



PERDANA  
UNIVERSITY

DU026(B)



UPM  
UNIVERSITI PUTRA MALAYSIA  
BERILMU BERBAKTI

**Oral Presenter**

**EUNICE YAP SHEK WEN**

Supervisor: Dr. Mohd Suleiman Murad

**THE INFLUENCE OF TRAINING, MOTIVATION,  
LEADERSHIP, ORGANISATIONAL CULTURE, AND WORK  
ENVIRONMENT ON INNOVATIVE WORK BEHAVIOUR  
AMONG HEALTHCARE EMPLOYEES**

19th WFOT Congress 2026

9 – 12 February, Bangkok, Thailand

# Introduction & Background



INNOVATION DRIVES  
ORGANISATIONAL  
PERFORMANCE AND  
ADAPTABILITY



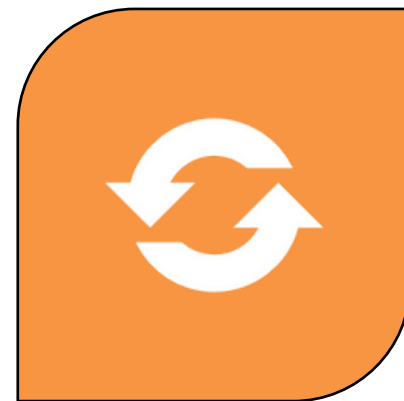
INNOVATION EXTENDS  
BEYOND TECHNOLOGY  
TO ADMINISTRATIVE  
PROCESSES



HEALTHCARE FACES  
PRESSURE: QUALITY,  
SAFETY, COST,  
REGULATION



HEALTHCARE  
ADMINISTRATION  
STAFF SUPPORT  
SYSTEM EFFICIENCY



IWB ENABLES  
CONTINUOUS  
IMPROVEMENT



LIMITED EMPIRICAL  
EVIDENCE IN  
MALAYSIAN  
HEALTHCARE CONTEXT

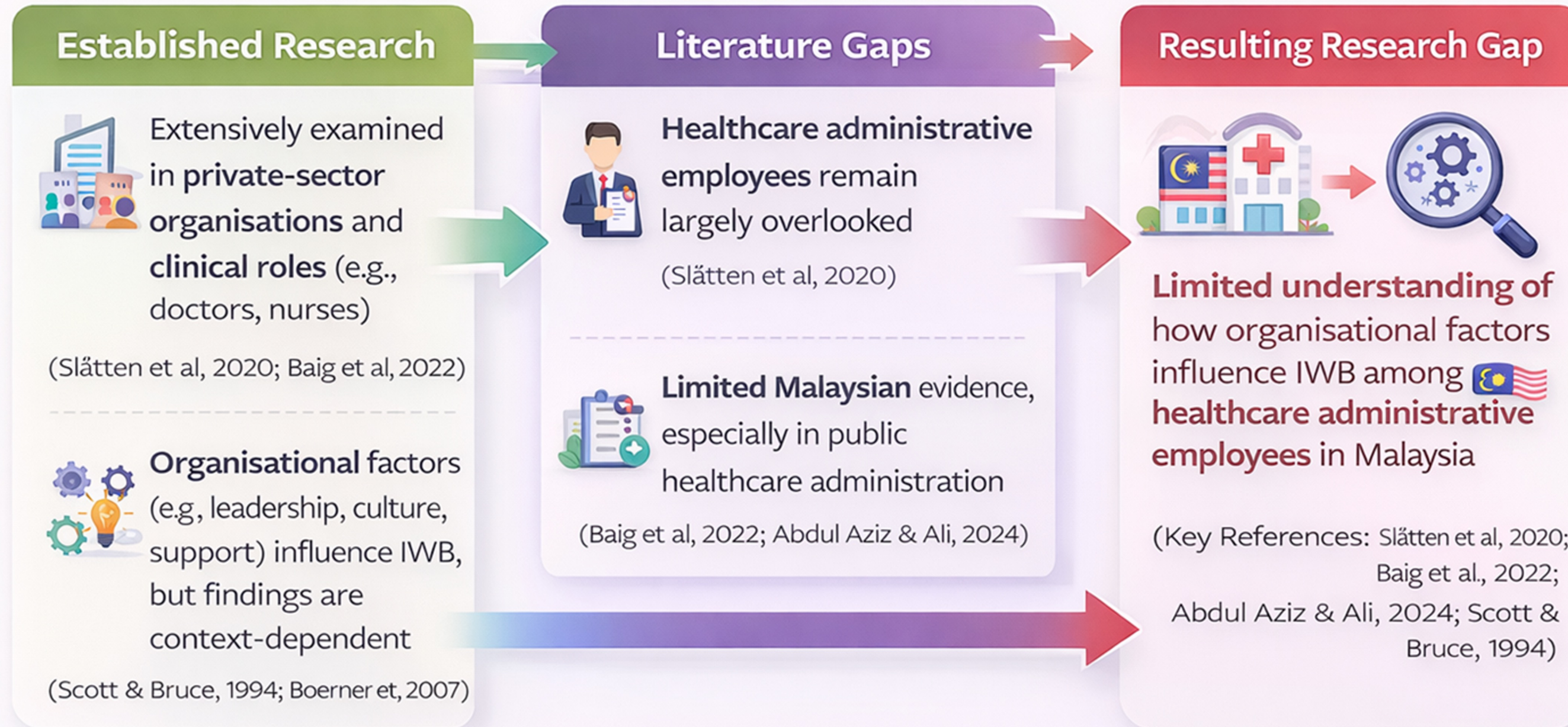
# Research Objectives & Questions



# Literature Review

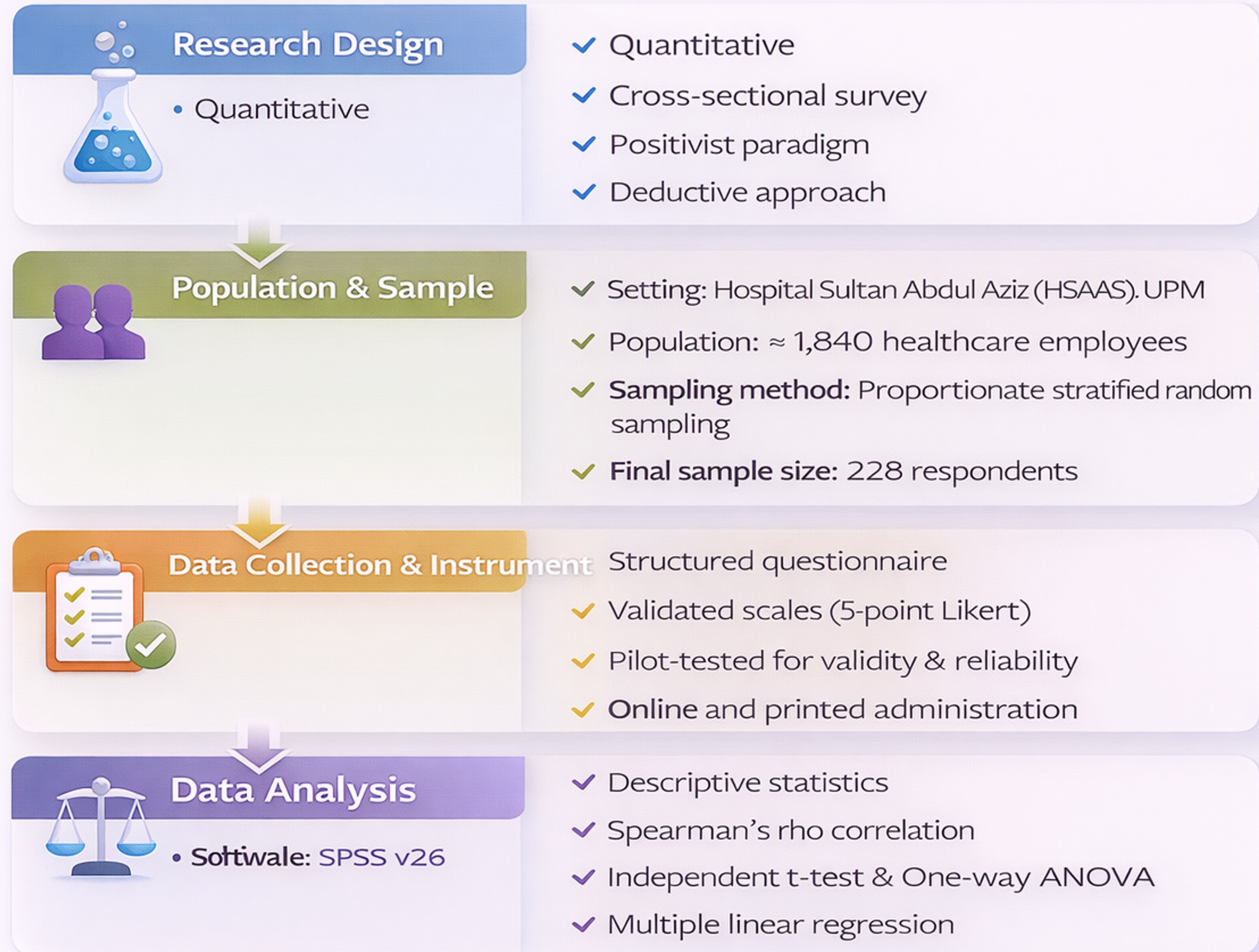
## Research Gap:

### IWB in Healthcare Administration (Malaysia)

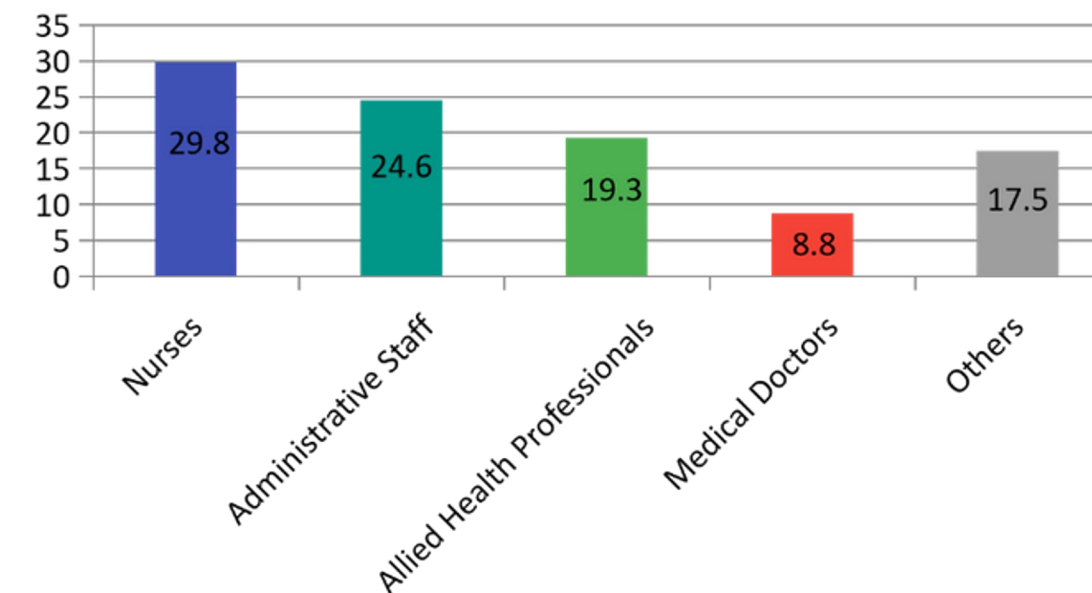
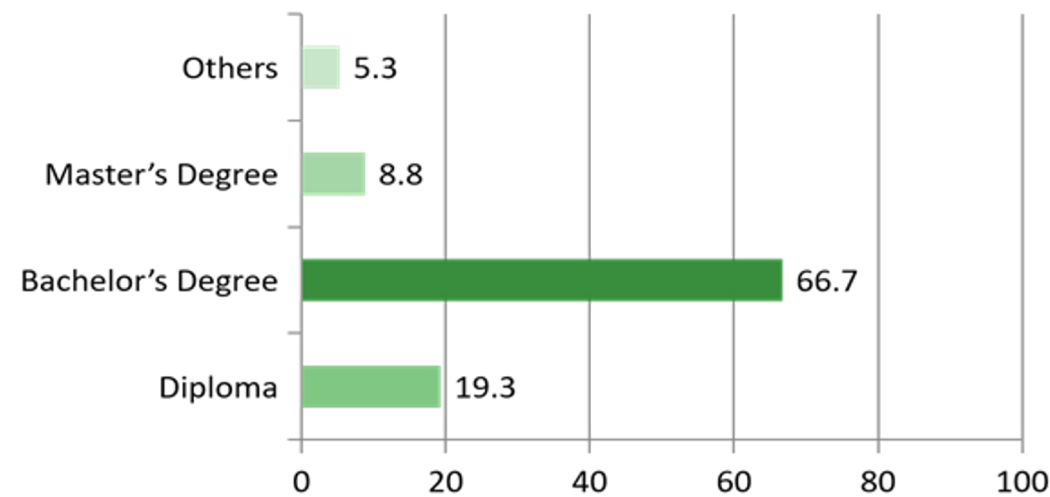
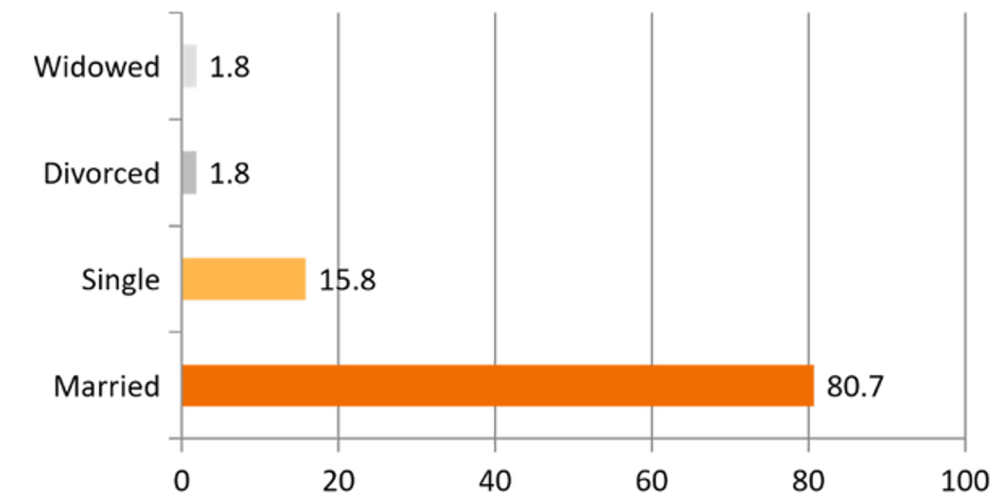
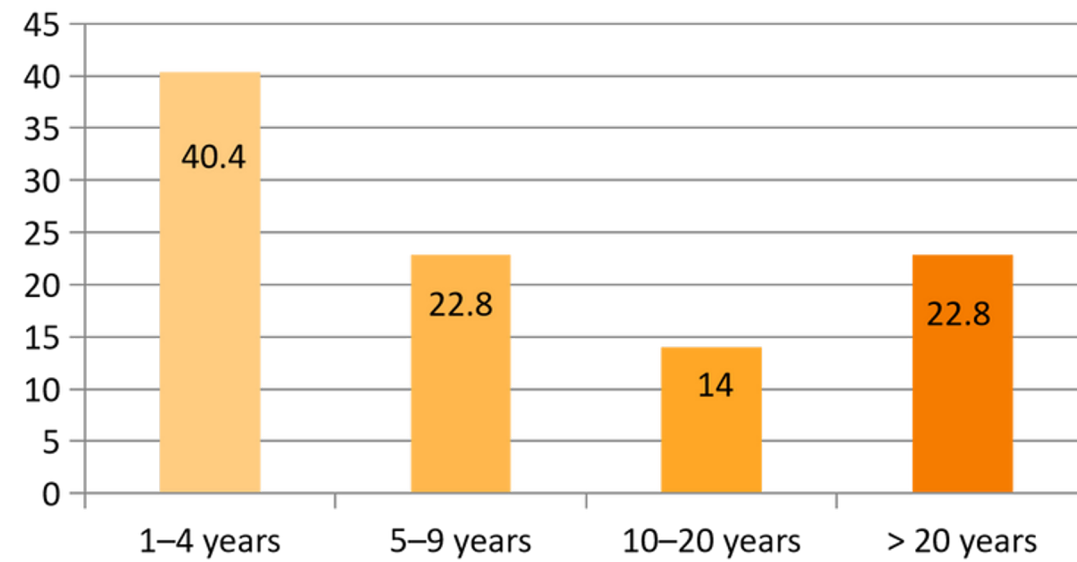
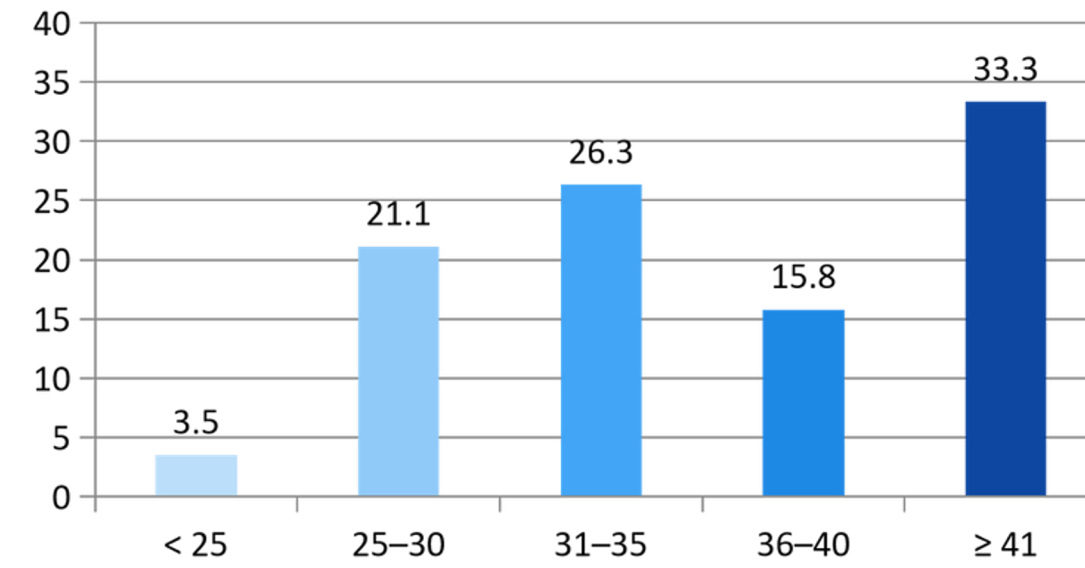
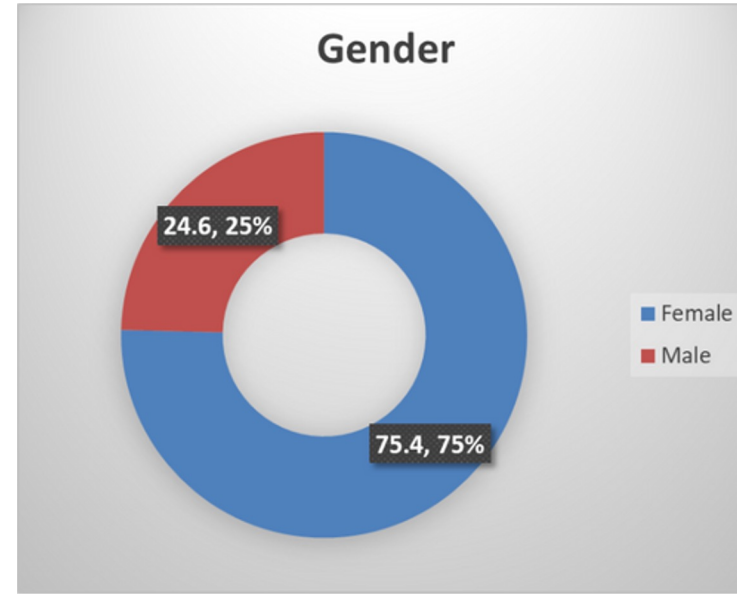


**Key References** Slåtten et al., 2020; Baig et al, 2022; Abdul Aziz & Ali, 2024; Scott & Bruce, 1994; Boerner et, 2007  
Scott & Bruce, 1994

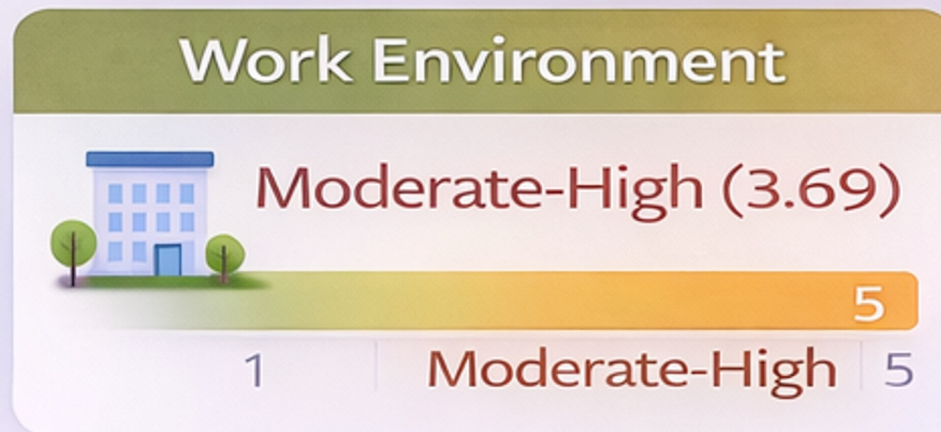
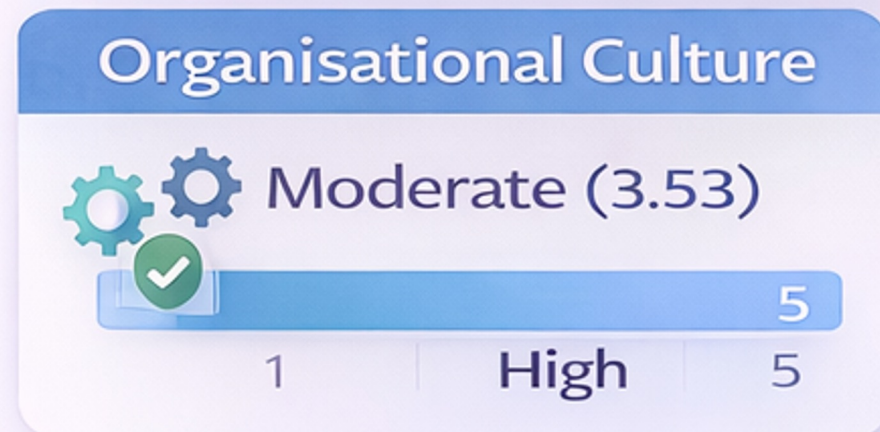
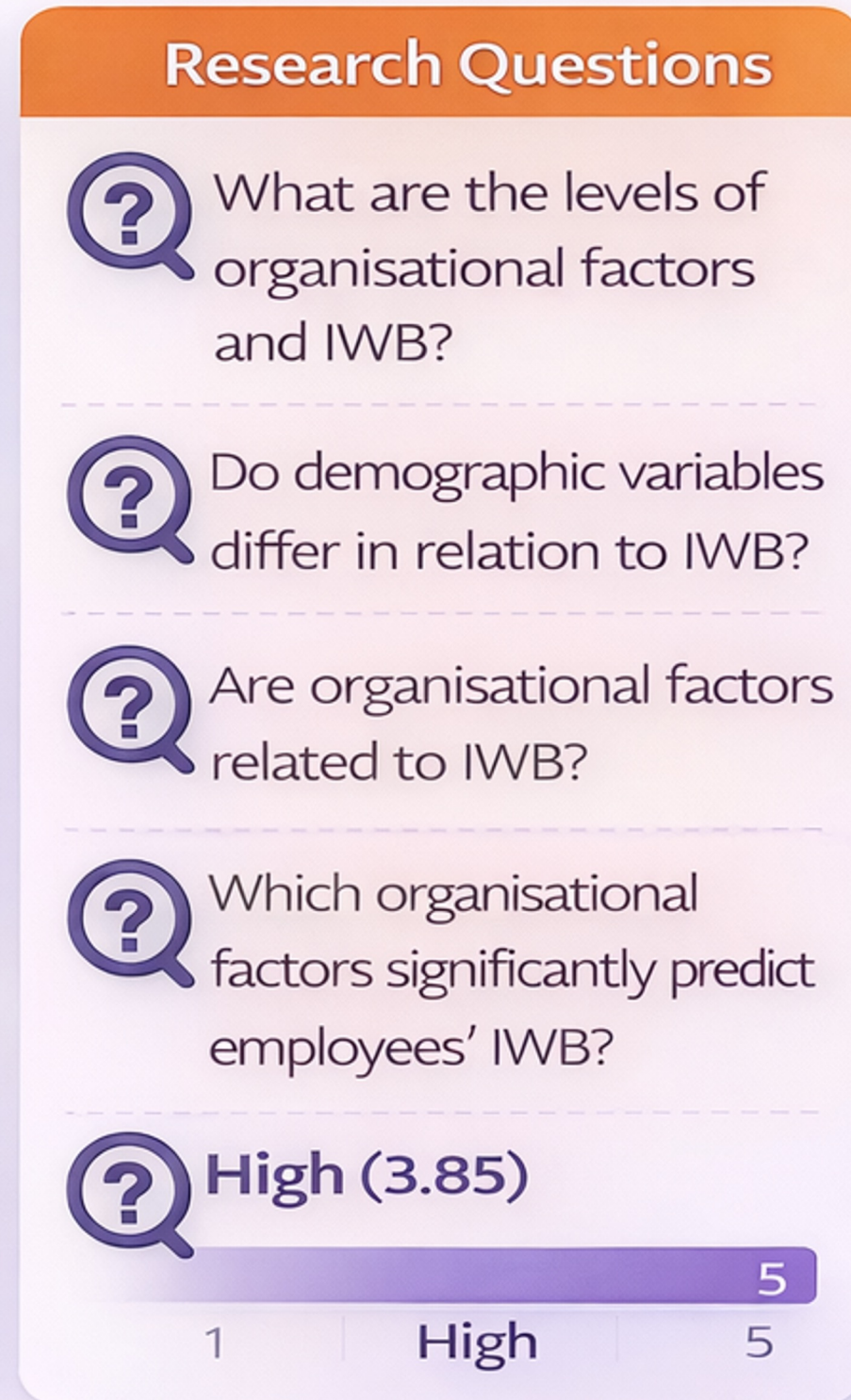
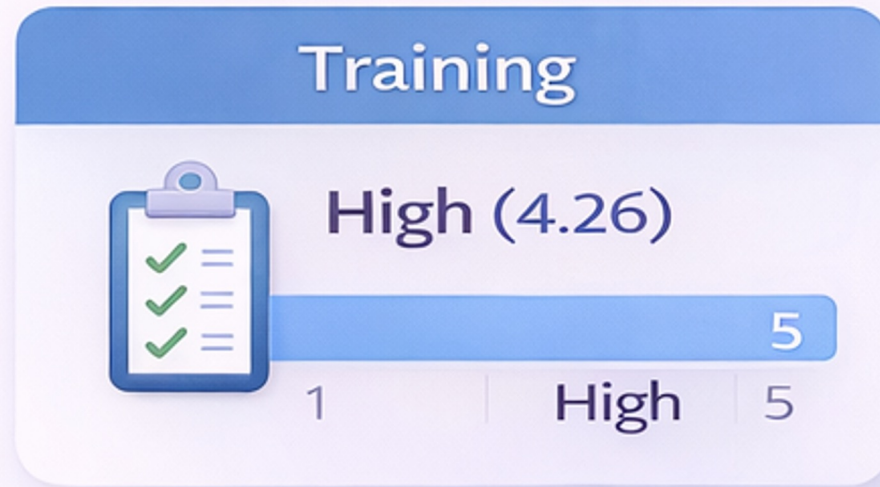
# Methodology



# Results: Respondent Profile



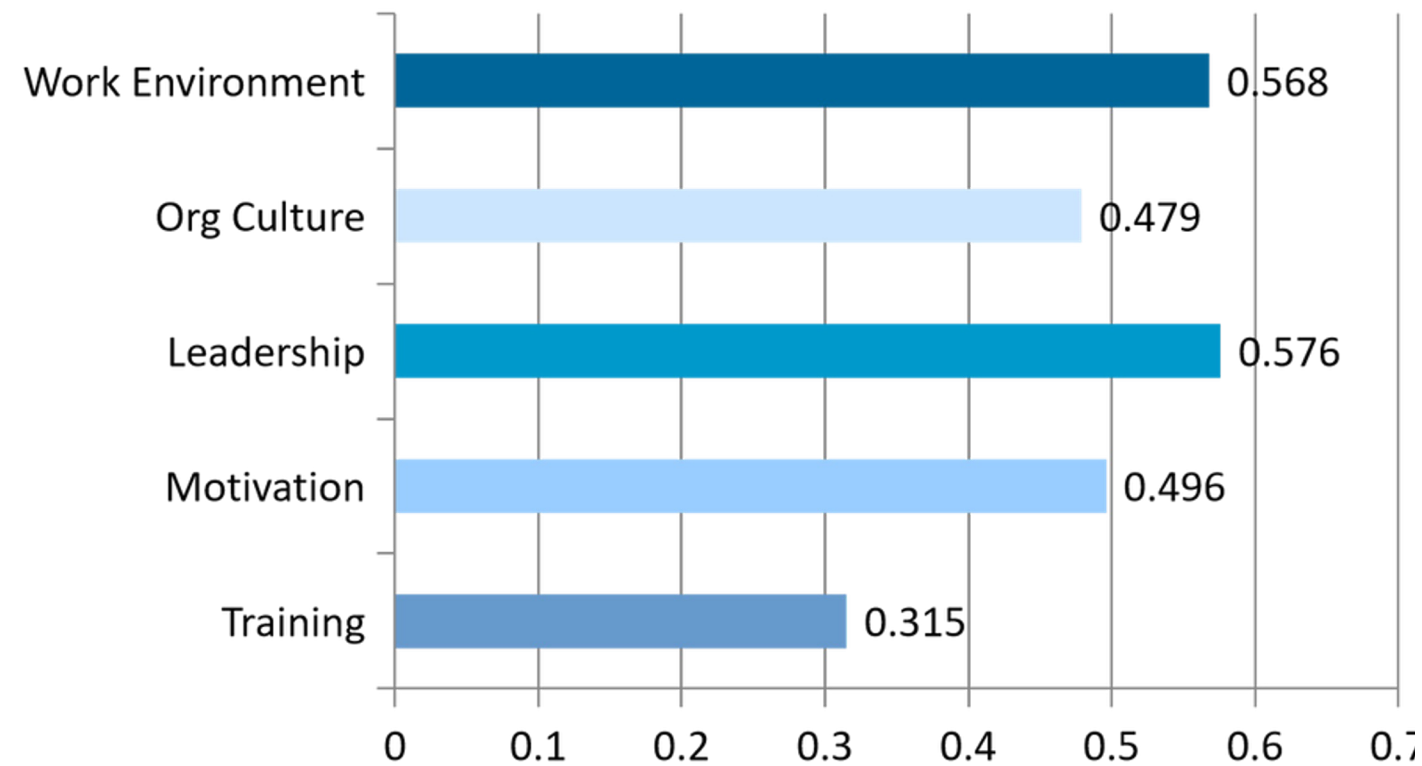
# Results: Descriptive Findings



● Objective    ➔ ✓ What the study examines    ➔ ✓ What the study answers

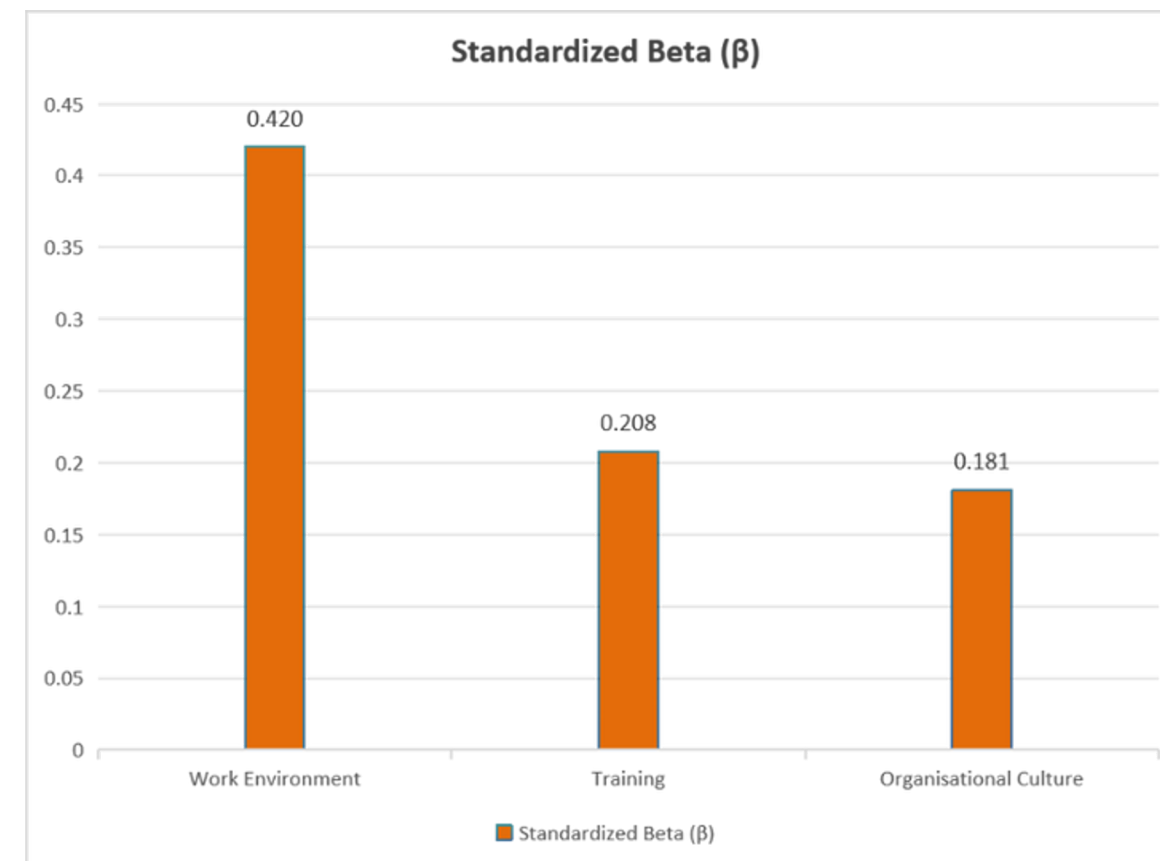
# Result: Correlation & Multiple Regression

## Correlation Analysis



- Spearman's rho ( $p < .001$ )
- Leadership  $\rightarrow$  IWB ( $r_s = 0.576$ )
- Work Environment  $\rightarrow$  IWB ( $r_s = 0.568$ )
- Motivation  $\rightarrow$  IWB ( $r_s = 0.496$ )
- Organisational Culture  $\rightarrow$  IWB ( $r_s = 0.479$ )
- Training  $\rightarrow$  IWB ( $r_s = 0.315$ )
- All relationships are positive and significant

## Multiple Regression finding



**Final Model**  $R^2 = .426$  (42.6% variance explained)

Overall model:  $p < .001$

### Significant Predictors

Work Environment ( $\beta = .420$ )

Training ( $\beta = .208$ ), Organisational Culture ( $\beta = .181$ )

**Not Retained** -Motivation, Leadership

Hypothesis 2 - Partially Supported

# Discussion

## Key Empirical Findings

- ✓ **Correlation Analysis**  
All factors positively related to IWB ( $p < .001$ )
- 📊 **Leadership** ( $r_7 = .576$ ) – Strongest
- 🏡 **Work Environment** ( $r_7 = .568$ )
- 🧠 **Motivation** ( $r_3 = .496$ )
- 🗨️ **Organisational Culture** ( $r_7 = .479$ )
- 🎓 **Training** ( $r_3 = .315$ )
- ✓ Employees innovate more when **leadership** and environment are supportive

✓ Employees innovate more when leadership and environment are supportive

## Regression Analysis (What Really Predicts IWB?)

- 🏆 **Significant Predictors**
  - Work Environment  $\beta = .420$
  - 🎓 Training  $\beta = .208$
  - ⚙️ Organisational Culture  $\beta = .181$

- ➡️ **Not Retained**
  - ✗ Motivation
  - ✗ Leadership

🗨️ **Model explains 42.6% of IWB variance**  
( $R^2 = .426, p < .001$ )

## Theoretical Explanation

### 🎯 Theory of Planned Behaviour (Ajzen, 1991)

- ▲ Motivation = intention
- ▲ Environment & training = behavioural control

### 🎓 Human Capital Theory (Becker, 1964)

- ▲ Training builds innovation capability

### 🤝 Social Exchange Theory (Blau, 1964)

- ▲ Employees reciprocate organisational support with innovation

- 📌 Leadership & motivation act indirectly, through organisational systems

## 🏥 Healthcare Context Insight

- Innovation in healthcare administration is process-based
- High regulation & workload limit individual action
- Supportive systems are critical for innovation execution



## ✓ Overall Insight

**Motivation and leadership encourage innovation, but organisational support enables it.**

*Innovative work behaviour is reared when motivated employees are supported by training and a conducive work environment.*

## ✓ Hypothesis Outcome

✓ **Hypothesis 2:**  
Partially Supported

# Recommendations & Limitations

## Recommendations

Supportive & flexible work environment

Continuous & targeted training

Innovation-supportive leadership

Participative decision-making & idea sharing

## Limitations

- Cross-sectional design
- Self-reported data
- Single organisation context
- Limited generalisability

# Conclusion

Study objectives  
successfully achieved

IWB exists at a  
**relatively high level**

Organisational  
context is **critical**

**Training & work  
environment** are key  
drivers of IWB

Leadership,  
motivation & culture  
remain **important  
enablers**

Study fills gap in  
**Malaysian healthcare  
administration  
research**

Thank You

Questions &  
Discussion