

**DETERMINANTS OF JOB PERFORMANCE
AMONG PHYSICIANS IN PUBLIC HOSPITALS
IN IRAQ**

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IN IRAQ**

by

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TABLE OF CONTENTS

ACKNOWLEDGEMENT.....	ii
TABLE OF CONTENTS.....	iii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xiv
LIST OF APPENDICES.....	xv
ABSTRAK.....	xvi
ABSTRACT.....	xviii
CHAPTER 1 INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Research Background.....	1
1.2.1 Healthcare Sector in Iraq	8
1.2.2 Physicians in Iraq.....	12
1.2.3 GDP Sectors in Iraq.....	13
1.3 Problem Statement	15
1.4 Research Questions	22
1.5 Research Objectives	22
1.6 Research Significance.....	23
1.7 Definition of Terms.....	24
1.8 Organization of the Remaining Chapters	26
CHAPTER 2 LITERATURE REVIEW.....	27
2.1 Introduction.....	27
2.2 Literature Review of Key Research Variables.....	27
2.2.1 Job Performance.....	27
2.2.2 Innovative Work Behaviour.....	32
2.2.3 Perceptions of Human Resource Practices.....	35

2.2.3(a)	Compensation System.....	40
2.2.3(b)	Training and Development.....	41
2.2.3(c)	Information Sharing.....	42
2.2.3(d)	Supervisory Support	45
2.2.4	Employees' Dynamic Capabilities	46
2.2.5	Emotional Conflict.....	48
2.2.6	Humble Leadership	49
2.2.7	Creative Self-efficacy.....	51
2.3	Research Gap	53
2.4	Underpinning Theories.....	59
2.4.1	Social Exchange Theory (SET).....	59
2.4.2	Social Cognitive Theory	65
2.5	Conceptual Framework.....	68
2.6	Hypotheses Development	69
2.6.1	Innovative Work Behaviour and Job Performance	69
2.6.2	Compensation System and Innovative Work Behaviour.....	70
2.6.3	Training and Development and Innovative Work Behaviour	71
2.6.4	Information Sharing and Innovative Work Behaviour.....	73
2.6.5	Supervisory Support and Innovative Work Behaviour.....	74
2.6.6	Employee Dynamic Capabilities and Innovative Work Behaviour	75
2.6.7	Emotional Conflict and Innovative Work Behaviour.....	76
2.6.8	Humble Leadership and Innovative Work Behaviour.....	78
2.6.9	Creative Self-Efficacy and Innovative Work Behaviour.....	79
2.6.10	Compensation System, Innovative Work Behaviour and Job performance.....	80
2.6.11	Training and Development, Innovative Work Behaviour and Job performance.....	81

2.6.12	Information Sharing, Innovative Work Behaviour and Job performance.....	82
2.6.13	Supervisory Support, Innovative Work Behaviour and Job performance.....	83
2.6.14	Employee Dynamic Capabilities, Innovative Work Behaviour and Job performance	84
2.6.15	Emotional Conflict, Innovative Work Behaviour and Job performance.....	85
2.6.16	Humble Leadership, Innovative Work Behaviour and Job performance.....	86
2.6.17	Creative Self-Efficacy, Innovative Work Behaviour and Job performance.....	87
2.7	Chapter Summary.....	93
CHAPTER 3 METHODOLOGY.....		94
3.1	Introduction.....	94
3.2	Research Philosophy.....	94
3.2.1	Quantitative and Qualitative Method.....	95
3.3	Research Design.....	95
3.4	Population of Study	96
3.5	Unit of Analysis	97
3.6	Sample Size	97
3.7	Sampling Technique.....	99
3.8	Questionnaire Design.....	100
3.9	Ethical Considerations.....	101
3.10	Research Instrument.....	102
3.10.1	Job Performance.....	103
3.10.2	Innovative Work Behaviour.....	103
3.10.3	Perceptions of HR Practices.....	104
	3.10.3(a) Compensation System.....	104
	3.10.3(b) Training and Development.....	104

3.10.3(c) Information Sharing.....	104
3.10.3(d) Supervisory Support.....	105
3.10.4 Employees' Dynamic Capabilities	105
3.10.5 Emotional Conflict.....	106
3.10.6 Humble Leadership.....	107
3.10.7 Creative Self-efficacy.....	108
3.11 Pilot Study	108
3.12 Data Collection Method.....	110
3.13 Statistical Techniques and Data Analysis.....	111
3.13.1 Statistical Package for Social Sciences (SPSS)	111
3.13.2 Partial Least Squares (PLS)	111
3.14 Approaches for Structural Equation Modelling	113
3.14.1 Descriptive Analysis.....	115
3.14.2 Measurement Model Analysis.....	116
3.14.2(a) Construct Validity.....	116
3.14.2(b) Reliability.....	118
3.15 Common Method Bias.....	119
3.16 Evaluation of Structural Model	119
3.17 Chapter Summary.....	120
CHAPTER 4 FINDINGS AND DISCUSSION.....	121
4.1 Introduction.....	121
4.2 Response Rate.....	121
4.3 Respondent Profiles.....	122
4.4 Descriptive Statistics	123
4.5 Assessment of the Measurement Model.....	124
4.6 Construct Validity	126
4.7 Convergent Validity	130

4.8	Discriminant Validity	132
4.9	Reliability Analysis.....	134
4.10	Common method variance	136
4.11	Assessment of Structural Model.....	139
4.12	Hypothesis Testing for Direct Effect	142
4.12.1	The Relationship Between Innovative Work Behaviour and Job Performance.....	144
4.12.2	The Relationship Between Compensation System and Innovative Work Behaviour.....	144
4.12.3	The Relationship Between Training and Development and Innovative Work Behaviour.....	145
4.12.4	The Relationship Between Information Sharing and Innovative Work Behaviour.....	145
4.12.5	The Relationship Between Supervisory Support and Innovative Work Behaviour.....	146
4.12.6	The Relationship Between Employee Dynamic Capabilities and Innovative Work Behaviour.....	146
4.12.7	The Relationship Between Emotional Conflict and Innovative Work Behaviour.....	147
4.12.8	The Relationship Between Humble Leadership and Innovative Work Behaviour.....	147
4.12.9	The Relationship Between Creative Self-Efficacy and Innovative Work Behaviour.....	147
4.13	Hypothesis Testing for Indirect Effect.....	148
4.13.1	Hypothesis Testing for Mediation Paths.....	148
4.13.1(a)	The Relationship Between Compensation System, Innovative Work Behaviour and Job performance.....	148
4.13.1(b)	The Relationship Between Training and Development, Innovative Work Behaviour and Job performance.....	149
4.13.1(c)	The Relationship Between Information Sharing, Innovative Work Behaviour and Job performance.....	149
4.13.1(d)	The Relationship Between Supervisory Support, Innovative Work Behaviour and Job performance.....	150

4.13.1(e) The Relationship Between Employee Dynamic Capabilities, Innovative Work Behaviour and Job performance.....	150
4.13.1(f) The Relationship Between Emotional Conflict, Innovative Work Behaviour and Job performance.....	151
4.13.1(g) The Relationship Between Humble Leadership, Innovative Work Behaviour and Job performance.....	151
4.13.1(h) The Relationship Between Creative Self-Efficacy, Innovative Work Behaviour and Job performance.....	152
4.14 Variance Explained (R^2).....	152
4.15 Predictive Relevance (Q^2).....	154
4.16 Effect Size.....	155
4.17 Summary of Findings.....	156
4.18 Chapter Summary.....	158
CHAPTER 5 DISCUSSION AND CONCLUSION.....	159
5.1 Introduction.....	159
5.2 Recapitulation of Study Findings.....	160
5.3 Discussion and Interpretation.....	163
5.3.1 The Impact of Innovative Work Behaviour on Job Performance.....	164
5.3.2 The Impact of Compensation System on Innovative Work Behaviour.....	165
5.3.3 The Impact of Training and Development on Innovative Work Behaviour.....	166
5.3.4 The Impact of Information Sharing on Innovative Work Behaviour.....	167
5.3.5 The Impact of Supervisory Support on Innovative Work Behaviour.....	168
5.3.6 The Impact of Employee Dynamic Capabilities on Innovative Work Behaviour.....	169
5.3.7 The Impact of Emotional Conflict on Innovative Work Behaviour.....	170

5.3.8	The Impact of Humble Leadership on Innovative Work Behaviour.....	172
5.3.9	The Impact of Creative Self-Efficacy on Innovative Work Behaviour.....	172
5.3.10	Mediating Role of Innovative Work Behaviour on the Relationship Between Compensation System and Job performance.....	173
5.3.11	Mediating Role of Innovative Work Behaviour on the Relationship Between Training and Development and Job performance.....	175
5.3.12	Mediating Role of Innovative Work Behaviour on the Relationship Between Information Sharing and Job performance.....	176
5.3.13	Mediating Role of Innovative Work Behaviour on the Relationship Between Supervisory Support and Job performance.....	177
5.3.14	Mediating Role of Innovative Work Behaviour on the Relationship Between Employee Dynamic Capabilities and Job performance.....	178
5.3.15	Mediating Role of Innovative Work Behaviour on the Relationship Between Emotional Conflict and Job performance.....	179
5.3.16	Mediating Role of Innovative Work Behaviour on the Relationship Between Humble Leadership and Job performance.....	180
5.3.17	Mediating Role of Innovative Work Behaviour on the Relationship Between Creative Self-Efficacy and Job performance.....	181
5.4	Implications.....	181
5.4.1	Theoretical Implication.....	182
5.4.2	Practical Implication.....	184
5.5	Limitations and Future Research.....	187
5.5.1	Limitations.....	188
5.5.2	Future Research.....	189
5.6	Chapter Summary.....	191

REFERENCES.....195

APPENDICES

LIST OF PUBLICATIONS

LIST OF TABLES

		Page
Table 1.1	Public Hospitals Revenue from 2014- 2019.....	9
Table 2.1	Research Gap Summary	56
Table 2.2	Theory example from previous studies.....	67
Table 2.3	Result of Previous Qualitative Research.....	89
Table 3.1	Research Design Summary	96
Table 3.2	Questionnaire Design	101
Table 3.3	Job Performance Measures (Chirumbolo & Areni, 2010).....	103
Table 3.4	Innovative Work Behaviour Measures (Janssens, 2000).....	103
Table 3.5	Compensation System Measures (Boselie et al., 2001)	104
Table 3.6	Training and Development Measures (Boselie et al., 2001).....	104
Table 3.7	Information Sharing Measures (Boselie et al., 2001).....	104
Table 3.8	Supervisory Support Measures (Boselie et al., 2001).....	105
Table 3.9	Employees' Dynamic Capabilities Measures (Bieńkowska & Tworek, 2020)	106
Table 3.10	Emotional Conflict Measures (Karen, 1994)	106
Table 3.11	Humble Leadership Measures (Owens et al., 2013).....	107
Table 3.12	Creative Self-efficacy Measures (Abdullah et al., 2019)	108
Table 3.13	Pilot test of the questionnaires for reliability	110
Table 4.1	Response Rate	122
Table 4.2	Respondents Profile	123
Table 4.3	Descriptive Statistics of the study variables.....	124
Table 4.4	Loadings for items which are above the recommended value of 0.5 for all the indicators	127

Table 4.5	Illustrates the item loading, AVE, CR, Roh_a, Cronbach's Alpha and items deleted in this study	130
Table 4.6	Discriminant Validity of Constructs HTMT	134
Table 4.7	The variety of loadings in the test of reliability and the number of items for each construct.....	134
Table 4.8	Total Variance Explained.....	137
Table 4.9	Path coefficient for innovative work behaviour and job performance.....	144
Table 4.10	Path coefficient for compensation system and innovative work behaviour.....	145
Table 4.11	Path coefficient for training and development and innovative work behaviour.....	145
Table 4.12	Path coefficient for information sharing and innovative work behaviour.....	146
Table 4.13	Path coefficient for supervisory support and innovative work behaviour.....	146
Table 4.14	Path coefficient for employee dynamic capabilities and innovative work behaviour.....	146
Table 4.15	Path coefficient for emotional conflict and innovative work behaviour.....	147
Table 4.16	Path coefficient for humble leadership and innovative work behaviour.....	147
Table 4.17	Path coefficient for creative self-efficacy and innovative work behaviour.....	148
Table 4.18	Path coefficient for innovative work behaviour mediates the relationship between compensation system and job performance ..	149
Table 4.19	Path coefficient for innovative work behaviour mediates the relationship between training and development and job performance.....	149

Table 4.20	Path coefficient for innovative work behaviour mediates the relationship between information sharing and job performance.....	150
Table 4.21	Path coefficient for innovative work behaviour mediates the relationship between supervisory support and job performance.....	150
Table 4.22	Path coefficient for innovative work behaviour mediates the relationship between employee dynamic capabilities and job performance.....	151
Table 4.23	Path coefficient for innovative work behaviour mediates the relationship between emotional conflict and job performance.....	151
Table 4.24	Path coefficient for innovative work behaviour mediates the relationship between humble leadership and job performance.....	152
Table 4.25	Table 4.25 Path coefficient for innovative work behaviour mediates the relationship between creative self-efficacy and job performance.....	152
Table 4.26	R ² values in the model.....	153
Table 4.27	Blindfolding result: Predictive relevance for endogenous variables	155
Table 4.28	Results of effect size (<i>f</i> ²) analysis.....	156
Table 4.29	Summary of hypotheses findings.....	157

LIST OF FIGURES

	Page
Figure 1.1	Iraq Healthcare System 10
Figure 1.2	Iraq GDP Annual Growth Rate 2009- 2019..... 14
Figure 1.3	Iraq Gross Domestic Products (GDP)..... 14
Figure 2.1	Conceptual Framework 69
Figure 4.1	Research model (inner and outer model)..... 126
Figure 4.2	path coefficients between exogenous variables..... 143
Figure 4.3	t-values among exogenous variables and endogenous variables 143
Figure 4.4	Blindfolding Results (IWB, $Q^2= 0.237$; JP, $Q^2 = 0.314$)..... 155

LIST OF APPENDICES

- | | |
|------------|--|
| Appendix A | Cover Letter |
| Appendix B | Survey Questionnaire |
| Appendix C | Number of Physicians According to Governorate and the Rate per (10000) of Population |
| Appendix D | Discriminant Validity- Measurement Model |

PENENTUAN PRESTASI PEKERJAAN DI KALANGAN PEGAWAI PERUBATAN HOSPITAL AWAM DI IRAQ

ABSTRAK

Salah satu objektif utama dikalangan profesional yang bekerja, sama ada sebagai pengurus atau pekerja, adalah memberikan prestasi yang tinggi dalam pekerjaan dan menyokong rakan sebaya, pasukan dan rakan sekerja untuk melakukan perkara yang sama. Oleh yang demikian, konsep prestasi kerja merupakan asas penting dalam pengurusan. Walau bagaimanapun, istilah prestasi kerja adalah alat yang digunakan secara meluas dalam pengurusan, organisasi jarang menangani yang sebenarnya dan dijadikan bidang praktik organisasi yang penting. Dalam usaha menyumbang kepada isu ini, kajian ini menyelidiki kesan sistem pampasan, latihan dan pengembangan, perkongsian maklumat, sokongan penyeliaan, kemampuan dinamik pekerja, konflik emosi, kepemimpinan mulia, dan keberkesanan diri yang kreatif, terhadap tingkah laku kerja yang inovatif di kalangan doktor di hospital awam Iraq. Selanjutnya, kajian ini meneliti kesan mediasi tingkah laku kerja yang inovatif antara hubungan sistem pampasan, latihan dan pengembangan, perkongsian maklumat, sokongan penyeliaan, kemampuan dinamik pekerja, konflik emosi, kepemimpinan mulia dan keberkesanan diri yang kreatif, terhadap prestasi kerja. Untuk mendapatkan pemahaman mengenai masalah ini, kajian ini dibuat berdasarkan Teori Pertukaran Sosial dan Teori Kognitif Sosial. Untuk mengkontekstualisasikan kajian ini di Iraq, sejumlah 390 pakar Perubatan berkerja dihospital awam Iraq digunakan sebagai sampel kajian ini. Analisis data dilakukan menggunakan Smart PLS versi 3.2.8 dan SPSS versi 25.0. Hasil kajian menunjukkan bahawa terdapat hubungan positif yang signifikan di antara latihan dan pengembangan, sokongan penyeliaan,

kemampuan dinamis pekerja, kepemimpinan mulia dan keberkesanan diri yang kreatif terhadap tingkah laku kerja yang inovatif. Sementara itu, terdapat juga hubungan negatif yang signifikan di antara sistem pampasan, perkongsian maklumat dan konflik emosi terhadap tingkah laku kerja yang inovatif. Selanjutnya, hasil kajian ini juga mengesahkan mediasi tingkah laku kerja inovatif antara latihan dan pengembangan, sokongan penyeliaan, kemampuan dinamik pekerja, kepemimpinan mulia dan keberkesanan diri yang kreatif terhadap prestasi kerja. Implikasi metodologi, teori dan praktikal kajian juga dibincangkan. Batasan kajian serta cadangan untuk kajian masa depan juga dikemukakan. Hasil kajian ini memberikan sumbangan kepada pengetahuan mengenai penentuan yang mempengaruhi prestasi kerja Pakar Perubatan di hospital awam Iraq.

DETERMINANTS OF JOB PERFORMANCE AMONG PHYSICIANS IN PUBLIC HOSPITALS IN IRAQ

ABSTRACT

One of the main objectives of any working professional, be it a manager or an employee, is to deliver high job performance and to encourage his fellow peers, teams, and co-workers to do the same. Hence, the concept of job performance is an important building block in management. Job performance is a widely used in management, organizations rarely address what it really is, and in which areas of organizational practice it becomes important. In the effort to contribute to this issue, this study investigates the impact of compensation systems, training and development, information sharing, supervisory support, employees' dynamic capabilities, emotional conflict, humble leadership, and creative self-efficacy towards innovative work behaviour among physicians in the public hospitals of Iraq. Furthermore, this research investigates the mediating effect of innovative work behaviour. To understand this problem, this study is conducted based on the social exchange theory and social cognitive theory. In order to contextualize this research in Iraq, a total number of 332 Iraqi public hospital physicians were employed as the sample population. Moreover, data analysis was performed using Smart PLS (version 3.2.8) and SPSS (version 25.0). The results indicate a significant positive relationship between training and development, supervisory support, employees' dynamic capabilities, humble leadership, and creative self-efficacy towards innovative work behaviour. Meanwhile, there also exists a significant negative correlation between compensation systems, information sharing, and emotional conflict towards innovative work behaviour. Furthermore, the results of this study confirmed the mediating role of innovative work

behaviour on training and development, supervisory support, employees' dynamic capabilities, humble leadership, and creative self-efficacy towards job performance. In addition, methodological, theoretical, and practical implications as well as limitations of this study are discussed. Several suggestions for future research are presented. This study's findings contribute to the body of knowledge regarding variables that impact the job performance of physicians in Iraqi public hospitals.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter describes the introduction of the overall study. It presents the study's background including the healthcare sector in Iraq. It also introduces the reader about the research problem, research questions, and research objectives. Moreover, it also offers the study's significance, the definition of terms, and organization of thesis' chapters.

1.2 Research Background

In any career, job performance is regarded as a vital factor. Also, job performance is considered as one of the main factors influencing the growth of a organization, especially in healthcare services and medical professions (Platis et al., 2015). The performance of workers in the healthcare sector includes the timeliness of the initiation of care, daily assessment, availability, communication, clarification of tests, health-related advice, etc. These are essential factors that influence patients' satisfaction (Rahiman & Kodikal, 2017). Job performance is regarded as a significant criterion in the hospital such that it has led to new innovative methods of estimation and consideration in the last decade (Becton et al., 2012; Ghaith et al., 2018). It has contributed to more newly registered professionals (Platis et al., 2015). The workplace productivity is directly and strongly related to conflict and burnout, according to a systematic review of extant studies (Gandi et al., 2011). Both employee leadership (Salanova et al., 2011) and rational decision-making processes have a huge effect on healthcare professionals' performance (Mohammed et al., 2013).

The challenges encountered by physicians in Iraq, as well as the critical nature of the physician stress and depression epidemic, Worldwide, little is known about the stress and depression experienced by physicians in Iraq as a result of their job performance and work environments. Physicians worldwide are also concerned about stress and depression. According to a standardized measure of stress, physicians in Saudi Arabia experience high levels of stress (Siddiqui et al., 2017). Similarly, more than half of Iranian medical personnel reported experiencing moderate burnout (Gashmard et al., 2015). In Turkey, job satisfaction is related to mental health among hospital staff (Yahyagil, 2015). In the United States, a study found that physician stress has a negative effect on job satisfaction, mental health, and physical health, ultimately leading physicians to leave their practice (Williams et al., 2001).

Several studies have revealed that job satisfaction influences physicians' efficiency and actions in the workplace because if an employee is satisfied with his job, the company can expect better results (Alrawashdeh et al., 2021). Innovative work behaviour serves as a behavioural chain that encourages workers to think creatively to enhance their job performance as well as corresponding processes and procedures (Samma et al., 2020). Typical behavioural manifestations consist of identifying work-related issues, proposing new and improved solutions, implementing certain ideas, etc. Innovative work behaviour are extremely different from employees' innovation, which focuses on the discovery and generation of ideas (Saeed & Afsar, 2019), whereas creativity focuses on the process of initiating relatively new and significantly improved ideas (Lee et al., 2019). Innovative work behaviour is more focused and purposeful than innovation since it involves defining, assessing, planning, implementing, and reviewing new concepts and connecting them to improvements in the work process and the resulting performance (Samma et al., 2020).

Activities in the domain of human resource practices in Iraq are subject to a great number of challenges that have resulted in extreme disadvantages with respect to the efficiency of human resources' productivity in organizations that provide services. As a result of such obstacles in human resource practices, employees' performance in organizations have decreased, which, in turn, has led to a collapse in service industry's contribution in Iraq's GDP. Such challenges cover various areas, namely recruitment and selection, training and development, performance appraisal, reward-giving systems as well as other kinds of problems in the field of human resources (Dabbas & Muhemmed, 2019). Among public hospitals in Iraq, inadequacy and misplacement are deemed to be involved in the recruitment and selection procedure (Burnham et al., 2011). By way of illustration, the recruitment and selection process carried out by Iraqi service-giving organizations fail to acknowledge corresponding job evaluations and descriptions. This causes their employees to remain unaware of existing job offers due to the fact that from the viewpoint of a large number of organizations in Iraq, the procedure of job analysis and description is assumed to be conducted in the form of a minor activity by the personnel administration (Garfield et al., 2003). This stems from the reality that job descriptions are viewed as bureaucratic processes in all organizations of this country (Kamimura et al., 2018). In this regard, according to the study of Ali (2019), the recruitment and selection procedure of Iraqi organizations can be distinguished with qualities such as lack of merit or any suitable systematic process, reduced goals, discrimination, bias, and tribalism that are impacted by interindividual and intermediary connections. Iraqi employees are not as involved as needed in their own duties and job descriptions because of the resulting challenges of radical developments and technological trends in the current competitive market. Because of the technological challenges faced in the present century, in order to gain competitive advantage, different organizations need to construct an efficient system of

performance appraisal (Ali, 2019). Due to the lack of adequate attention towards performance appraisal in Iraq, employees have a difficult time trying to overcome this century's challenges, which leads to a reduction in success and performance across organizations.

The majority of service organizations in Iraq, performance appraisal is carried out on an annual basis, yet still encountering system failure (Al-Mahyawi & Al-Salehi, 2019). Promotions are negatively impacted, turnovers and lay-offs are increased, and demands stemming from the training of employees can unfortunately not be efficiently recognized in this country's institutions. Line managers who take the heavy burden of dealing with the numerous activities in regard to human resources in Iraqi organizations are not in possession of the ability to perform well because they lack the necessary high-quality skills, experience in management, and confidence to efficiently perform their duties (Al-Mahyawi & Al-Salehi, 2019). On top of this issue, the specific minimum wages determined by the Iraqi government strongly influence the system responsible for the distribution of rewards and benefits within the service organizations. Iraqi employees are required to be considered as well as rewarded with adequate attention to their job experience, age, position, and the type of work they do (Shahin, 2019).

When an organization examines its objectives, recognizes all its stakeholders, and describes its ambitions, it requires a means of measuring its advancement towards its set of objectives (Hill et al., 2014). The role of the human resource management becomes essential in the stability of that organization (Alfes et al., 2013). Human resources management (HRM) practices must stand in encouragement of the stated business goals in an organization's declaration of objectives and values. In addition, management activities in relation to innovative human resources (HR) are broad and

consist of empowerment, enhancement of competence, exchange of data, and rewards. Such factors lead to improvements in an organization's efficiency and aid in the retainment of skilled employees (Mahal, 2013; Arnett & Obert, 1995). Such forms of activities are subject to only a slight amount of attention and are usually deprived of any theoretical foundation (Samgnanakkan, 2010). As concluded in the study of Youndt (2000), corresponding HR practices do not directly influence the effectiveness of an organization. According to the proposed high-performance work system model by Bailey (Appelbaum et al., 2000), work-related attitudes and performance behaviours of individuals can be impacted by five separate and supportive HR practices. With the knowledge of activities in human resources (including practices with respect to recognition, empowerment, fair distribution of rewards, growth in competence development, and information sharing), Youndt (2000), discovered that an individual's job performance in an organization is not directly influenced by HR activities. These activities aid in the creation of his job performance which, consequently, contributes to the generation of organizational values (Ilgen & Pulakos, 1999). It can be gathered from this statement that such activities impact Iraqi physicians' capability to make advancements in their job performance; this is normally deemed to be an action or behaviour that people can control in order to take part in achieving work objectives (Alfes et al., 2013). Job performance includes all kinds of practices carried out by employees that partially or completely contribute to the overall attainment of their work objectives (Magnier-Watanabe et al., 2017; Benton et al., 2020).

Recently academics has been on the "perceptions" of individuals with respect to HRM practices that might vary from managers' intentions in their execution. These variations can stem from a number of factors, namely existing discrepancies between

managers' intentions and execution of practices as well as individuals' preferences and requirements (Liu et al., 2017). The perceptions of employees regarding HR practices have a more powerful connection with their attitudes and behaviour rather than managers' accounts of HRM (e.g., Den Hartog et al., 2013; Toya et al., 2009). Overall, individuals' experiences of HR practices have the potential to strongly affect their perceptions regarding proactivity settings, particularly in organizations that allow individuals to gain vast amounts of information surrounding their organization and experience a high degree of independence when carrying out their tasks (Parker et al., 2006).

Studies have proposed that individuals with the readiness and ability to participate in innovation broaden their contributions to an extent that they surpass their job requirements; simultaneously, they consistently take part in innovative activities (Parker, Williams & Turner, 2006). Yuan and Woodman (2010), anticipated enhancement in job performance and obtaining or losing one's good image impacts innovative work behaviour. Their research provides empirical support with respect to the positive relationship between expected positive performance outcomes and innovative work behaviour.

This reciprocity from individuals can aid in the enhancement of efficiency among Iraqi physicians. Furthermore, employee compensation is deemed to act as one of the principal foundations of human resource management (Mohammed et al., 2010). This is since it leads to advancements in work effectiveness since reciprocity creates a delightful feeling in the minds of individuals which stems from the actuality that compensating for duties and services tends to result in the successful accomplishment of dedicated tasks (Milgo et al., 2014). The human capital in the organizations of Iraq has the potential to be improved by the implementation of training and development

activities. Alternations connected to training are required to lead to enhancements in job performance and positive outcomes of other sorts, namely the acquirement of novel expertise (Park et al., 2018), playing the role of forerunners with respect to job performance (Kraiger, 2002). Supervisors possess an essential role in encouraging individuals to carry out tasks linked to their work objectives (Shalley & Gilson, 2004; Arthur, 1994). Kuehn et al. (2019) found that the encouragement of supervisors serves as a perception of individuals regarding HRM and is comprehended as an individual's belief that he can gain consistent feedback from his supervisors regarding his performance in the workplace.

Individuals are allowed by their respective organizations to possess more than one role and duty which advances their work efficiency and provides them with this cue that those in charge of making decisions are prepared to make more than temporary investments in them. Perceptions related to activities regarding human resources create enhancements in individuals' sense of mutual confidence, cause them to gain a feeling of importance in their organization, motivate them via information that stimulates human behaviour, perceived by individuals as a job well done, and the feeling that they play a significant role in their organizations. The aforementioned matters can act as hints for individuals that their organization is concerned about them and their health.

Organizational capacity refers to the ability to execute a scheduled series of operations, utilizing organizational capital, to produce particular outcomes (Helfat & Peteraf, 2003). Capabilities are dependent on experience, i.e., the way tasks are normally handled within organizations. Dynamic capacity is an exceptional class of capacity associated with transformation and innovation. Dynamic capabilities help in explaining how organizations improve and maintain performance in rapidly changing environments through creating, expanding, or changing their resource base through

investments and other managerial interventions (Teece et al., 1997; Eisenhardt & Martin, 2000). Studies explore the importance of dynamic capabilities in the implementation of innovation in healthcare, such as the advancement of patients' knowledge sharing (Steward et al., 2012) and chest pain units (Piening, 2011). These studies further illustrate the importance of dynamic skills for basic learning and decision-making.

Also, high levels of emotional conflict can induce long-term strain and further produce changes in mental and physical health (Kreibig, 2010; Wu et al., 2018). For this reason, physicians with high levels of emotional conflict are reluctant to develop a positive attitude toward their working issues and avoid generating and implementing ideas to solve work-related problems. Moreover, high levels of emotional conflict arise in disagreements related to tasks, procedures, and institutional issues (Rahim, 2002), possibly hindering social interactions within work teams. Thus, high levels of emotional conflict cause physicians to keep their distance from their co-workers and further intensify uneasy relationships among team members (Park et al., 2004). From this point of view, high levels of emotional conflict limit communication and reduce flexible and effective information flows, which can hinder physicians' receptivity for creative activities. In conclusion, low levels of emotional conflict make physicians use their cognitive resources for work-related tasks and, thus, cause innovative behaviour. High levels of emotional conflict result in frustration and divergence, which may lead to physicians avoiding participation and being unable to acquire and process information to develop innovative behaviour (Wu et al., 2018).

1.2.1 Healthcare Sector in Iraq

Today, it is widely agreed that the success and importance of the service sector are two important factors in measuring the progress, quality, and future of the economy

of a country (Lee et al., 2007). The healthcare sector in Iraq is part of the service sector and makes up nine percent of the country's GDP, which is about 38.91 billion dollars. The Iraqi government has spent 4.5 percent of GDP on the healthcare sector. The major components of the Iraqi healthcare system are as follows:

1. Public sector: presently, 281 public hospitals in Iraq struggle with a lack primary and secondary healthcare services without which they need to function (Iraq's Ministry of Health and Environment, 2019). The primary healthcare clinics provide preventive and promotional services and basic treatments in addition to diagnostic examinations. While the secondary operates after normal business hours and at a reduced rate.

2. Private sector: this sector includes private hospitals, regular clinics, and clinics specifically designed for diagnosis and therapy; Iraq currently owns 65 private hospitals (Iraq's Ministry of Health and Environment, 2019).

While higher death rates are observed, according to Iraq's statistics, its public hospitals have encountered several challenges. This involves the privilege of gaining entry to public hospitals; service replication; uncoordinated healthcare delivery; lack of commitment to enhancing initiatives of adequate quality; impoverished management of information systems in public hospitals; restricted accountability (World Health Organization Iraq Health Profile, 2015; National Action Plan for Health Security 2019–2023); and lastly, health-related challenges in human resources (Ali et al., 2019).

Table 1.1 Public Hospitals Revenue from 2014- 2019

	2014	2015	2016	2017	2018	2019
Revenue add to GDP %	10.86%	10.61%	9.08%	9.23%	9.42%	9%

Revenue by number USD	59,161,396.00	46,814,768.90	40,985,235.60	41013254.3	44104692.6	38,668,018.60
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According to Table 1.1, there was a reduction in the income of the symbolic fee that was collected from patients by public hospitals from 2014 to 2019. This revenue peaked in 2014 at \$59.1 billion, and the minimum points in this graph are 38.6 billion US dollars, equivalent to 10.86 percent and nine percent of this country's GDP. During 2018, this trend started to rise a little bit, but for three years in a row, it went down (Central Statistical Organization, 2019).

Data metrics from the World Bank (per 1,000 individuals) indicate that in 2015, 2014, and 2017, values of 0.822, 1.4, and 1.68 corresponded to hospital beds, nurses, and midwives. Also, around 81.2 percent of the country's overall population is typically provided with medical care by the public sector, whereas this percentage is only 18.7 for private hospitals. Thus, it can be explicitly shown that public hospitals serve as the central providers of healthcare in Iraq as compared to private hospitals (Iraq Ministry of Health & Environment, 2019). Private hospitals have far fewer beds, consultants, and specialized physicians than public hospitals. The dominant section of Iraqi public healthcare is illustrated in Figure 1.1.

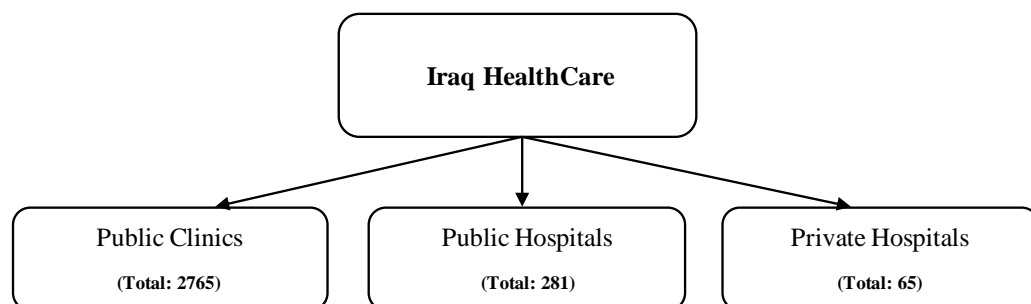


Figure 1.1 Iraq Healthcare System

A major element involved in the enhancement of the healthcare system for physicians in Iraqi public hospitals is human resource management (Dussault &

Dubois, 2003; Al Hilfi, 2013). The functionality and service quality of any system greatly rely on the knowledge, expertise, and motivation of employees who are given the duty of carrying out the corresponding healthcare services in public hospitals (Al Hilfi, 2013). As a result, it is not highly likely for Iraqi public hospitals to successfully improve without an efficient selection of staff and a workforce full of commitment (Dussault & Dubois, 2003, 2006; Martineau et al., 2000; Al Hilfi, 2013). According to recently conducted studies, Iraq is behind its neighbours in terms of a large number of factors in connection with human resources for health; this consists of several corresponding elements, namely governance, policy and partnership, management, education, production, development, and planning (Al-Kubaisi, 2012).

The country lags with respect to other factors, including the size of employees' workforce, composition and distribution, training and migration of healthcare workers impacting the success of physicians in Iraqi public hospitals, and the ability to carry out fair healthcare services of excellent quality (Abdulda'am & Taher, 2015). In addition, the main reason behind the failure of prior efforts to create enhancements in healthcare systems for physicians in Iraqi public hospitals is deemed as the absence of clear regulations toward the reinforcement of human resources for health (Abdulda'am & Taher, 2015). Several central issues have occurred in numerous countries located in the middle east, preventing the advancement of human resources for health and consisting of lack of personnel, unsuitable integration of skills, under-employment, insufficient and inappropriate training, unsatisfactory definitions of fields of practice, lack of efficient geographical division, and unsatisfactory workplaces (Al-Kubaisi, 2012).

1.2.2 Physicians in Iraq

The physician plays an important role as an advocate for patients and families. They help the patient navigate through a complex medical system to be able to obtain the most patient-centered care in a cost-effective manner. The effective management of physicians is a crucial issue encountered by many hospitals (Spruit & Lytras, 2018). Also, there exists a relationship between the most typical types and causes of detrimental occurrences in the public hospitals of Iraq and intense workload along with improper staffing, technical performance, carelessness, absence of ethics, weak management, high demands for psychosocial jobs, and vague scripted guidelines (Iraq's health information system-Review & assessment, 2019). It has been demonstrated by several studies that high stress levels and low satisfaction are common among Iraqi physicians (Jadoo, 2015; Jadoo, 2018; Kamimura et al., 2018). Several contributing factors include heavy workloads, low income, inadequate interaction among physicians' teams, lack of independence, and unsupportive direct supervisors. Also, it is noteworthy to state that an extremely limited number of studies have dedicated attention to Iraqi physicians in this country's public sector. The public hospitals of Iraq are impacted by many alternations among which a shortage in the number of physicians is vital to be mentioned (Malloy et al., 2009; Cho & Roh, 2003; Al Hasnawi, 2013). Several causes of stress are reported by physicians (Al Hasnawi, 2013) as well as the absence of professional acknowledgement, and scarce chances for professional growth (Mosawi, 2008; Jadoo, 2018).

According to Jadoo et al. (2018), 67.3 percent of Iraqi physicians go through unsafe medical practices. The findings of their study continue to show that physicians are strained from higher workloads (surpassing 40 hours weekly). In their research, violence connected to work is divided into two types, namely verbal and physical, following which it is sub-categorized into five separate categories: verbal abuse, racial

harassment, emotional abuse, bullying/mobbing, and physical abuse. According to their results, nearly half of the participants in their survey have been victims of physical attack, verbal abuse, and racial harassment or emotional abuse (45.4, 53.1, and 46.9 percent respectively); more than one third of the respondents (36.6 percent) have been bullied/mobbed in their work environments. Bullying is classified by many scholars as a type of violence in the workplace (Giorgi et al., 2013).

1.2.3 GDP Sectors in Iraq

GDP is the indicator of a nation's economic stability. It calculates the total value of all goods and services generated within the boundaries of a country over a given period. Economists use the GDP to decide whether the economy of a nation is expanding or contracting. The most used indicator of happiness is GDP, which is a good predictor of a country's economic prosperity (Ang et al., 2006).

The gross domestic product (henceforth, GDP) of Iraq has undergone improvements from 2009 to 2013. Moreover, the rate of GDP growth in Iraq from 2009 and 2013 is reported to be at an average of 7.8 percent. Afterwards, between the years of 2014 and 2019, a decrease in the GDP growth of this country has been observed. Furthermore, from 2014 to 2016, Iraq's average growth in GDP was 6.1 percent, and between 2017 and 2019, this value dropped to 0.45 percent.



Figure 1.2 Iraq GDP Annual Growth Rate 2009- 2019

The three dominating sectors of Iraq's economic activity consist of commodity, distribution, and services. As reported by the Central Statistical Organization (2020), Iraq contains an overall employment labor count of 7.3 million, which accounts for 23 percent of this country's total population. From this number of people, 59.58 percent, 22.32 percent, and 18 percent are employed in the service sector, manufacturing industry, and agriculture respectively (see Figure 1.3).

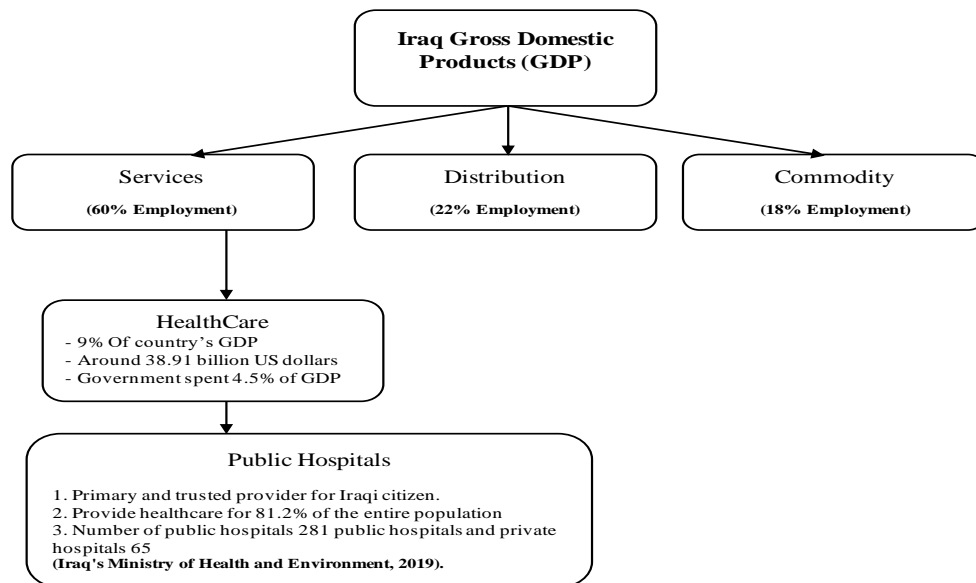


Figure 1.3 Iraq Gross Domestic Products (GDP)

1.3 Problem Statement

A hospital is an organisation that provides patients with a variety of health services as needed. It is one of the most significant facilities in the world, providing healthcare services on a global scale. Inadequate service quality planning results in decreased profitability. The quality and cost-effectiveness of healthcare are critical factors that must be continually improved to achieve a higher level of patient satisfaction (Jebraeily et al., 2019). The public hospital is run and owned by the government for free or at a minimal cost, regardless of the severity of the health problem. Private hospitals are profitable investments that belong to investors and provide high-quality health care at a high cost to patients. Any shortfall or weakness in the health service delivered to the patient can have dire consequences for the patient's health. Physicians will continue to be a major element of the healthcare system as they care for patients. As a result, meeting the needs of physicians improves the overall performance of their organisation (Olena & Stephen, 2012), affects their ability to deal with stress, and improves their performance, which leads to better service for their patients.

As illustrated by the National Action Plan for Health Security (2019–2023), Iraqi physicians suffer from high levels of stress and heavy workload, which results in reduced job performance (Vijayan, 2017). Furthermore, it is shown by the research that there exists an absence of professional acknowledgement, decreased opportunities for professional development, and improper performance (Health System Profile of Iraq, 2018). Hence, in order to deal with this issue through the utilisation of job performance, a large number of jobs require a combination of expertise, power of adjustment, and voluntarism so as to achieve a balanced approach in the jobs of individuals. Also, it has been stated in the study by Janssen et al. (2004) that the

performance of individuals is enhanced by their ability to adequately adjust to their jobs through creating changes in themselves or trying to fit into their work settings. This indicates that physicians who possess innovation and creativity are inclined to have more efficient performance when they adjust to their jobs (Jiménez and Sanz-Valle, 2011). Further, Kickul and Gundry (2002) found that employees who take charge of their own work and come up with new ideas help their organisations run more efficiently.

Job performance is in the form of an action or behaviour that is under a person's control and contributes to the achievement of that person's objectives in the organisation (Alfes et al., 2013). Moreover, job performance plays an important role with respect to an organization's goals in a variety of domains. For instance, in the field of healthcare, job performance consists of specific attitudes in regard to practice, information, and expertise, all of which are important elements for the provision of fundamental public health services and the guarantee of quality care for patients (Irvine, 1997; Xi et al., 2017; Hou et al., 2020).

As indicated by the Iraqi Health Information System Review and Assessment (2018), physicians suffer greatly from inadequate communication between different departments of healthcare physicians and unsupportive leaders. Moreover, it has been recognised that enhancements in the quality of healthcare services require advancements in the interaction of various teams within the organisation as well as the support of supervisors (Kazemi et al., 2012). Multiple occurrences can happen as a result of difficulties in interaction among physicians and other members of healthcare teams, including mistakes in practice, lack of security for patients, loss of patients' trust and displeasure, as well as infuriation directed at healthcare service providers (Zwarenstein & Reeves, 2002). As a result, defensive behaviours can develop among

physicians while providing medical services (He, 2014). Hence, job performance is deemed to act as a vital variable in the literature surrounding the concepts of human resource management and organisational behaviour and, therefore, can be of extreme importance with respect to the functionality of organisations (Roth et al., 2012; Shooshtarian et al., 2013). Such an essentiality is based on the notion that productive personal performance has an influence on an organization's efficiency and, as such, its performance overall (Pushpakumari, 2008). Thus, job performance aids physicians in adjusting to their work environments and generating innovative methods to deal with complicated issues.

Specific factors in connection with work, including the security of the work environment (Lancet, 2012), lengthy shifts (Businger et al., 2012; Hou et al., 2020), and night shifts (Capanna et al., 2017), are liable to make employees feel fatigued and overwhelmed, which can increase the probability of medical mistakes and negatively impact the health and safety of physicians in their work units (Tawfik et al., 2018; Hou et al., 2020). Particular indicators of mental health, namely anxiety, symptoms of depression (Gong et al., 2014), and stress caused by work (Khamisa et al., 2015), are demonstrated to have a negative relationship with the job performance of physicians. As proposed by the theory of job demands, physicians utilise innovative work behaviours as a coping mechanism when faced with heavy workloads so that they can have a more efficient performance. As stated in the study by Janssen (2000), increased job demands can stimulate more innovative work behaviour among physicians once they develop the feeling that their organisation rewards them in exchange for their efforts to manage to deal with higher job demands and heavier workloads. Additionally, according to Janssen (2000), this creates a higher level of excitement among the physicians, which means that they become motivated to handle such high job demands by adjusting to their work environments or creating changes in

themselves with respect to their jobs. This adjustment can be in the form of making upgrades in one's expertise and abilities with the goal of matching heavy job demands. It can also indicate that physicians are required to adapt to their work settings, including modifying their job goals, methods, approaches, design, distribution, task coordination, and interaction within various departments (Janssen, 2000).

Other influencers of the performance of physicians consist of HR practices. However, limited attention has been given to the role that HR practises play regarding personal-level innovation (Yuan & Woodman, 2010; Bos-Nehles & Veenendaal, 2017; 2019). An extreme lack of information has been found with respect to the way organisations encourage innovative work behaviour through providing HR practises among their employees. Despite the recognition of two HR systems with positive impacts on innovative work behaviour in the study of Laursen and Foss (2003), one of the systems only involves training and does not take the perceptions of employees into account. Additional research in this field is deemed to be of immense value. Furthermore, the concentration of literature in HRM is on industrial environments, whereas fewer scholars have carried out equivalent research in the domain of healthcare environments (Al-Hawary et al., 2017). Recently, academics have paid a greater deal of attention to the importance of the perceptions of employees with regard to HR practise and the impact they have on their corresponding attitudes and behaviours (Alfes et al., 2013; Baluch, 2017; Jiang et al., 2017). The interpretation of HR practises as messages sent by an organisation to its employees signifies that the employees' perceptions regarding HR practises should be examined by their end-users, physicians in this case, because they have the ability to clarify innovative work behaviour's impact (Anna et al., 2017). This has a positive influence on weak levels of interaction among physicians working in different departments, the exchange of

information, unsupportive supervisors, training and development, and stress in connection with innovative work behaviour among physicians employed in the public hospitals of Iraq.

Extant literature on the subject of humble leadership and innovation among employees continues to be limited, and its corresponding linkage mechanism has not been properly investigated (Zhou & Wu, 2018; Ali et al., 2020). In this regard, humble leadership aids in the construction of a supportive connection between leaders and their employees, which has a significant impact on the self-identity of employees as well as their inherent motivation to acquire innovative behaviour and adequate performance (Zhou & Wu, 2018). Moreover, a large number of studies in the field of innovation have concentrated on the impact of leaders on the innovation of employees instead of on their innovative work behavior, which keeps the production of employee engagement going; also, the execution of their ideas still remains to be explored (Hughes et al., 2018). Furthermore, not much attention has been dedicated to the concept of emotional conflict in the procedure of innovation (Chen & Ayoko, 2012; Nair, 2008). Moreover, emotions play an important part in the performance of employees (Wagner & Ilies, 2008). As a result, reduced levels of emotional conflict in physicians stimulate them to utilise their existing cognitive resources to perform their tasks, which leads to the creation of innovative behavior. Hence, physicians acquire innovation in order to recognise their issues, participate in thinking and derive pleasure from it, and produce novel ideas relevant to the features they have in common with the other members of their organisation (Win et al., 2018).

From a theoretical viewpoint in the study of Sanders et al. (2010), an explanation is provided concerning the linkage between training and development and innovative work behaviour in the form of a social exchange phenomenon (Blau, 1964).

In such a phenomenon, employees comprehend activities in the area of training and development as a personalised commitment of their organisation to them. Hence, they develop the need to reciprocate by means of attaining positive attitudes and behaviours that are not officially rewarded or enforced in their contracts, namely innovative work behavior. In addition, it has been demonstrated by social research that individuals behave with respect to their own perceptions and interpretations; hence, they perform specific social realities by assigning a certain meaning to them (Bartunek & Moch, 1994; Fiske & Taylor, 1991; Goodhew et al., 2005; Weick et al., 2005). As a matter of fact, higher levels of motivation are created among individuals to return the support and help that they have been given, which is something more common than what the majority of supervisors believe (Flynn, 2003). The employees' need to compensate indicates that the encouragement and assistance provided by their supervisors might result in them feeling a sense of obligation to develop innovative work behavior, which is something that supervisors need. As such, depending on the circumstances, investigating the role of supervisory support in the advocacy of innovative work behaviour becomes crucial. With the utilisation of proper communication skills, employees are enabled to gain as well as share knowledge with their co-workers. In this regard, the process of gaining knowledge includes the formation of the capacity to integrate the knowledge that an individual already has; in return, the organization develops novel skills in relation to problem-solving in order to generate new knowledge (Cohen & Levinthal, 1990).

Through assigning a major part of one's concentration on relationships surrounding reciprocity, social exchange is applied with the goal of examining the phenomenon of conflict (Yen et al., 2017; Zhang & Zhang, 2013) as it has a great influence on essential outcomes with regard to employees, namely their innovation

(Khazanchi & Masterson, 2011). With this notion as its foundation, it is suggested that while innovative behaviour can be impacted by emotional conflict, social exchange affects the way in which value is attained by employees from emotional conflict. It is also emphasised by this type of study that humble leadership has a major impact on motivating employees to take part in social exchange processes on the foundation of interindividual trust, mutual loyalty, powerful recognition, and consistent reciprocity toward supervisors. As a result, employees gain a sense of being indebted and obliged to compensate for the support of their supervisors and related organizations in due course of time (Walumbwa et al., 2009).

According to the Social Cognitive Theory, there exists a theoretical connection between creative self-efficacy and innovative work behavior. In this regard, employees in possession of high degrees of creative self-efficacy are inclined to demonstrate higher levels of innovative work behaviour since they have confidence in their capabilities (knowledge and skills) to create novel ideas and implement them (Jiang & Gu, 2017). Afterwards, they would strive harder to attain advocacy for their new ideas, generate prototypes, and assign specific periods of time for producing innovative cognitive procedures with respect to the identification and solution of problems. As indicated by Bandura's Social Cognitive Theory, self-efficacy stands as the foundation of cognitive procedures that impact the behaviour of employees in their work environments.

Therefore, it is the intention of this study to evaluate employees' compensation systems, training and development, information sharing, support of supervisors, dynamic capabilities, emotional conflict, humble leadership, creative self-efficacy, playing the role of an independent variable, and job performance with the mediation of innovative work behavior.

1.4 Research Questions

Given the research background, this research sought to answer the following research questions which are aligned with the objectives of this study.

RQ1: Does innovative work behaviour have significant influence on job performance among physicians in Iraqi public hospitals?

RQ2: Dose compensation system, training and development, information sharing, and supervisory support have significant influence on innovative work behaviour among physicians in Iraqi public hospitals?

RQ3: Dose employee dynamic capabilities, emotional conflict, humble leadership, and creative self- efficacy have significant influence on innovative work behaviour among physicians in Iraqi public hospitals?

RQ4: Does innovative work behaviour mediate the relationship between compensation system, training and development, information sharing, supervisory support and job performance among physicians in Iraqi public hospitals?

RQ5: Does innovative work behaviour mediate the relationship between employee dynamic capabilities, emotional conflict, humble leadership, creative self- efficacy and job performance among physicians in Iraqi public hospitals?

1.5 Research Objectives

This study aims to attain 17 objectives. The main objectives of the study are to have a better understanding of the impact of innovative work behaviour on job performance among physicians in public hospitals in Iraq. In so doing, the study focuses on the following research objectives:

RO1: To examine the relationship between innovative work behaviour and job performance among physicians in Iraqi public hospitals.

RO2: To examine the relationship between compensation system, training and development, information sharing, supervisory support and innovative work behaviour among physicians in Iraqi public hospitals.

RO3: To examine the relationship between employee dynamic capabilities, emotional conflict, humble leadership, creative self- efficacy and innovative work behaviour among physicians in Iraqi public hospitals.

RO4: To examine the mediating role of innovative work behaviour between compensation system, training and development, information sharing, supervisory support and job performance among physicians in Iraqi public hospitals.

RO5: To examine the mediating role of innovative work behaviour between employee dynamic capabilities, emotional conflict, humble leadership, creative self- efficacy and job performance among physicians in Iraqi public hospitals.

1.6 Research Significance

The present study extends the frame of existing knowledge by providing valuable empirical support for practitioners. It is particularly significant for managers by setting agreements to meet expectations for improved individual performance, a sense of control, and employees' fulfilment. This study is important for policymakers and managers in public hospitals with respect to designing policies that consider workload, employee issues, job security, and balancing employees' professional and personal lives.

1.7 Definition of Terms

1. Job Performance: the quality of achieving job-related features, such as taking decisions, performing without mistakes, committing oneself to work, finishing things on time, accomplishing one's objectives, taking initiatives, taking responsibility, cooperating with colleagues, and cooperating with superiors (Chirumbolo & Areni, 2010).

2. Innovative Work Behaviour: in the context of this study, the deliberate generation, introduction, and implementation of novel ideas within the confines of one's job or as a part of a team or an organization, with the goal of making advancements in one's job performance or the overall job performance of one's group or organization (Janssen, 2000).

3. Compensation System: individual bonus or incentive payments in combination with high scores on decentralization, employee participation, general training, skill development, social activities, due processes, high wages, and employee benefits representing committed HR systems in this approach (Boselie et al., 2001).

4. Training and Development: these activities include the growth of an individual's amount of comprehended information, expertise and duties which lead to self-orientation and self-control, making more attempts, accepting responsibility, perceiving one's job to be a source of pleasure, and the further need for self-direction and self-control (Boselie et al., 2001).

5. Information Sharing: such practices consist of exchanging information equally among the members of an organization. They can also be defined as an individual's effort to reach a specific goal or mission (Boselie et al., 2001).