

HOW MEDICAL EMERGENCY INFLUENCE BETWEEN HUMAN RESOURCE DELIVERED PRACTICES AND EMPLOYEE INNOVATIVE WORK BEHAVIOR

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ABSTRACT

The paper analyses the impact of human resources delivered practices on employee motivation in the state administration of the UAE (United Arab Emirates). Due to imminent coronavirus pandemic employee motivation to innovate has shaken. The paper aims to examine how motivation drivers were impacted by a changed situation. The research is based on the collection and processing data from 85 hospitals in a region of UAE. As key research approaches contextual interviews and questionnaire survey was used. The main findings are that human resource delivered practices such as commitment, ability, motivation, and opportunity has a positive significant impact on employee innovative work behaviour. During the medical emergency, the doctors and other medical staff are more committed, motivated, and able to deliver good services. Further medical emergency (COVID 19) has significant moderation and impact between elements of human resource delivered practices and employee innovative work behaviour. Future research studies should be conducted to apply the same research model in different industries, which motive to check the collective impact on medical emergency (COVID 19) in the overall economic environment in the country.

Keywords

human behaviour, innovative behaviour, coronavirus threat

JEL Code: J 24, J 28, M 54.

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

Human resource delivered practices such as commitment, ability, motivation, and opportunity to their employees are very important for measuring employee innovative work behaviour (Dede, 2019). The modern business trends such as globalization, learning-based organizational development, and more automation in the working system are creating pressure on today's businesses to be more innovative through innovative work behaviour (Kuusela, 2019). Certain behavioural factors of individuals establish working behaviour through the way the person acts or reacts to the environment (Dingemanse, Kazem, Réale, & Wright, 2010). To achieve success in innovative environments, organizations must work hard than ever before, and it needs to manage their operation as per the rapid changing environment. In the area of 2020, the responsibility of HR manager in the organization enlarges, HR manager have comprised enterprise strategic planning processes in a way to ensure maximum utilization of resources and apply softer manner to achieve the human capital performance. The innovative development is the fact that human resource

professional made successful contributions to the success of the organization and achieve its excellence through innovative HR strategic planning.

In the year 2020, the human resource professionals are more concerned to innovate the behaviour of our human capital which can adjust successfully accordance with the more innovative environment (Blom, Kruijen, Van der Heijden, & Van Thiel, 2020). It is important to address different modern HR issues such as recruitment, employee's workplace relationship, managing remote workforce issues, acquiring talent with more soft skills, and finding affordable health & insurance services. Every company HR manager had prepared their strategic plan that both how to reduce these challenges and enhance work behaviour but a medical pandemic (Coronavirus) has drastically destroyed work planning of almost every company in the world. The survival of a business entity is a very pertinent question in the arena of 2020.

Therefore, this paper focuses to analyse the impact of human resource delivered practices

(commitment, ability, motivation, and opportunity) on employee innovative work behaviour. The goal of this paper is to find the moderating impact of a medical emergency (Coronavirus) on the relationship between current human resources delivered practices and employee innovative work behaviour. To investigate the following research questions in case of both government and private hospitals in the UAE.

1. How human resource delivers practices influence employee innovative work behaviour?
2. To what extent do commitment, ability, motivation, and opportunity affect employee innovative work behaviour.
3. Does medical emergency (Coronavirus) moderate the impact between human resources delivered practices and employee innovative work behaviour?

The analyses of the link between human resource expectation for delivery practices and employee work behaviour are developing insight knowledge for both Government and private hospitals HR professional and researchers in the UAE. The basic concern is to analyse the influence of employee commitment, ability, motivation, and opportunity level of medical staff on their working behaviour in normal conditions. Further, when medical emergency occurs then to what extent may the work behaviour of medical staff positive or negative impact during a medical emergency. Finally, the results of this research study provide enough knowledge for HR professionals related to their employee's development strategies and training and development of their employees which are important to more shareable their innovative work behaviour

Innovative work behaviour

Human capital is only the factor that leads to the effective utilization of resources, innovations, create new ideas, effectively apply these ideas, and get success. Modern innovative human capital is necessary not only for the development of new ideas but it also important for its successful execution. Employee innovative work behaviour and employee creativity are a different indicator. Inspirational skills are part of innovative work behaviour. If the person has high creativity it does not mean that person will show innovative work

behaviour. Many researchers conclude that employee inspiration or creativity is considered the most important factor in innovative work behaviour (IWB) (Dede, 2019; Li et al., 2019).

Fu, Flood, Bosak, Morris, & O'Regan (2015) analysed that employee innovative work behaviour is improved organization systems, procedures, and process. According to Dede (2019), the organizations which motivate their employee to be innovative then have a higher chance to lead a competitive edge through more innovation. Inspiring or motivating their employees to be innovative. Innovative work behaviour starts with the establishment of new ideas, which reduce various issues and manage performance during the innovation process. Armstrong & Taylor (2020) explain the employee innovation work behaviour as the implementation of new creative ideas in the organization current practices. Dede (2019) analyses that innovative work behaviour shows individual behaviours in which employee are flexible to develop new ideas and apply effectively into work.

The innovative work behaviour is professional initiative behaviour of the employees, which produce new ideas or product within the current work environment. Still, studies analysing the correlation between Human Resource delivered practices and innovative work behaviour through a different model with different stages on the development of innovative work behaviour. Many research studies consider innovative work behaviour single-dimensional construct (Armstrong & Taylor, 2020; Dede, 2019). Some research studies have been analysed to find out that innovative work behaviour indicates two approaches such as idea development and its implementation. However, some research studies have considered that innovative work behaviour link with three different approaches such idea development its implementation in current practices and idea introducing. Still, previous research studies lack to explain the measurement of innovative work behaviour (Prieto & Pérez-Santana, 2014). Various research studies explain the concept of innovative work behaviour through different approaches (A. C. Bos-Nehles & Veenendaal, 2019; Dede, 2019).

Commitment, Ability, Motivation, Opportunity, and Innovative Work Behaviour

The researcher has analysed that individual performance is the most important element of his behaviour. The performance outcome is the function of employee ability, commitment, and motivation (Dede, 2019). These factors are dependent on each other while the outcome of these factors predicts employee behaviour. Armstrong & Taylor (2020) has developed a multiplicative correlation between ability and motivation with the following equation $\text{Performance} = f(\text{Ability} \times \text{Motivation})$.

Companies are doing work hard to develop their employee and adopt innovation. In the innovation process, the management allows employees to create new ideas and that action will affect employee innovative work behaviour. This opportunity initiative will increase employee satisfaction. According to Dede (2019), all three elements (ability, motive and opportunity) are important which increases employee innovative work behaviour. In light of the above discussion, many researchers conclude that commitment, ability, motivation, and opportunity to predict employee innovative behaviour (Dede, 2019; Dingemanse et al., 2010). These variables permit to measure the impact of employee innovative behaviour because these factors work with Human resource practices. The HR professional is playing vital for enhancing these factors through well-planned training and development systems, talent acquisition process, compensation practices and incentive systems.

The innovation and the need for employee innovation are necessary for the area of the organization. Here it is important to understand the level of innovation and innovative behaviour of an individual. The organization innovation is depending on the high committed workplace environment in which the organization policy and procedures will encourage the employee to create innovative ideas and put into workplace practices. Organizational commitment creates a learning environment, which is beneficial for changing employee behaviour. Modern HR practices are more focus on the management of employee performance with soft manner. Therefore, organization commitment toward an employee is

very important and it must be cleared through HR policies. Through organizational commitment, the employee thinks that his creative initiatives are linked with his benefits and the company appreciates it. The above-mentioned argument is logically justified through social exchange theory that tells us how to achieve organizational goals through a collaborative work environment.

Commitment, Ability, Motivation, and Opportunity Enhancing HR Delivered Practices

Many human resource-based types of research try to investigate the correlation between human resource management performance rather than to find the impact of human resource delivered practices on organizational performance (Blom et al., 2020). Human resource management mechanism based on the delivery of human resource practices such as recruitment and selection, training and development, compensation and benefits, and health safety. These HRM practices collectively are important to enhance employee commitment, ability, motivation, opportunity (Jiang et al., 2012). HRM delivered practices encouraged the ability and learning of their workforce, their readiness to create new ideas and efforts and freedom to show their performance through their work behaviour (Dede, 2019; Jiang et al., 2012). In this context, human resource management best practices are enhancing through motivation, commitment, ability, and opportunity because of its positive impact of employee performance at the individual level. Ability as HRM practice is normally linked with talent acquisition and training and development (A. C. Bos-Nehles & Veenendaal, 2019; Dede, 2019).

In the talent acquisition process, HRD not only adds more person but they also analyse his job design and function which match with organization function, his behaviour and ability which contribute toward innovation. HR professional does their best to hire the best candidate using selection techniques, which affect employee innovative performance. Further, the well-organized training and mentoring program helps the employee to acquire new skills which lead toward employee innovation. HRD shows their motivation through process assessment practices, job promotion or enlargement and

compensation and benefits practices (Dede, 2019; Jiang et al., 2012). Organization compensation and reward are considered the core-motivating element of HR practices, which create a significant impact on employee innovative behaviour.

HR department prepares employee compensation & grading structure system that can practice in the way that employee his career growth through his work. This motivates the employee and entrepreneurial initiative will influence employee behaviour. According to A. Bos-Nehles, Renkema, & Janssen (2017), the correlation between employee compensation and innovative work behaviour is not clear. To address the deviation of the relationship between employee compensation and innovative work behaviour, motivation is also the core element of innovative work behaviour which justified by research. Dede (2019) refers that motivation is an essential element for creativity and creative has a

significant impact on innovation if the company through reward appreciates it.

Employee reward or fairness has a positive relation with innovative work behaviour. Further employee satisfaction in term of increasing employee motivation, which indicates positive employer commitment and innovative work behaviour. The fair salary level and succession planning structure can positively show organizational commitment toward employee development, which encourage doing their best efforts for company growth. Finally, the opportunity is an element of HR practices and it is associated with employee job involvement, job autonomy, recognition and empowerment (Jiang et al., 2012). If the lower-level employee has encouraged managing his work then the employee feels empowered and motivated. Employee job autonomy has to increase innovative work behaviour in which the employer is encouraging the employee to develop new ideas and manage their work more effectively.

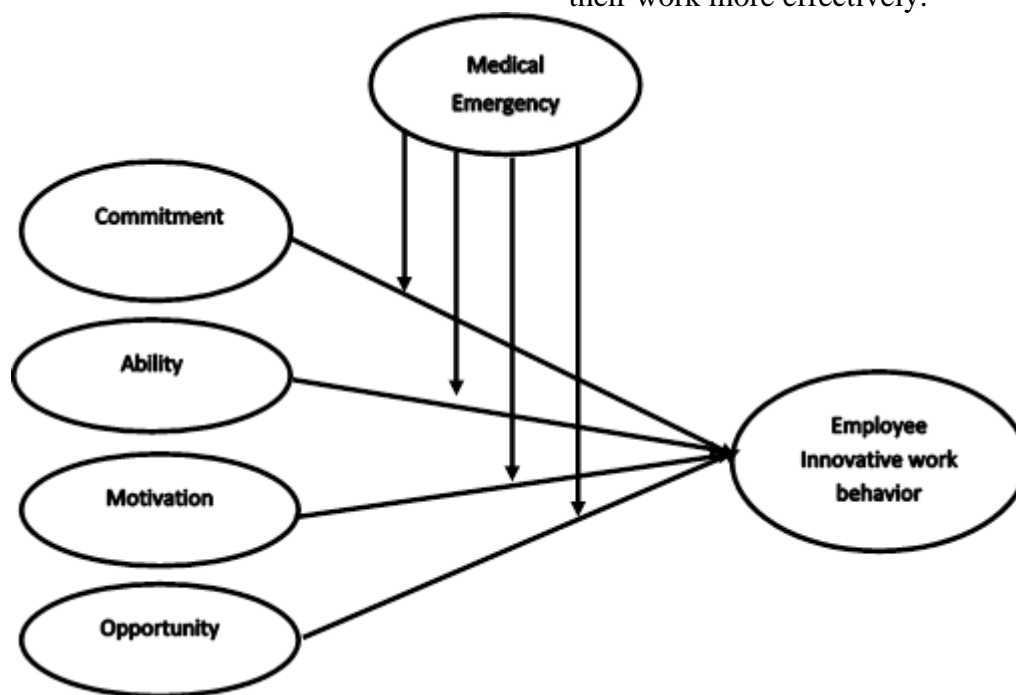


Fig. 1 Proposed Research Model

Own research

H1: Commitment has the positive impact of employee innovative work behaviour

H2: Ability has a positive impact on employee innovative work behaviour

H3: Motivation has a positive impact on employee innovative work behaviour

H4: Opportunity has the positive impact of employee innovative work behaviour

H5: Medical Emergency has a positive impact on employee innovative work behaviour

H5a: Medical Emergency moderate relationship between commitment and employee innovative work behaviour

H5b: Medical emergency moderate the relationship between ability and employee innovative work behaviour

H5c: Medical emergency moderate the relationship between motivation and employee innovative work behaviour

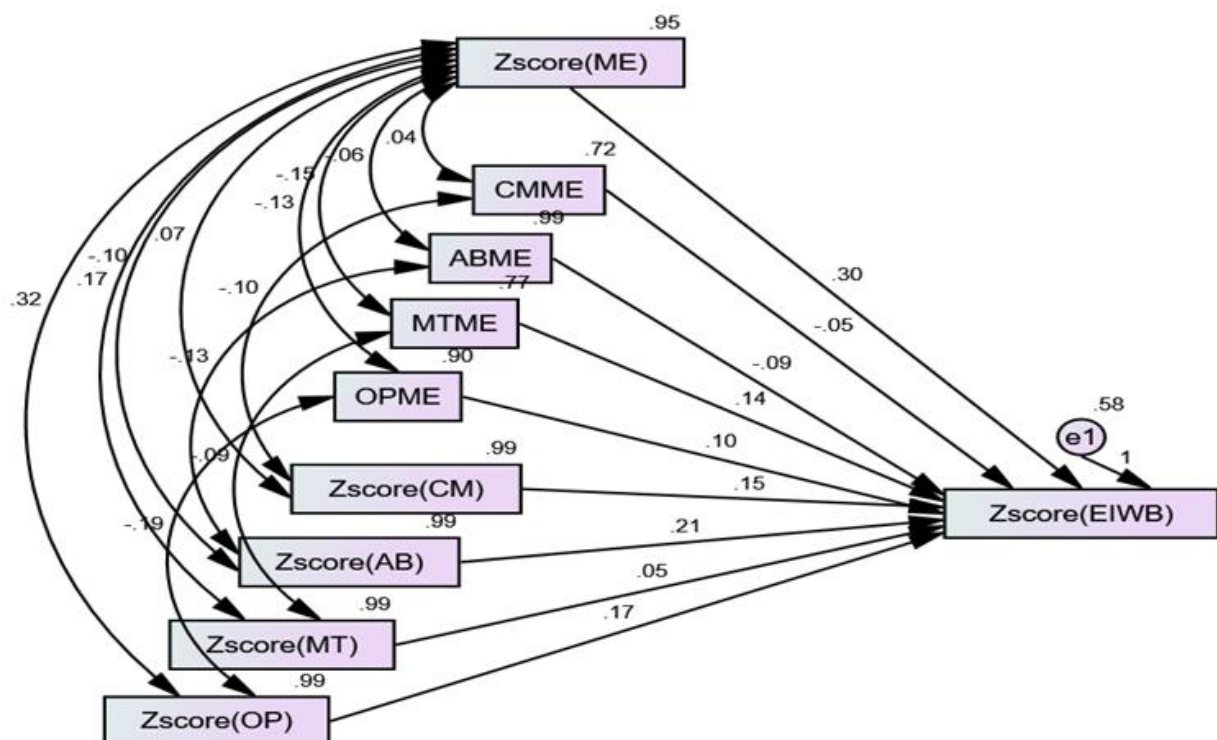
H5d: Medical emergency moderate the relationship between opportunity and employee innovative work behaviour

Research Methodology

The research study has followed the descriptive cross-sectional quantitative research methodology. The nature of research is an inductive and exploratory study which is to analyse the

moderating impact of medical emergency between human resources delivered practices and employee innovative work behaviour. Convenience sampling technique was applied to collect data form HR professionals who were working in both government and private hospital in The UAE. A self-administered semi-structured questionnaire based on 26 item measuring responses through five points Likert Scale. Questionnaires items for commitment, for were adapted from (Bozeman & Perrewe, 2001), for motivation, ability, and opportunity were adopted form (Rayner & Morgan, 2018) and for employee innovative work behaviour (De Jong & Den Hartog, 2010). The questionnaires relating to the medical emergency were developed by the author. The content and construct validity of these questionnaires are also check before its utilization. Correlation and regression analyses were used to find out the result of this research study.

Figure No 01.



Results

Reliability and Validity Analyses

Table. 1: Standardized Regression Weights Analysis

Hypotheses		Estimated
Hypnotized Relationship		
H1	COM ->EIWB	.170
H2	AB ->EIWB	.233
H3	MT ->EIWB	.057
H4	OP ->EIWB	.188
H5	ME ->EIWB	.321
H5a	COM ->ME ->IWB	-.049
H5b	AB ->ME ->IWB	-.102
H5c	MT ->ME ->IWB	.133
H5d	OP ->ME ->IWB	.104

Note: *Significant at 95% CI

(Afthanorhan et al., 2014)

Standardized regression weight analysis is applied to check the validity and reliability of the variable. Validity and reliability of the variable indicate a sense of relationship among each variable and how each variable is reliable for analyses for the relationship to other variables in overall moderation model (Rayner & Morgan, 2018). Through Standardized regression weight analyses, the value of each variable is more than 70% shows the significant sign of validity and reliability. The results of the table no, 01 was showed that commitment (.72), motivation (.77), ability (.99), opportunity (.90) is reliable to the dependent variable which is employee innovative work behaviour (.58). The moderating variables also showed (.95) significance relationship to another variable in the overall research model. Reliability and validating of the variables can be measured as the to what extent to which a variable show characteristic that exists in the phenomenon under investigation" (Malhotra & Dash 2010).

3.1 Model Fit Summary

Table. 2: Model Fit Summary

Mode l	RM R	GF I	AGF I	PGF I	CF I	RMSE A
Defau lt model	.279	.557	-.015	.243	.183	.374

The chi-square test and model fit the chi-square test of overall model fit summary of the figure no 1, Chi-square = 555.487, Degrees of freedom = 24, and Probability level = .000. the probability

level is < 0.05 level which accepted the hypotheses and justifies the model fit of the data. The model fit summary explains the degree to which the data is fit in the analyses model. The model fit summary criteria are checked through chi-square (χ^2), the value of (GFI = .557), the adjusted goodness-of-fit index (AGFI = -.015), and the root-mean-square residual (RMR = .279) and the Root Mean Square Error of Approximation (RMSEA = .374) are showed that model, not much perfect because the value of CFI and RMSEA is positive but not much closer to 1. But the overall values of model fit summary criteria justify the strength of variables which is used in this research. The chi-square value (normally Above 200) is justifying that the model is good and it develops the sense of relationship among the variables.

Independent analyses

The significance of S.E and C.R Statistics can be done by measuring P-value through a bootstrapping procedure. The P-value is indicated a sign of a strong relationship among the variables in the model. Path P-value reflects the strength of the relationship between independent and dependent variables.

Tab. 3: Estimated S.E, C.R, and P-value Statistics

Hypnotized Relationship	S. E	C. R	P-Values	Decision
H1 COM -> EIWB	.061	2.501	.012	Supported
H2 AB -> EIWB	.062	3.406	***	Supported
H3 MT -> EIWB	.062	.823	.411	Supported
H4 OP -> EIWB	.065	2.591	.010	Supported
H5 ME -> EIWB	.069	4.281	***	Supported

Note: *Significant at 95% CI

(Afthanorhan et al., 2014)

Analyses of Table no, 03 has shown that commitment (S.E = .061, C.R = 2.501, p-value = 0.12) has a positive significant impact of employee innovative work behaviour which is approved H1. Ability (S.E = .062, C.R = 3.406, p-value = 0.00) has a significant positive impact on employee innovation behaviour and supporting H2. Motivation as an element of human resource delivered practices has a positive significant

impact (S.E = .062, C.R = .823, p-value = 0.411) on employee innovative work behaviour and support H3. Finally, Opportunity has a positive impact (S.E = .065, C.R = 2.591, p-value = 0.010) of employee innovative work behaviour and justified H4. Finally, medical emergency (S.E = .069, C.R = 4.281, p-value = 0.000) has also significant positive impact of employee innovative work behaviour which justified H5.

Estimation of Moderation Analyses

Tab. 4: Estimation of Moderation Analyses

Hypnotized Relationship	S. E	C. R	p-Value	Decision
H5a COM ->ME ->IWB	.072	-.719	.472	Approved
H5b AB ->ME ->IWB	.061	1.488	.137	Approved
H5c MT ->ME ->IWB	.070	1.931	.054	Approved
H5d OP ->ME ->IWB	.065	1.501	.133	Approved

Note: R2 Change $\Delta 0.13$

(Afthanorhan et al., 2014)

Analyses of table 4, has shown that moderating impact of medical emergency between human resource practices (commitment, ability, motivation, and opportunity) and employee innovative work behaviour. The moderating impact of a medical emergency was calculated through bootstrapping. The overall analyses of moderation were significance and were showed that medical emergency was not an impact between human resource delivered practices and employee innovative work behaviour. The results are shown that during a medical emergency or any other global pandemic is impacting the employee commitment, ability, motivation, and opportunity toward their innovative work behaviour

Discussion

The study has analysed that human resource delivered practices such as commitment, ability, motivation, and opportunity has a positive significant impact on employee innovative work behaviour. Further, the moderating influence of medical emergency has insignificant to the relationship between commitment, ability,

motivation, and opportunity, and employee innovative work behaviour.

The research has found out that medical emergency has a moderating impact between human resource deliver practices and employee innovative work behaviour. The research has concluded that collective employee innovative work behaviour is vital predictor which increase organization efficiency. Commitment as an element of human resource delivered practices which include empowerment, job security, training and development, career development, job rotation and enlargement, and performance appraisal system has direct significant impact of employee innovative work behaviour ($\beta = 0.310$, $T = 5.051$, $p < 0.007$). Previous authors have also found out similar results (A. C. Bos-Nehles & Veenendaal, 2019). Employee perception regarding the committed HR system has increased their attitude and work behaviour which contribute to the success of the organization. Committed HR system positively impacts employee innovative work behaviour with the inspiration of individual ability, motivation and opportunities (Dede, 2019).

The high committed HR system with the influence of ability (S.E = .062, C.R = 3.406, p-value = 0.00), motivation (S.E = .062, C.R = .823, p-value = 0.411), and (S.E = .065, C.R = 2.591, p-value = 0.010) is linked with the real impact of employee innovative work behaviour rather perception. If the HR system is well designed and it will not ensure that this system is fully implemented with same capacity because another department manager also plays an important role for the success of HRM system or operation system (A. C. Bos-Nehles & Veenendaal, 2019). Departmental managers/heads attitude and behaviour support and encourage well designed HRM system to enhance employee innovative work behaviour and showing extra cooperative behaviour and willingness to put into practices of these systems. Sometimes the department manager's role behaviour and managerial style has decreased or even destroy the innovative work behaviour of their subordinate employees. The ability and motivation of other department managers for enhancing innovative work behaviour and willingness towards that implementation of this system are very important in overall HRM-IWB relationships. It is the

collective responsibility of all department manager and willingness of top management for the development of HRM system and which application should be design in a way that increases employee innovative work behaviour and how the employee perceives that system.

In the current scenario, human resource delivered practices in both government and private hospitals in The UAE is well designed and focus to enhance employee innovative work behaviour. During a medical emergency (COVID 19), there is a change in the level of these practices. These analyses justify that the doctors and medical staff with collective behaviour of their department head has more committed, motivated, and capable to perform their duties. The moderating impact of medical emergency is significant and impact between HR systems such as commitment, ability, motivation and opportunity and doctor work behaviour. During a medical emergency, doctors and medical staff do different services and activities for providing unique services to their customers. The results of this research study have enlightened the real contribution of well-designed HRM system towards employee encourage or innovative work behaviour.

Conclusion

This research was aimed to find out the impact of HRM delivered practices both private and Government hospitals in The UAE. Besides, this research measured the moderating impact of a medical emergency (COVID 19) between HRM delivered practices and employee innovative work behaviour. The finding has concluded that HRM delivered practices such as commitment, ability, motivation, and opportunity has a significant impact on employee innovative work behaviour. The moderation analyses are significant medical emergency was moderation impact by HR delivered practices and employee innovative work behaviour. During a medical emergency, doctors and other medical staff have more committed, able, and motivate at the workplace which shows all department played positive role behaviour to satisfy their patience with the willingness of top management. This research study contributes to literary evidence based on quantitative research analyses for measuring the impact of HR delivered practices during a medical emergency in both private and Government hospital in The UAE.

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