Relationship Between Innovative Culture and Nurses' Job Performance

Shereen Fakher Lateef[1], Nahed Shawkat AboElmaged[2] & Amal Sayed Mohamed[3]

[1.] Assistant Lecturer of Nursing Administration, Faculty of Nursing Assiut University, Egypt.

[2.] Professor of Nursing Administration, Faculty of Nursing Assiut University, Egypt.

[3.] Assistant Professor of Nursing Administration, Faculty of Nursing Assiut University, Egypt.

Abstract:

Background: Innovative culture significantly influences job performance. When nurses work in an environment that encourages creativity, supports new ideas, and embraces change, they are more likely to be motivated, adaptable, and productive. This culture fosters engagement and continuous improvement, directly enhancing job performance and the quality of care provided. **Aim:** Explore the relationship between innovative culture and nurses' job performance. **Design:** A descriptive correlational study design was used. **Setting:** The study was conducted at Medical and Surgical units at (Main Hospital and Heart Hospital at Assiut University). **Subject and method:** A convenient sample was used with available numbers of 168 nurses who working at the previous mentioned hospitals. **Tools: First tool;** Innovative culture scale consists of two parts; **part I:** Personal data of participants; **part II:** Related to innovative culture scale. **Second tool** is job performance observational checklist. **Results**: The study findings illustrates that the majority of nurses agree that they have innovative culture within their workplace. Furthermore, the highest percentage of respondents having satisfactory job performance. There was a statistically significant positive relationship between innovative culture and job performance. There was a statistically significant difference between innovative culture and job performance with both marital status and hospital. **Conclusion:** Innovative culture plays a crucial role in enhancing nurse's job performance. **Recommendation:** Evaluate the organizational culture and job performance regularly to monitor progress, identify barriers, and guide continuous improvement efforts.

Keywords: Innovative Culture, Job Performance & Nurses.

Introduction

Healthcare systems evolve and face increasing demands, fostering innovation has become essential for maintaining high standards of care and efficiency. An innovative culture is essential in healthcare organizations as it drives continuous improvement, enhances patient care, and strengthens workforce performance **(Mak, et al., 2021).**

Innovative culture in nursing supports not only technological advancement but also process improvement, collaboration, and evidence-based practice. It provides nurses with the freedom and confidence to propose new ideas, solve problems creatively, and contribute to organizational growth **(Leary, et al., 2022).** Innovative culture refers to the set of organizational values, beliefs, and practices that encourage creativity, openness to change, and the continuous pursuit of new ideas and solutions. In healthcare settings, it involves creating an environment where staff feel empowered to question existing practices, experiment with improvements, share knowledge, and implement novel approaches to enhance patient care, workflow efficiency, and overall performance **(Saeed, et al., 2022).**

Innovative culture as the organizational atmosphere that fosters and supports the generation, sharing, and implementation of new ideas aimed at improving processes, services, and outcomes. It is characterized by leadership support, open communication, willingness to take calculated risks, and continuous learning **(Andersson, et al., 2023)**.

Innovative culture is one of the critical success factors for achieving superior organizational performance **(Santos-Vijande, et al., 2021)**. In addition, innovative culture enhances creativity, freedom, and helps employees in achieving a superior level of performance. Moreover, a strong innovative culture promotes professional autonomy, enhances motivation, and improves nurses' ability to respond effectively to patients' conditions. It also enables more efficient teamwork, communication, and decision-making, all of which are critical to job performance **(Leary, 2023)**.

Job performance in the nursing field is the measure of how effectively nurses fulfill their responsibilities and meet organizational goal. Nurses with high job performance contribute significantly to patient outcomes, operational efficiency, and the overall reputation of healthcare institutions **(Krijgsheld, et al., 2022).**

Job performance is the measurable outcome of an employee's actions and behaviors that directly contribute to the effectiveness and efficiency of organizational operations **(Zhang, et al., 2025)**. In

nursing, it involves the ability to meet professional standards, complete assigned tasks accurately and timely, adhere to clinical protocols, interact professionally with patients and colleagues, and contribute to quality care and patient safety. Ultimately, strengthening innovative culture in healthcare settings is vital for optimizing nurses' job performance, promoting staff engagement, and improving service delivery **(Kaur, 2024).**

Significance of Study
Today's rapidly evolving healthcare systems, fostering a culture that values creativity, openness to change, and continuous improvement can significantly enhance job performance, staff engagement, and the quality of patient care. In the context of modern healthcare systems, where complexity, rapid change, and rising patient expectations are the norm, the cultivation of an innovative culture is no longer optional it is essential. Where innovative culture is a critical driver of nurses performance, influencing how nurses respond to challenges, generate solutions, and improve care delivery. This study is significant as it sheds light on how an innovative organizational culture can empower nurses, increase their motivation, and strengthen their ability to perform effectively. The findings will provide evidence-based insights for hospital administrators, nurse managers, and policymakers to develop strategies that promote innovation in clinical settings, ultimately leading to enhanced performance, higher staff satisfaction, and better healthcare outcomes.

The present study aimed to:
Explore the relationship between innovative culture and nurses' job performance though:
1. Assess the levels of innovative culture perceived by nurses in the workplace.
2. Evaluate the levels of job performance of the studied nurses.
3. Examine the relationship between innovative culture and nurses' job performance.
4. Examine the relationship between nurses' innovative culture and job performance in relation to their personal characteristics.

Subject and Method
Technical design:
Study design:
A descriptive correlational design was used.
Study Setting:
The present study was conducted at General Medical and Surgical units at (Main Assiut University and Heart Hospitals).

Sample:
A convenient sample was used in the present study which includes available nurses working at General Medical and Surgical Units at (Main Hospital Assiut University, and Heart Hospital) at the time of study with total number (n =168 nurses).
Data collection tools:
The current study utilized two tools for data collection.
Tool (I): Innovative Culture Scale. This scale consists of two parts: **Part one** related to personal data of the participants as nurses name (optional), hospital name, unit name, age, gender, educational qualifications, years of experience and marital status. **Part two** includes **innovative culture scale** that was developed by ˇ**Skerlavaj et al. (2010)** and modified by the researcher to assess the organizational support for the culture of innovation through the welcoming and seeking an innovative ideas. It consists of five items (e.g., Innovation proposals are welcome in the organization, Management actively seeks innovative ideas, Innovation is perceived as advantages and is improved, People are not penalized for new ideas that do not work and Program/project managers promote and support).
Scoring system:
Each item was rated by a 5-point Likert scale which rating from 1 for (strongly disagree) to 5 for (strongly agree). Score interpretation was vary according to the five items, total score which equal (25). Score from 15 to 25 (≥60%) indicating high innovative culture, score ≤14 (<60%) indicating low innovative culture.
Tool (II): Job Performance Observational Checklist It was developed by **Youssif, et al., (2017)** and adopted from **Ali, et al., (2020)** the tool designed to observe nurses job performance in their workplace. It consists of 55 items under 11 domains as follows; attendance and punctuality (3 items), appearance (4 items), work habits (8 items), staff relations and communication (6 items), communication with patients (7 items), nursing care plan activities (8 items), material planning (one item), safety measures and patient safety (6 items), documentation (6 items), coordination (one item), and keeping up to date technically (5 items).
Scoring system
The responding scoring system was measured by (0) for not done, and (1) for done. If the participants obtained ≥70% it means participants had satisfactory level of job performance, if the participants obtained <70% it means nurses' job performance was unsatisfactory.
Operational design:
Preparatory phase:
This phase extended over approximately three months, from May to July 2023. During this period, a

comprehensive review of the relevant literature on the study topic was conducted, the research proposal was developed, and the study tools for assessing the innovative culture were translated into Arabic.

Face validity:

The face validity of the two study instruments was assessed by a panel of five experts from the Nursing Administration Department, Faculty of Nursing, Assiut University, including three professors and two assistant professors. Their evaluation focused on determining the clarity and comprehensibility of the tool items.

Pilot study:

A pilot study was conducted to evaluate the clarity, comprehensibility, and feasibility of the research instruments, as well as to estimate the time required for participants to complete the questionnaire and for researchers to observe nurses' performance. The purpose was also to identify any potential challenges that might arise during the main data collection. The pilot included 10% of the total sample (n = 16) and was carried out among nurses from both the Medical and Surgical Units at Main Assiut University Hospital and the Heart Hospital. Each participant was approached individually, informed about the study's objectives, guided through the questionnaire, and provided with clarification as needed. Additionally, the researchers observed the nurses' performance during both morning and evening shifts using a structured performance checklist. After analyzing the pilot data, no changes to the research tools were deemed necessary. The nurses who took part in the pilot were excluded from the final study sample.

Reliability:

The internal consistency of the study tools was evaluated using Cronbach's Alpha coefficient, and all instruments used in the current study demonstrated reliability scores above 0.8, indicating a high level of internal consistency.

Tools	Reliability
Innovative culture	α=0.924
Job performance	α = 0.812

Data collection:

The researchers coordinated with the Nursing Directors at the Nursing Administration Office to meet with nurses during various shifts, according to the official duty schedules. The purpose of the study was clearly explained to the participants, and their voluntary participation was requested. Upon obtaining written informed consent, the study tools were distributed, and the nurses completed the self-administered questionnaire, which took approximately 20 minutes to complete. In addition, the researchers observed the performance of the participants during two shifts (morning and evening) and documented their observations using a structured performance evaluation sheet. The data collection phase spanned approximately seven months, beginning in May 2024 and concluding at the end of November 2024.

Administrative design.

Official authorization to carry out the study was obtained from the Dean of the Faculty of Nursing, Assiut University, as well as from the administrative directors of both the Main Assiut University Hospital and the Heart Hospital, including those overseeing nursing and medical.

Ethical considerations:

Study proposal was approved by the ethical committee of the Faculty of Nursing, Assiut University (Ethical Approval No. 1120230681, dated 22/10/2023).

Statistical design

Data entry and analysis were conducted using SPSS (Statistical Software Package for the Social Sciences) version 26. The results were presented as frequencies, percentages, means, and standard deviations. Spearman's rank correlation test was used, with a p-value of ≤ 0.05 considered statistically significant.

Results

Table (1): Distribution of Personal Data of Nurses Working at Selected Hospitals (n=168)

Personal Data	Frequency	Percent
Hospital name		
Main Assiut University Hospital	106	**63,1**
Heart Hospital	62	36,9
Unit name:		
Main medical units	45	26.8
Main surgical units	61	36.3
Heart medical units	26	15.5
Heart surgical units	36	21.4
Age:		
<30 years	**68**	**40.5**
30- years	**68**	**40.5**
40+ years	32	19.0
Mean±SD	**32.3±8.2**	
Educational qualifications:		
Secondary nursing school diploma	70	41.7
Technical nursing institute diploma	**74**	**44.0**
Bachelor degree in nursing science	24	14.3
Years of experience :		
<5 years	56	33.3
5- years	29	17.3
10+ years	**83**	**49.4**
Mean±SD	**10.5±8.7**	
Marital status:		
Unmarried	58	34.5
Married	**110**	**65.5**
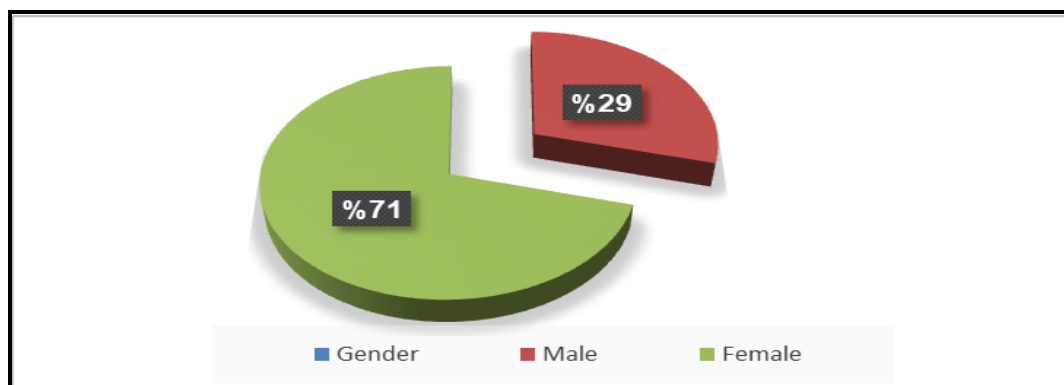
F**igure (1): Nurses distribution based on gender**
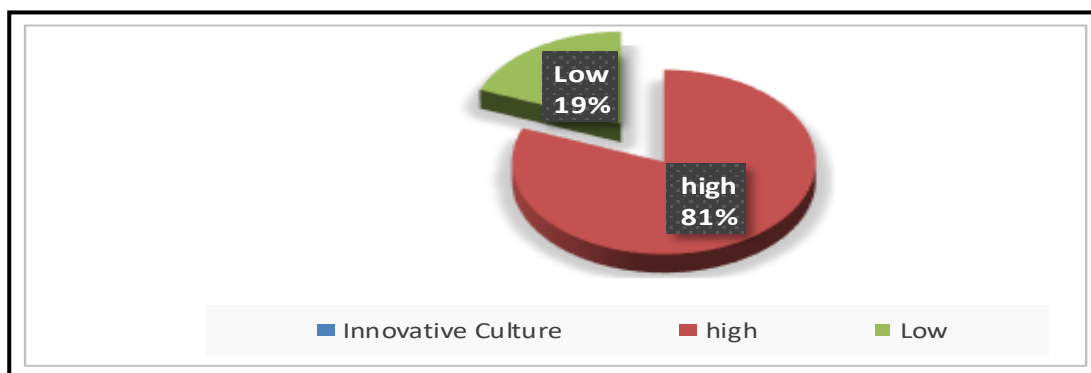
F**igure (2): Distribution of Innovative Culture Levels as Perceived by Nurses in Selected Hospitals (N=168)**
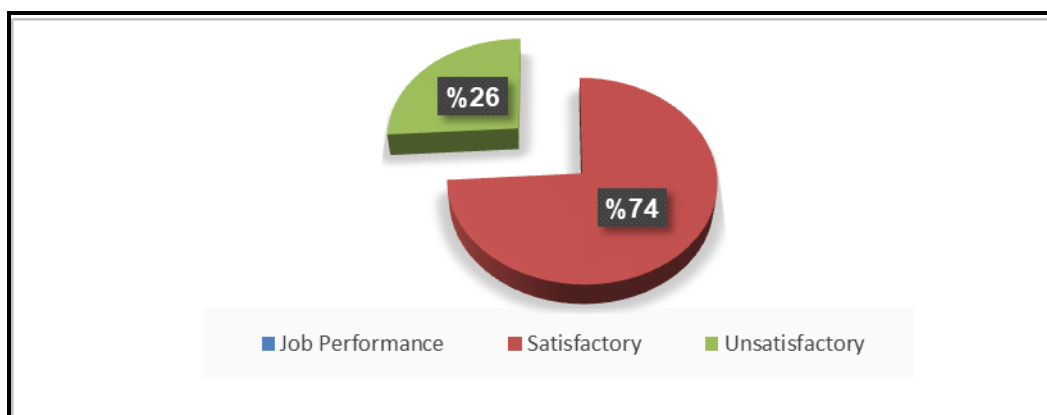
Figure (3): Distribution of Job Performance levels as Demonstrated by Nurses in Selected Hospitals (N=168)

Table (2): Correlation between Innovative culture and Job Performance of nurses in Selected Hospitals (N=168)

Variables	Spearman's rank correlation coefficient	
	Innovative culture	
Job performance	**P value**	**<0.01**
	r value	**.536**

(**) Statistically significant at p<0.01

Table (3): Distribution of Nurses Innovative Culture and Job Performance with Personal data at Selected Hospitals (N=168).

Personal data	Innovative Culture		Job Performance	
	High	**Low**	**Satisfactory**	**Unsatisfactory**
	%	**%**	**%**	**%**
Hospital name :				
Main Hospital	76.4	23.6	67.9	32.1
Heart Hospital	88.7	11.3	83.8	16.2
p-value	**0.047***		**0.001***	
Age:				
<30 years	79.4	20.6	67.6	32.4
30- years	80.9	19.1	79.4	20.6
40+ years	84.4	15.6	75.0	25.0
p-value	0.84		0.29	
Gender:				
Male	81.6	18.4	73.5	26.5
Female	80.7	19.3	73.9	26.1
p-value	0.89		0.95	
Educational qualification:				
Diploma degree	79.9	20.1	72.9	27.1
Bachelor degree	87.5	12.5	79.2	20.8
p-value	0.38		0.52	
Years of Experience:				
<5 years	82.1	17.9	75.0	25.0
5- years	72.4	27.6	62.1	37.9
10+ years	83.1	16.9	77.1	22.9
p-value	0.43		0.28	
Marital status:				
Unmarried	70.7	29.3	63.8	36.2
Married	**86.4**	13.6	**79.1**	20.9
	0.01*		**0.03***	

(*) Statistically significant at p<0.05

Table (1): Reveals distributions of personal data of nurses; shows that less than two-thirds being married and work at Main Assiut University Hospital **(65.5, 63.1%)** respectively. Nearly half of the respondents have more than 10 years of experience **(49.4%)**, and the highest percentage of nurses hold a technical nursing institute diploma **(44.0%)**.

Figure (1): Illustrates that the majority of nurses surveyed were female **(71%)**.

Figure (2): Reveals that the majority of nurses agree that they have innovative culture within their workplace **(81.0%)**.

Figure (3): Indicates that the majority of nurses demonstrated overall satisfactory job performance **(74%)**.

Table (2): Illustrates that the nurses innovative culture has a positive significant correlations with job performance **(0.536**)**.

Table (3): Reveals that there is a statistically significant difference between nursing staff innovative culture and both marital status and hospital **(p = 0.001*, 0.047*)** respectively. Additionally, a significant difference was found between job performance and marital status and hospital **(p = 0.03*, 0.001*)**.

Discussion

Innovative culture plays a vital role in the healthcare sector, particularly in nursing, where the demands are high and conditions are constantly evolving. In today's complex clinical environments, nurses are expected not only to deliver quality care but also to adapt quickly to new technologies, protocols, and patient needs. An organizational culture that supports innovation empowers nurses to think critically **(O'Hara, 2023)**.

Innovative culture encourages staff to share ideas, solve problems collaboratively, and embrace change, all of which contribute to more effective and efficient job performance. Nurses working in such environments are more likely to feel empowered, supported, and motivated, which enhances their ability to provide safe, high-quality care **(Sarvarizadeh, et al., 2024)**.

The present study showed that most of the participating nurses were female. This outcome could be explained by the traditional association of nursing with women, a trend observed both worldwide and in many Middle Eastern countries, such as Egypt. Cultural values, gender expectations, and social influences often play a significant role in shaping career decisions, encouraging more women to enter the nursing field. Furthermore, the design of nursing education programs and hiring practices may also reinforce the predominance of females within the profession.

These results align with the findings of **Mukoya et al., (2024),** who noted that women continue to make up the majority of the nursing workforce in Tanzania, even though male participation has been gradually rising. Likewise, the **Nursing & Midwifery Council, (2024)** highlighted that most nurses and health visitors in the UK are female, reflecting a broader international pattern of female dominance in the profession. In the same context, **Aldhafeeri et al., (2025)** emphasized that nursing is still widely regarded as a female-oriented field on a global scale.

The current study revealed that the majority of nurses perceived a high level of innovative culture within their workplace. This may be attributed to supportive leadership that encourages creative thinking and open communication, along with access to professional development opportunities that enhance confidence and skill. Additionally, organizational commitment to continuous improvement, recognition of innovative efforts, and a collaborative work environment likely contributed to fostering a strong culture of innovation among nurses.

The findings of this study are consistent with those of **El-Sayed et al., (2017),** who observed that many nurses at Benha University Hospital perceived their organizational culture positively, especially in aspects that promote innovation such as continuous learning and a strong service orientation. Similarly, **El Desoky et al., (2021)** highlighted that nurses at Kafr El Sheikh University Hospital generally viewed their workplace culture as encouraging, with an emphasis on adaptability and shared values that support innovation and employee involvement. In addition, **Ahmed et al., (2024)** reported that nurses at Kafrelsheikh General Hospital recognized their organizational environment as innovation-friendly, influenced by ethical leadership and supportive management practices.

Conversely, these findings differ from those of **Hillier, (2015),** who found that many nurses in a Welsh NHS hospital did not view their workplace culture as innovative, largely due to feelings of being undervalued and issues with ineffective communication. Similarly, **Traczyńska & Kunecka, (2018)** reported that a significant portion of nurses in a Polish regional hospital felt their organization lacked support for innovation, pointing to a rigid, hierarchical structure that discouraged creative thinking. Additionally, **Ali et al., (2025)** noted that in high-stress work environments, nurses often held negative views of the innovative culture, mainly as a result of workplace incivility and exclusionary practices that limited their ability to engage and share new ideas.

The present study indicated that the majority of nurses exhibited a satisfactory level of job performance**.** This may be attributed to the presence of supportive peer interactions and effective collaboration, which contribute to smoother operations and better quality of care. Moreover, ongoing professional development and learning opportunities play a key role in strengthening nurses' competencies and confidence. Healthcare institutions that emphasize continuous training and skill enhancement often see better performance outcomes among their staff.

This study finding is agreed with **El-Sayed et al., (2019)** who reported that the majority of nurses at Minia General Hospital demonstrated satisfactory job performance. Also, **Mohamed & Hassan, (2021)** found that more than two thirds of nurses at El Manial Teaching Hospital exhibited high job performance levels. Additionally, these finding is consistent with **Buchan, et al., (2022)** observed that most of nurses demonstrated satisfactory job performance due to favorable workplace conditions and access to professional development opportunities. Similarly, **Ahmed et al., (2022)** observed that more than two third of nurses maintained satisfactory job performance.

In contrast, the current findings differ from those of **Sayed & Ali, (2020)**, who reported that only a limited portion of nurses at Benha University Hospital achieved satisfactory job performance, largely due to unfavorable working conditions, including diminished quality of work life and elevated levels of burnout that negatively affected their effectiveness. Similarly, **Kirkpatrick et al., (2020)** found that in high-stress hospital settings, only about half of the nursing staff met satisfactory performance standards, reflecting the impact of stressful environments on job performance.

The current study revealed a significant positive relationship between innovative culture and job performance**.** This may be attributed to the fact that an innovative work environment encourages creativity, problem-solving, and proactive behavior, which enhances nurses' ability to perform effectively. When staff feel empowered to share ideas and improve practices, they become more engaged, motivated, and confident in their roles. Additionally, support from leadership and access to resources for innovation contribute to improved efficiency, adaptability, and overall job performance.

The findings of this study are consistent with those of **Aboramadan et al., (2020),** who found that both organizational culture and innovation had a positive impact on employee performance in the context of Palestine. In a similar vein, **Tripathi & Kalia, (2024)** revealed that an innovative culture, particularly when paired with strong organizational learning capabilities, contributed significantly to improved job performance. Additionally, **Yousaf et al., (2024)** noted that innovative culture played a moderating role in the link between emotional intelligence and employee performance, suggesting that environments that encourage innovation empower individuals to achieve better results. Likewise, **Chaiyapruksayanonde & Ponchaitiwat, (2025)** confirmed that an innovation-driven organizational culture led to enhanced job performance in the hospitality industry.

These findings contrast with those of **Zhang et al., (2023),** who found that while elements like psychological safety and a collectivist approach encouraged innovation, the presence of power distance within the organizational culture negatively impacted performance. This suggests that hierarchical structures can undermine the positive effects of an innovative culture. Similarly, **Iragi & Kyongo, (2023)** reported that many organizations face challenges in maintaining long-term innovation, even when their cultures appear supportive on the surface. They attributed this difficulty to a lack of consistent cultural alignment and vague operational frameworks, which prevent innovative culture from effectively translating into improved performance outcomes.

The current study identified a statistically significant difference between innovative culture and job performance based on marital status and hospital setting **(Table 3).** This could be explained by the impact of both personal and organizational factors on nurses' workplace experiences. Married nurses may receive more emotional support and stability, which can boost their motivation, engagement, and ability to thrive in innovative environments. Additionally, variations across hospitals in leadership style, availability of resources, and organizational culture may affect how strongly innovation is promoted and supported.

These results are in line with **Al-Ahmadi, (2009),** who identified a positive correlation between job performance and personal characteristics, such as marital status. In the same context, **Park & Choi, (2020)** observed that married nurses tended to perform better in their roles compared to unmarried nurses. Furthermore, **El Desoky et al., (2021)** reported a significant link between innovative culture among nursing staff and variables like marital status and the hospital setting.

These results differ from those of **Khan & Malik, (2019),** who concluded that marital status had little to no influence on innovation among nurses. Likewise, **Ali et al., (2020)** found no meaningful statistical relationship between marital status and job performance within the nursing workforce.

Conclusion

The study findings concluded that the majority of nurses had high level of innovative culture within their workplace. In addition, most respondents demonstrated satisfactory levels of job performance. The results further revealed a statistically significant positive relationship between innovative culture and job performance, highlighting that workplaces fostering innovation tend to support better performance among nurses. Also, there was a statistically significant difference between innovative culture and job performance with both marital status and hospital. These findings emphasize the crucial role that an innovation-driven environment plays in enhancing nurses' job performance.

Recommendations:

1. Promote a culture of innovation within healthcare settings by encouraging creativity, teamwork, and open communication among nursing staff.
2. Incorporate innovation-focused content into nursing education and professional development programs to enhance critical thinking and problem-solving skills.
3. Implement reward systems that recognize and incentivize innovative ideas and practices among nursing staff to boost motivation and performance.
4. Evaluate the organizational culture and job performance regularly to monitor progress, identify barriers, and guide continuous improvement efforts.

References

Aboramadan, M., Albashiti, B., Alharazin, H., & Ahmad, M. (2020): Organizational culture, innovation, and performance: A study of Palestinian banks. International Journal of Innovation Management, 24(2), 2050014.

Ahmed, A., Sleem, W., & Abo Habieb, E. (2022): Work engagement and its impact on nursing job performance: A correlational study. Nursing Specialist Journal, 10(1), 78–85.

Ahmed, F., El-Sayed, A., & Mahmoud, R. (2024): Organizational support and ethical climate as predictors of innovative work behavior among nurses. Journal of Nursing Administration, 54(3), 145–152.

Al-Ahmadi, H. (2009): Factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia. International Journal of Health Care Quality Assurance, 22(1), 40–54.

Aldhafeeri, F., Al-Enezi, N., & AlMutairi, M. (2025): Gender distribution in nursing: A global perspective. International Journal of Nursing Practice, 31(1), 14–22.

Ali, H., Mohamed, F., & Ghallab, S. (2020): Relationship between nurses' work life interference and job performance. Assiut Scientific Nursing Journal, 8(21), 57–64.

Ali, R., Hassan, T., & Ghoneim, M. (2025): Workplace ostracism and incivility as predictors of innovative culture among hospital nurses. Journal of Advanced Nursing, 81(1), 12–25.

Andersson, T., Linnéusson, G., Holmén, M., & Kjellsdotter, A. (2023): Nurturing innovative culture in a healthcare organisation – Lessons from a Swedish case study. Journal of Health Organization and Management, 37(9), 17–33.

Buchan, J., Catton, H., & Shaffer, F. (2022): Sustain and retain in 2022 and beyond. International Council of Nurses, 71, 1–71.

Chaiyapruksayanonde, S., & Ponchaitiwat, P. (2025). Impact of innovative organizational culture on employee performance: Evidence from the hospitality sector in Thailand. Asian Journal of Business and Management, 13(1), 33–45.

El Desoky, N., El Sayed, W., & Abd El-Azeem, M. (2021): Organizational culture and individual innovation among staff nurses at Kafr El Sheikh University Hospital. Assiut Scientific Nursing Journal, 9(27), 150–161.

El-Sayed, A., Mohamed, H., & Ahmed, W. (2019): The relationship between burnout, sleep quality, and job performance among staff nurses at El-Sinbellawin General Hospital. Menoufia Nursing Journal, 7(2), 193–205.

El-Sayed, M., El-Mahdy, R., & El-Sayed, R. (2017): Organizational culture and its relationship with innovative work behavior among staff nurses at Benha University Hospital. Journal of Nursing and Health Science, 6(3), 45–53.

Hillier, C. (2015): Barriers to innovation: Exploring nursing culture in NHS Wales. Journal of Health Organization and Management, 29(3), 345–360.

Iragi, F., & Kyongo, J. (2023): Re-examining the link between organizational culture and innovation: A multi-sectoral study in Kenya. African Journal of Business Management, 17(1), 71–81.

Kaur, J. (2024): The pulse of performance: Innovative approaches to motivate employees in professional settings. In Employee performance management for improved workplace motivation (pp. 191–214). London: IGI Global.

Khan, S., & Malik, N. (2019): Marital status and innovation in nursing: An empirical study. International Journal of Nursing Studies, 98, 1–7.

Kirkpatrick, J., Smith, L., & Johnson, R. (2020): Job performance of nurses in high-stress hospital settings: The role of workload and administrative

support. Journal of Nursing Management, 28(5), 1003–1011.

Krijgsheld, M., Tummers, L., & Scheepers, F. (2022): Job performance in healthcare: A systematic review. BMC Health Services Research, 22(1), 149.

Leary, M. (2023): Examining the characteristics that support nurses' innovative behaviors (Doctoral dissertation, University of Pennsylvania). Journal of Professional Nursing, 38(2), 83–88.

Mak, S., Fenwick, K., Myers, B., Shekelle, P., Begashaw, M., Severin, J., & Miake-Lye, I. (2021): Creating a culture of innovation in healthcare settings: A systematic review. BMC Health Services Research, 21(4), 53–58.

Mohamed, H., & Hassan, A. (2021): Effect of performance appraisal perception on job crafting among staff nurses at El Manial Teaching Hospital. Egyptian Nursing Journal, 18(3), 45–54.

Mukoya, J., Mcharo, M., & Katana, T. (2024): Trends in gender composition of the Tanzanian nursing workforce: A 10-year review. East African Journal of Nursing and Midwifery, 6(2), 74–83.

Nursing and Midwifery Council. (2024): Annual equality, diversity and inclusion report. London: NMC.

O'Hara, S. (2023): The value of establishing a culture of innovation in your healthcare organization. Kontakt, 25(3), 163–164.

Park, S., & Choi, B. (2020): Empathy, self-efficacy, and nursing performance of nurses at care hospitals. International Journal of Advanced Nursing Education and Research, 5(1), 67–76.

Saeed, H., Som, H., & Mahmood, R. (2022): Leadership styles, organizational culture, and innovation in healthcare: A conceptual framework. International Journal of Academic Research in Business and Social Sciences, 12(8), 1390–1408.

Santos-Vijande, M., López-Sánchez, J., Pascual-Fernández, P., & Rudd, J. (2021): Service innovation management in a modern economy: Insights on the interplay between firms' innovative culture and project-level success factors. Technological Forecasting and Social Change, 165, 120562.

Sarvarizadeh, M., Miri, S., Darban, F., & Farokhzadian, J. (2024): Innovative cultural care training: The impact of flipped classroom methods on critical cultural competencies in psychiatric nursing: A quasi-experimental study. BMC Nursing, 23(1), 340.

Sayed, S., & Ali, R. (2020): Quality of work life and performance obstacles among nurses at Benha University Hospital. Benha Medical Journal, 37(4), 112–120.

Skerlavaj, M., Song, J., & Lee, Y. (2010): Organizational learning culture, innovative culture and innovations in South Korean firms. Expert Systems with Applications, 37(9), 6390–6403.

Traczyńska, M., & Kunecka, D. (2018): Hierarchical culture and innovative limitations in Polish regional hospitals. Journal of Nursing and Health Sciences, 7(1), 21–29.

Tripathi, R., & Kalia, H. (2024): Organizational learning and innovation: Pathways to enhanced employee performance. Journal of Organizational Behavior, 45(2), 112–127.

Yousaf, S., Saeed, S., & Iqbal, Q. (2024): Emotional intelligence and employee performance: The moderating role of innovative organizational culture. Human Resource Development International, 27(3), 254–271.

Youssif, A., Eid, N., & Safan, S. (2017): Staff performance appraisal system and its relation to their job satisfaction and empowerment: Developing performance appraisal tool. IOSR Journal of Nursing and Health Science, 6(2), 25–26.

Zhang, J., Wu, M., & Chen, Q. (2023): Power distance and innovation performance: The hidden limits of culture. Asia Pacific Journal of Management, 40(4), 899–924.

Zhang, J., Xu, F., Wu, J., Du, J., Ding, J., Zhuang, P., & Qing, W. (2025): The effect of the nurse-patient relationship on the job performance of nurses in tertiary public hospitals in China: A cross-sectional survey. BMC Health Services Research, 25(1), 812.