11)</sup>. Previous studies have suggested developing IWB among HCPs and providing experimental opportunities to them so that they can contribute to effective treatment, quality of care, and work efficiency <sup>(12)</sup>. Workplace civility climate encourages HCPs to share knowledge, which lead to developing guidelines, contributing to research boards, symposiums, conferences, academic discussions, and reports, and updating expertise. Knowledge sharing is a set of specific behaviors that involves the interchanging of data or relevant knowledge in order to collaborate with others toward developing new ideas and implementing policies <sup>(13)</sup>.

Innovative work behavior of HCPs can be described as "practical application of new ideas in an effective manner in conformity with organizational objectives" or for the better performance of newly created work-related requirements <sup>(14)</sup>. Additionally, IWB defined as "all worker conduct aimed at generating, introducing and/or applying (in a position, group or organization) fresh concepts, processes, products or procedures to the appropriate adoption unit that is supposed to benefit the appropriate adoption unit considerably". In the health sector, the innovative work behavior of HCPs can occur in a gradual adaptation of current healthcare procedures, services or new practical alternatives <sup>(15)</sup>.

Innovative work behavior consists of four stages: idea generation, opportunity exploration, idea championing, and application, which leads to novel products. Researchers have established a favorable correlation between civility climate and HCP's IWB <sup>(16)</sup>. While many factors contribute to the development of IWB, nonetheless, diversity management, workplace civility climate <sup>(17)</sup> and job crafting are those supportive managerial strategies which can be applied to cultivate the innovative capacity of HCPs <sup>(18)</sup>.

A variety of intrinsic impulses might be stimulated by the psychological cause of the workplace's civility atmosphere. Workplace civility climate characterized by mutual respect within the organization can open up opportunities for employees to be more open and willing to share ideas without fear of being judged. IWB, a personal driver of motivational behavior, is closely related to individual perceptions of the

environment, including perceived justice. Perceived civility other words, good relations and cooperation in a climate of civility can be the key to increasing opportunities for employees to provide extra performance to the organization and help to inspire innovative work behavior <sup>(19)</sup>.

Several factors contribute to a positive environment among HCPs and impact on the effectiveness of performance, including job facilitation, individuals' concern, team building, decision-making, involvement, communication, client service, quality, work interactions, workplace civility climate and compensation <sup>(20)</sup>. Besides, a suitable workplace civility climate helps to inspire IWB and has a useful function to achieve the organization's objectives. In addition, the researchers uncover the effects of workplace civility climate on IWB, which have yet to be explored. Hence, the present study aims to determine the relation of workplace civility climate and innovative work behavior from HCPs' perspective.

#### **Methods:**

A descriptive correlational research was conducted in **King Abdullaziz University Hospital, Riyadh, at KSA**. A convenient sampling technique was used in the current study. The sample size was calculated utilizing G Power program, with a power of (0.95), alpha of (0.05), and a medium effect size. The minimum sample size required for Pearson correlation coefficient analysis was 220 participants. The total sample size was increased to 226 HCPs to avoid the negative impact of attrition. The data was collected by using two different instruments adopted and modified by the researchers after reviewing the related literature.

**The first instrument:** Workplace civility climate questionnaire. It was adopted from Ottinot (2008) <sup>(21)</sup>, Ottinot (2010) <sup>(22)</sup>, Gazica and Spector, (2016) <sup>(23)</sup>, and Layne, Nemeth, & Mueller (2020) <sup>(24)</sup> and modified by researchers. The aim of this instrument was to determine the level of workplace civility climate from HCPs. It included two parts: part one; personal characteristics of the respondents as gender, age, academic qualifications, and experience years. Part two; contained 22 items divided into 8 categories: respect (3 items), consideration (2 items), compassion (2 items), curiosity (3 items), gracious (2 items), and honest (4 items), and authentic (4 items) and present (2 items).

The rating scale of the workplace civility climate questionnaire was used based on five - points Likert scale ranged from 1-5 as the following: 1 (Not at all), 2 (rare), 3 (sometimes), 4 (occasionally), and 5 (frequently). A high score for any subscale reflected high level of workplace civility climate, otherwise low score indicated low level of workplace civility climate according to the following scoring system developed by the statistician: The total mean score of workplace civility climate ranges from (22-110); low level of workplace civility climate

ranges from ( 22- 51), moderate level ranges from (52-81), and high level ranges from (82-110).

**The second instrument:** Innovative Work Behavior Questionnaire (IWBQ). It was developed by Jong & Hartog (2010) <sup>(25)</sup> to assess IWB levels among HCPs. The aim of this instrument was to determine the innovative work behavior level of HCPs. It included 24 items divided into 3 categories: innovative work behavior (supervisor rated) (13 items), participative leadership (employee rated) (6 items), and innovative output (employee rated) (5 items).

The rating scale of innovative work behavior questionnaire was used based on five - points Likert scale ranged from 1-5 as the following: 1(Not at all), 2 (rare), 3 (sometimes), 4 (occasionally), and 5 (frequently). A high score for any subscale reflected high level of IWB, otherwise low score indicated low level of innovative work behavior according to the following scoring system developed by the statistician: The total score of innovation behavior ranges from (24 – 120); low level of innovative work behavior ranges from ( 24-56), moderate level ranges from (57- 89), and high level ranges from (90-130).

The content and face validity of tools were tested through a jury of five experts in the field of healthcare administration to check completeness, coverage of the content and clarity of the items. The required modification was carried out accordingly. Moreover; the researchers translated the original tools into Arabic language, then through back translation, the Arabic tools were translated again into English and compared with original English tools to ensure conformity of items after being translated and identify any confusion and ambiguities of tools.

The study tools were tested to reliability by measuring their internal consistency using Cranach's alpha coefficient test. The first instrument of workplace civility climate questionnaire was ( $\alpha=0.85$ ) and the second instrument for innovative work behavior questionnaire was ( $\alpha=0.90$ ). A Pilot study was conducted to assess the feasibility and applicability of the questionnaires and determine the time needed for data collection. It was conducted on 10% (23) HCPs from total subjects (226). Participants in the pilot study were excluded from the final analysis. The results of piloting were taken in consideration and modifications were done.

The purpose of the study was explained to each HCP and getting their agreement to participate in the study. Data collection took three month from February to April. The researchers applied one-on-one interview and the time needed to complete questionnaire sheet was (15:20) minutes. The appropriate time of data collection was according to type of work and workload of each department, the response rate of participants was 98%.

The study was conducted with careful attention to ethical

standards of research and rights of the participants. The respondent rights were protected by ensuring voluntary participation, so the informed consent was obtained after explaining purpose, nature time of conducting the study, potential benefits of the study, how data will be collected, expected outcomes and the respondent rights to withdrawing from the research study at any time in case of violation of his rights.

The protocol of the study was revised and accepted by the Ethical Research Committee of University before starting the study. Before starting, an official permission was obtained from the director of Hospital to carry out this study. The researchers fully explained the aim of the research to the HCPs to get better cooperation; also, an individual oral consent was obtained from each participant in the study after explaining the purpose of study.

The collected data were organized, tabulated and statistically analyzed using SPSS software statistical computer package version 28. For quantitative data, the range, mean and standard deviation were calculated. For qualitative data, comparison was done using Chi-square test ( $\chi^2$ ). Correlation between variables was evaluated using Spearman's correlation coefficient  $r$ . A significance was adopted at  $P < 0.05$  for interpretation of results of tests of significance (\*). Also, a highly significance was adopted at  $P < 0.01$  for interpretation of results of tests of significance (\*\*)<sup>(26)</sup>.

## **Results:**

**Table (1):** Illustrates percentage distribution of personal characteristics of the studied participants. It showed that the mean of the studied participants' age was (29.7) while the mean of the studied participants' experience years was (7.6). Furthermore, near to half of the studied sample had bachelor degree (42 %); were female (82.3%) and working at critical care units (62.4%).

**Table (2):** It illustrated that the highest mean of the studied participants regarding perception level of workplace civility climate's dimensions was related to authentic dimension ( $17.52 \pm 4.22$ ), while the lowest mean was related to gracious dimension ( $8.45 \pm 1.47$ ).

**Table (3):** Clarifies distribution of studied participants according to their perception level regarding to innovative work behavior's dimensions. It presented that the highest mean of the studied participants regarding perception level of innovative work behavior's dimensions was related to innovative work behavior (supervisor rated) dimension ( $51.02 \pm 9.15$ ), while the lowest mean was related to innovative output (employee rated) dimension ( $19.77 \pm 4.11$ ).

**Table (4) and figure (1):** Shows correlation between studied participants ' total perception level regarding to workplace civility

climate and innovative work behavior. It illustrated that there was a positive statistical significance relation between studied participants' total perception level regarding workplace civility climate and innovative work behavior.

**Table (1):** Distribution of the studied participants according to their personal characteristics (N=226).

<b>Personal characteristics</b>	<b>(Mean ± SD)</b>	
<b>Age</b>	29.70 ± 7.62	
<b>Experience years</b>	7.67 ± 7.49	
<b>Personal characteristics</b>	<b>N</b>	<b>%</b>
<b>Academic qualification:</b>		
Master or PhD	42	18.6
Diploma	89	39.4
Bachelor degree	<b>95</b>	<b>42.0</b>
<b>Gender</b>		
Male	40	17.7
Female	<b>186</b>	<b>82.3</b>
<b>Unit in which you work</b>		
Critical care units	<b>141</b>	<b>62.4</b>
Departments	85	37.6

**Table (2):** Distribution of studied participants according to their perception level regarding to workplace civility climate's dimensions

<b>Perception level regarding to workplace civility climate</b>	
<b>Workplace civility climate dimensions</b>	<b>Mean ± SD</b>
<b>Respect</b>	13.83 ± 1.61
<b>Consideration</b>	8.91 ± 1.35
<b>Compassion</b>	8.82 ± 1.33
<b>Curiosity</b>	12.92 ± 2.09
<b>Gracious</b>	<b>8.45 ± 1.47</b>
<b>Honest</b>	16.51 ± 2.99
<b>Present</b>	8.69 ± 1.55
<b>Authentic</b>	<b>17.52 ± 4.22</b>

**Table (3):** Distribution of study participants according to their perception level regarding to innovative work behavior's dimensions

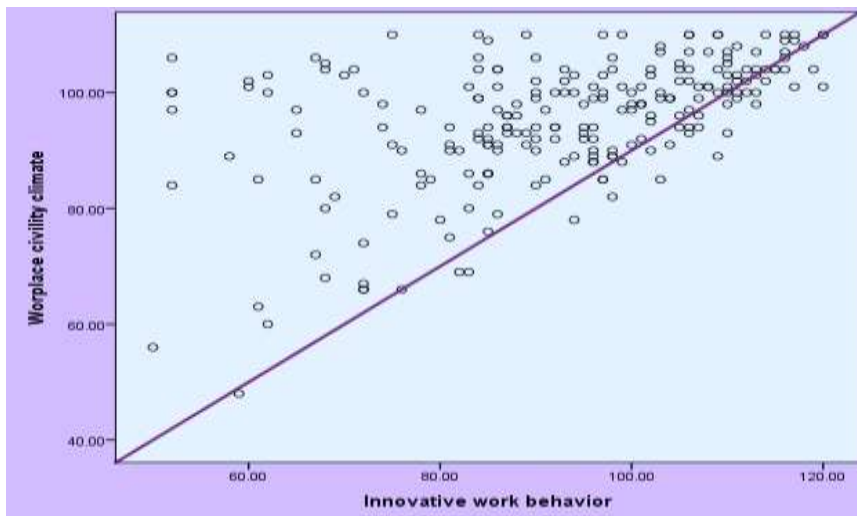
<b>Perception level regarding to innovative work behavior</b>	
<b>Innovative work behavior dimensions</b>	<b>Mean ± SD</b>
Innovative work behavior (supervisor rated)	<b>51.02 ± 9.15</b>

Participative leadership (employee rated)	21.93 ± 6.35
Innovative output (employee rated)	<b>19.77 ± 4.11</b>

**Table (4) and figure (3):** Correlation between HCPs' total perception level regarding workplace civility climate and innovative work behavior

Pearson 's rank correlation coefficient		
Variables	Total civility climate	
	r	p
Total innovative work behavior	<b>.509**</b>	.000

(\*\*) Statistically significant at  $p < 0.01$



### Discussion:

Healthcare professionals desire a more positive work environment that makes them feel valuable, productive, and that they have a skilled job. A number of factors, such as job facilitation, individual concern, team building, decision-making, involvement, communication, client service, quality, nurse-physician interactions, and compensation, affect the workplace climate and the efficacy of HCPs. HCPs are more likely to exhibit positive behaviors and high-quality work when they work in an environment that values civility. Additionally, a polite workplace environment encourages creative work practices and advances the goals



of the company<sup>(15)</sup>.

In other words, positive relations and cooperation in a climate of civility can be the key to increasing opportunities for employees to provide extra performance to the organization and inspire HCPs to have innovative work behavior<sup>(19)</sup>. Therefore, the current study aimed to determine the relation of workplace civility climate and innovative work behavior from HCPs' perspective. Regarding workplace civility climate level, the current study revealed that, more than two-thirds of studied participants had moderate level of workplace civility climate. That result may be justified as HCPs perceiving that there are clearly defined rules on how to treat coworkers respectfully and employees make an honest effort to keep working relationships friendly.

The present study findings matched with Mohamed et al., (2021)<sup>(27)</sup> who mentioned that majority of HCPs perceived workplace climate level as moderate level. In addition, Elsayed et al., (2021)<sup>(28)</sup> showed that three-quarters of HCPs considered their workplace civility climate as satisfactory level. In contrast, the study findings disagreement with Hussein et al., (2022)<sup>(1)</sup> reported that more than one-third of HCPs had a high level of workplace civility dimension. In addition, Hossny & Sabra., (2021)<sup>(29)</sup> reported that studied HCPs perceived the highest contribution score for civility climate. Additionally, the current study finding disagreed with Atashzadeh-Shoorideh et al., (2021)<sup>(30)</sup>, who stated that the level of workplace civility climate was borderline level.

According to the IWB level, the present study stated that near to two-thirds of studied participants had moderate level of IWB. From the researchers' point of view, this may due to when the HCPs had honest, trust, safe and civility environment and had a management support they can perform better and could find improved and innovative ways for accomplishing their tasks. In addition, the result may be due to the concept of innovative behavior is relatively new. The present study findings were in the same line with, Abd El-Fattah., (2017)<sup>(31)</sup>, who confirmed that more than half of participants had scored moderate percentage as regard to the perceived innovative work behavior. In addition, Jung & Yoon, (2018)<sup>(32)</sup> revealed that a moderate level of innovative work behavior among HCPs.

Moreover, the current study matched with Mohamed and Abd Elsalam., (2020)<sup>(33)</sup>, who revealed that less than half of the study subjects perceived a moderate level of innovative behavior. The possible explanation for this finding could be attributed to the fact that the concept of innovative behavior is relatively new and unfamiliar. In the opposite line, the current study findings contradicted with Abdelatti et al., (2022)<sup>(34)</sup> who revealed that, half of HCPs had low innovative work behavior. Additionally, Shama & Ahmad., (2021)<sup>(35)</sup> reported that more than three-quarters of the studied participants' had a high level of innovative behavior. On the same line, Ahmed et al., (2019)<sup>(15)</sup> stated that slightly less than half of participants had high average level of innovative work

behavior. In addition, Kamel & Aref., (2017) <sup>(36)</sup> revealed that half of HCPs had highly innovative work behavior.

Regarding the relation between workplace civility climate and innovative work behavior from HCPs' perspective, the current study finding mentioned that there was a positive statistical significance relation between HCPs' total perception level regarding workplace civility climate and innovative work behavior. This result may due to healthy work environment, good relations and cooperation in a climate of civility can be the key to increasing opportunities for employees to provide extra performance to the organization and inspire HCPs to have innovative work behavior.

The present study result agreement with Achmadi et al., (2023) <sup>(19)</sup> stated that a civility climate has been confirmed to affect IWB positively. Workplace civility climate characterized by mutual respect within the organization can open up opportunities for HCPs to be more open and willing to share ideas. In the same vein, the current study findings matched with Achmadi et al., (2022) <sup>(6)</sup> who mentioned that civility climate was proven to positively affect HCPs' voice has a beneficial effect as a driver of IWB and civility climate has an essential role in creating IWB

## **Conclusion**

The current study concluded that, the two-thirds of studied subjects had moderate level of workplace civility climate. Also nearly two-thirds of studied participants had moderate level of innovative work behavior. Moreover, the current study finding mentioned that there was positive statistical significance relation between HCPs' total perception level regarding workplace civility climate and IWB. There was no statistical significance relation between HCPs' total perception level regarding workplace civility climate and personal characteristics. Finally, there was positive statistical significance relation between HCPs' total perception level regarding to innovative work behavior and academic qualification only.

Based study results recommended that hospital management set assertive policies and procedures for control over HCPs' behaviors to support and disseminate workplace civility climate throughout the health care organization. Healthcare organizations should integrate workplace civility climate and innovative work behavior strategies into the main organizational values and culture. React positively to the innovative efforts of HCPs by providing them with time, resources and rewards to carry out innovative efforts and support innovation as a job requirement. Further study conducted to identify the factors that enhance innovative work behavior and workplace civility climate among HCPs.

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