Predictors of Organizational Innovation in Selected hospitals in the Philippines

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ABSTRACT

This study explored the relationship between vision, mission, policy, administrative support, customer demand, and organizational innovation in selected hospitals in the Philippines. A quantitative research study using descriptive correlation design was done targeting 300 respondents, where 276 (92%) participated. The descriptive statistics findings showed that the vision, mission, and policy were perceived by the respondents to be *good*. Respondents perceive the level of administrative support to be *high* and the hospitals' customer demand was also perceived as *high*. The study also revealed the level of organizational innovation to be *high* as perceived by the respondents of the hospitals. The result revealed that there is a positive correlation between vision, mission, policy administrative support, customer demand and organizational innovation within the hospitals.

Key word: Vision, mission policy, administrative support, customer demand, innovation

INTRODUCTION

THE PROBLEM AND ITS BACKGROUND

Researchers from different disciplines and with different perspectives during the past half century have explored innovation (Birkinshaw, 2008). Innovation is important for companies to be competitive, and ensure a great influence on the development of the region and the country in which it resides (Santos-Rodrigues, Figueroa & Hardon, 2011). Most studies done on innovation have focused on technical innovations, while research on organizational innovations has been conducted to a lesser extent (Birkinshaw, 2008). Organizational innovation, in this case is defined as a new organizational method in a firm's business practices, workplace organization, or external relations (OECD, 2010). Organizational innovations are typically implemented in order to increase operational efficiency, employee satisfaction or a firm's innovativeness.

Innovations in health care are related to product, process, or structure. Healthcare innovation can be defined as the introduction of a new concept, idea, service, process, or product aimed at improving treatment, diagnosis, education, outreach, prevention, and research, and with the long term goals of improving quality, safety, outcomes, efficiency and costs (Varkey, Harne & Bennet

2008). A study conducted by Industry Week about the effects of innovation on hospitals found that overall revenue growth (78%), customer satisfaction (76%), growth in revenue from new products or services (74%), increased productivity (71%), and earnings/profit margins (68%) were a result of the impact of innovation efforts (Vincent & Norman, 2010). Hence it is widely accepted that innovation has assumed great importance for organizations in sustaining their competitiveness (Bernstein & Singh, 2006).

In December 2008, Norway got its first white paper on innovation policy, called An Innovative and Sustainable Norway. The main goal was to put innovation on the top of the political agenda. The headlines in the white paper include knowledge and competent innovative undertakings. The Ministry of Trade and Industry described the white paper as a way of setting out the government's aim of establishing favorable conditions for competitive enterprises throughout Norway and developing a society where the citizens' needs are provided while maintaining a strong resource base for future generations. The key goal is to have an optimal level of wealth creation, while reducing the strain on the environment. The paper highlights the importance of focusing on innovation in both private and the public sector (Rolf, Rotnes & Staalesen, 2009).

Meanwhile in Vietnam, the Economic Intelligence Unit (2011) adds up that many organizational innovations bring important improvements to healthcare. Today, medical technology transfer service machines are installed in every one of Vietnam's national and provincial hospitals and in a quarter of its district hospitals. In 2009, they treated 40,000 babies, many of whom would have died or been brain-damaged without them. Frugal innovation can apply just as much to production processes as it does to products.

The Philippines is not excluded in the issue of global competitiveness, given its low ranking (66 out of 131 countries) in the world. Economic Forum's 2007-08 Global Economic Report showed that this low ranking was attributed to lack of sophistication in production process, limited distribution channels, and low capacity for innovation. Thus it is evident that innovation is imperative to enable Philippine business organizations to cope better with global challenges (Ma, 2011) However, while organizational vision, mission, and policy play a significant role in an organization, many organizations only seem to apply them as there are expected of them and it is seen as common practice for a company to have mission and vision statement. Approximately 89% of companies have a mission statement, yet only 23% of employees use the mission as the basis for their decisions and guidance (Jones & Goodrum, 2010). Communication is very important from top management to rank and file. Many companies have inspiring vision statements which become lost because the management is not communicating or leading by example.

Statement of the Problem

The study seeks to determine the relationship of vision, mission, policy, administrative support, customer demand, and organizational innovation of selected hospitals in the Philippines.

The study sought answers to the following research questions:

1. What is the respondents' perception of the following in the organization?
   a. Vision
   b. Mission
   c. Policy
2. How do the respondents perceive the extent of administrative support in terms of
   a. Supervision,
   b. Training,
   c. Accountability?

3. How do the respondents perceive the extent of customer demand in terms of
     a. Customer service,
     b. Product,
     c. Value?
4. How do the respondents perceive the level of organizational innovation in the organization in terms of
     a. Marketing innovation,
     b. Process innovation,
     c. Product innovation?
5. Is there a significant relationship between vision, mission, policy, administrative support, customer demand and organizational innovation?
6. Which among the following variables significantly predict organizational innovation?
     a. Vision, mission, policy
     b. Administrative support
     c. Customer demand

Hypotheses

The following hypotheses were considered for the purpose of answering the research questions:
1. There is no significant relationship between vision, mission, policy, administrative support customer demand and organizational innovation:
2. There are no variables that predict organizational innovation.

Significance of the Study

The findings of the study will be significant to service industries and other profit and nonprofit organizations to foster organizational innovation as well as implement vision, mission, and policy in their day to day activities as one of the subjective management tools that guide employees.

REVIEW OF RELATED LITERATURE

This chapter presents the review of related literature and studies concerning the problem under study. Every organization recognizes that it is important to have a mission and vision. A survey of Bain and Company (2011) rated the mission and vision statements as number three in the "Top 10 most used tools". This recognition has led to the mission and vision being two of the most widely used yet grossly misunderstood business management tools.

Most agree that vision and mission are extremely important concepts in the business world. At the same time, everyone agrees that these concepts are a tangled chaos. Part of this chaos could potentially stem from the fact that the organization's business vision and mission are rarely given adequate thought and consideration (King, Case & Premo, 2011). Having accepted at least the potential strategic role of mission and vision, managers, researchers and educators have tried to empirically explore their importance, especially in terms of how the components impact organizational performance. This has been the case since 1987 when the first attempt to investigate the relationship was made (Pearson & David, 2007).

Vision

Vision is defined as the desired or intended future state of a specific organization or enterprise in terms of its fundamental objective and/or strategic direction. In other words, it is a

concise model description of what the organization's environment would look like if the purpose elaborated above were achieved. Bart and Tabone (2008) believe that vision statements have a positive impact on profitability and can increase shareholder equity. However they also reported that almost 40 percent of employees do not participate or understand their company's vision.

Morden (as cited in Daura & Pers, 2012). Vision is an organized perception or phenomenon. It is an imagined or perceived pattern of communal possibilities to which others can be drawn, given the necessary enthusiasm and momentum on the part of the leader who is promulgating that vision. Vision is a significant step in the process of institutionalizing innovation in an organization. The articulation of a common vision and successful strategy formulation determine the length of innovativeness

A recent study made by Ma (2011) showed the value of articulating the importance of innovation in an organization's vision, values, or goals. This was evident in the case studies of creative organization. For example, part of the IT company's mission statement state the need to cultivate research and new product experimentation with the help of the faculty, students, and research groups to strengthen the synergy between the academe and IT industry and to create radically new and innovative applications that use Java and wireless technologies to improve and enrich people's lives.

Mission

Mission is an organization's raison d'etre' (reason for being). Typically, it is expressed in the form of a formal published mission statement, designed to provide a sense of purpose to employees and other key stakeholders. The mission outlines the organization's purpose, why the organization exists, what the organization value or believes in, behavior standards, policies and behavioral patterns that underpin the distinctive competence and the value system strategy, or the competitive position and distinctive competence. Mission, along with a consensus on the organization's value system of both organization and staff are necessary to convey a clear image of the organization to the outside world and to allow staff buy-in. An increasing number of organizations also draw attention to their core values and beliefs that are shared among the stakeholders, including employees of an organization. Values typically drive an organization's culture and influence their priority-setting (Lussier & Kimball, 2011).

However, one study on a non-government organization made by McDonald (as cited in Seelos & Mair, 2012) revealed an exploratory study of the link between mission and innovation in NPOs. The author stated his surprise about how "little empirical work has been done in the area of innovation in nonprofit organizations" (P.23) and in particular about the lack of research on the fulfillment of the nonprofit's mission. He cites Ahmed, who had suggested that a clear and compelling mission statement may be associated with an innovative culture. Based on a review of existing literature by McDonald (as cited in Seelos & Mair, 2012), it was hypothesized that "a clear, motivating mission will help organizations identify and focus on the development or adoption of innovations that will support their mission."(P.23) Evaluating the insights from this paper suggests that mission clarity contributes to innovation

Policy

Most policies are a natural outgrowth of the decision-making process. A manager who faces a situation or problem for the first time evaluates it and makes a decision or issues an order that he or she feels is appropriate. A policy is a statement of agreed intent that clearly and unequivocally sets out an organization's views with respect to a particular matter. It is a set of principles or rules that

provide a definite direction for an organization. Policies assist in defining what must be done. Generally, policies define an organization's approach. For example, most business policies establish measurable objectives and expectations for the workforce, assign responsibility for decision-making, and define enforcement and consequences for violations (HIPAA, 2007).

In practice, an organizational policy is a formal document describing the organizations position on a particular aspect of compliance with regulations, standards, and guidelines. Therefore, it acts as an official statement of a position, plan, or course of action established by an identified sponsoring authority, which is designed to influence, provide direction, and determine decisions and actions with regard to a specific topic.   A survey by OECD (2010) showed that policies that shape the workplace are essential for determining how human capital translates into organizational innovation and productivity. Employee involvement and effective labor management relations and practices help foster creativity and innovation and raise productivity.

Administrative Support

Administrative support according to Victoria State Government (2006) helps ensure that the facilities, equipment, materials, participants, and other components of administration event are present, and that program and organizational logistics run smoothly. The administration performs and/or supervises tasks that are carried out in accordance with guidelines, accepted practice, and administrative policy.

Supervision. Supervision is an activity undertaken by someone occupying a formal role within an organization that has (more or less) explicit expectations and accountabilities to both the person being supervised and the organization which provides the context for the supervisory relationship. The relationship is ultimately defined by the organization (Watt, 2011). Moreover, supervision is needed to create a safe environment in which the employee can work through the developmental issues or challenges of each level in order to gain the necessary motivation, autonomy, and self-awareness to successfully move to the next level of development. Successful supervision of the entry level employee will lead to a greater sense of self-confidence in their ability to both understand and complete the responsibilities of their job. Supervision of the developing employee, on the other hand, requires a greater level of skill and flexibility to help these employees negotiate the difficult challenges of this developmental stage (Pierce & Rowell, 2011).

Furthermore, a study of Pierce and Rowell (2011) revealed that 70% of the reasons employees leave their jobs are related to factors that are controllable by the direct supervisor. However, the healthcare supervision refers to clinical supervision. Clinical supervision is "a formal process of professional support and learning which enables individual practitioners to develop knowledge and competence, assume responsibility for their own practice and enhance consumer protection and safety of care in complex clinical situations" (p. 28). Clinical supervision helps nurses meet their requirements within their overall work. This is done by making it possible for nurses to reflect on their nursing practice and identify room for improvement.

Training. Global organizational management, as a planned staff education and development, both individual and group, has the goal to benefit both the organization and employees. To preserve its obtained position and increase competitive advantage, the organization needs to be able to create new knowledge, and not only rely solely on the utilization of what is currently existing (Jelena, 2007). Thus, the continuous employee training and development has a significant role in the development of individual and organizational performance. The strategic procedure of employee training and development needs to encourage creativity, ensure

inventiveness, and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others.

Furthermore, Bauernschuster, Falck and Heblich (2009) provide the most convincing results of the positive impact of firm-sponsored training on innovation. These authors find that such training has a positive and statistically significant impact on innovation in German firms over the 1997-2001 periods. The results of their study demonstrated that a 10 percentage-point increase in training intensity translates into a 10 percentage-point higher propensity to innovate.

Accountability. All organization systems contain accountability relationships of different types, which function with varying degrees of success. Despite its popularity, accountability is often ill-defined. The essence of accountability is answerability; being accountable means having the obligation to answer questions regarding decisions and/or actions. According to Schillemans and Bovens (2011), a distinction can be made between accountability as a virtue and accountability as a social relation or a mechanism. Accountability used in the sense of virtue is a normative concept. It refers to a set of standards used to evaluate the behavior of (public) actors. 'Being accountable' or 'acting in an accountable way' is seen as a positive characteristic of public officials or organizations. It is a similar virtue as being responsive and responsible, and being willing to act in a transparent and fair way. Accountability defined as a social relationship or mechanism, on the other hand, refers to 'being held accountable' and involves an obligation of an actor to explain and justify its conduct to a significant other.

However, defining accountability also relates to specifying accountability. The three general categories are financial (the most commonly understood notion of accountability), performance, and political/democratic accountability. Financial accountability concerns tracking and reporting on allocation, disbursement, and utilization of financial resources, using the tools of auditing, budgeting, and accounting. Performance accountability refers to demonstrating and accounting for performance in light of agreed-upon performance targets. Its focus is on services, outputs, and results. The third is to support improved service delivery and management through feedback and learning. The focus of this research is primarily on performance accountability. A survey by Economist Intelligence Unit (2010) revealed that to nurture an environment in which innovation and customer centricity can thrive, those polled emphasize the importance of a high performance culture (44%), the ability to access the right information at the right time (34%), and accountability (34%) as key enablers.

Customer Demand

According to Nesta (2010), demand is essential for the successful exploitation of ideas. Without consumer uptake, innovations would not be viable. Customer demand here refers to what businesses often call consumer voice consumer wants, and consumer needs and preferences for goods and services.

Customer services. Customer service is the service provided to customers before, during and after purchasing and using goods and services. Good customer service provides an experience that meets customer expectations. It produces satisfied customers. Bad customer service can generate complaints. It can result to lost sales because consumers might take their business to a competitor. Customer service includes any human or mechanical effort or activity a company provides that add value to a product. (Pride & Ferrel, 2015).

Interestingly, one of the simplest, least complicated, yet often overlooked aspects of delivering health care is practicing good customer service skills. Patient satisfaction surveys

repeatedly show that health care worker attitudes, manners and amenities encountered during patients' experiences at medical facilities weigh with similar importance to treatment processes. Health care leaders and researchers are recognizing that health care, from the patient's perspective, is as much a consumer focused service as other service industries are. Hence, health care should be delivered with the same regard to optimizing patients' experiences as business operators do for consumers of education or vacations. Providers and administrators are learning how good service, not just good outcomes, relates to patient satisfaction (Karen, 2010)

Product. With a product that fulfills the customer's expectations, the customer will be pleased and consider that the product is acceptable or even of high quality. Product is a good, service or an idea received in an exchange. It can be either tangible or intangible and includes functional, social, and psychological utilities or benefits (Pride & Ferrell, 2015). Product refers to the goods and services one offers to customers. Apart from the physical product itself, there are elements associated with the product that customers may be attracted to, such as the way it is packaged. Other product attributes include quality, features, options, services, warranties, and brand name. Product, from a firm's perspective, is the core offering providing the key benefits sought after by the customer. From a customer perspective, on the other hand, it provides a solution (Cole, Joan, & Jayson 2015).

Moreover, Cutler and Ryu (2013) define medical products as drugs (including biologics, which include vaccines, blood products, or other therapies or diagnostic agents made from natural sources), devices (including diagnostics), and health information technology (Cutler & Ryu, 2013). Furthermore, a research by OECD (2010) showed that entrepreneurs who develop new products, services and processes or improve existing ones fuel innovation. Newly created firms can be very inventive, and they account for a large share of patenting in OECD countries. Both market entry and exit are indispensable for the experimentation that leads to the development of new technologies, processes, business methods and markets.

Value. Consumers usually face a broad array of products and services that might satisfy a given need. How do they choose among these many products and services, consumers make buying choices based on their perceptions of the value that various products and services deliver. The English word value comes from the French verb *valoir*, which means "to be worth." Originally, value was a philosophical concept about morality and virtuous living. The concept evolved to imply worthiness and valour over time (Kahle & Xie, 2008). Values are "centrally held, enduring core beliefs, desired end-states, or higher order goals of the individual customer or customer organization that guide behavior" (P.4) (Aija & Marko, 2013). Perceived value is a customer's overall assessment of the utility of a product based on perceptions of what is received and what is given (Graf & Maas 2008).

According Graf and Maas (2008), "customer value is market perceived quality adjusted for the relative price of the product. It is the customer's opinion of your products (or services) as compared to that of their competitors."(P.55). Value can be studied either as single universal concept or by adopting the vantage and contingency perspective of a particular source of value (Lepak, Smith & Taylor, 2007). Value can be seen from various perspectives, including both from the customer and supplier's point of view (Smith & Colgate, 2007). Moreover, Graf and Maas (2008), pointed out that customer value is regarded as an essential prerequisite for long-term company survival and success. Finally, the study made by Nasution and Mavondo (2008), revealed that customer value are associated with innovative products and innovative processes.

Organizational Innovation

The term "innovation" as such was used for the first time by Schumpeter at the beginning of the 20th century. His ideas and research have been developed by a number of other authors. Schumpeter defined innovation as, product, process, and organizational changes that do not necessarily originate from new scientific discoveries, but may arise from a combination of already existing technologies and their application in a new context (Zizlavsky, 2011). Organizational innovation is defined as the implementation of a new organizational method in the firm's business practices, workplace organization, or external relations (OECD, 2010) Organizational innovation can enable firms to increase their ability to acquire, create and make the best use of competencies, skills and knowledge.

Marketing innovation. Market innovation is implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing (Vincent & Norman, 2010). Market innovation involves entering new markets, new ways of serving customers, and/or market expansion. Marketing innovation includes the use of new channels of distribution and new advertising approaches for selling current or new products. Organizations can expand, their revenues by selling their current products in new regional or international markets, or by expanding their existing product lines into new segments of existing markets (Branzei & Vertinsky, 2006). Marketing innovation is clearly distinguished from product innovation, as the latter includes technical specifications and functional characteristics, while the first aims at the appearance of the product on the market (Mothe & Thi, 2010).

Moreover, marketing innovation is a distinct form of innovation which directly affects the firms' performance (Filippetti, 2011; Srinivasan & Hanssens, 2009). Studies showed, that firms which focus their attention on marketing activities are likely to increase their ability to correspond to customer needs and thus tend to obtain higher levels of customer satisfaction than competitors (Schmidt & Rammer, 2007), as well as higher business profitability when it relates to learning from external relations such as clients or competitors (Mothe & Thi, 2010).

Process innovation. There is a tendency of excessive concentration on product innovation and its effects on sales (Escribano, 2009), to the extent that the existing literature has almost neglected an important strategy or objective which also develops and sustains a firm's competitive advantage. This refer to process innovation activities and/or process development (European Commission, 2008). Process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment, and/or software (Vincent & Norman, 2010).

Process innovation is also defined as the introduction of new elements into a firm's production or service operation to produce a product or render a service (Niehaves, 2010) with the aim of improving productivity, capacity, flexibility, quality, reducing costs, rationalizing and lowering labor costs. Following Polder (2009), it is evidenced that product and process innovation only leads to higher productivity when performed together with an organizational innovation.
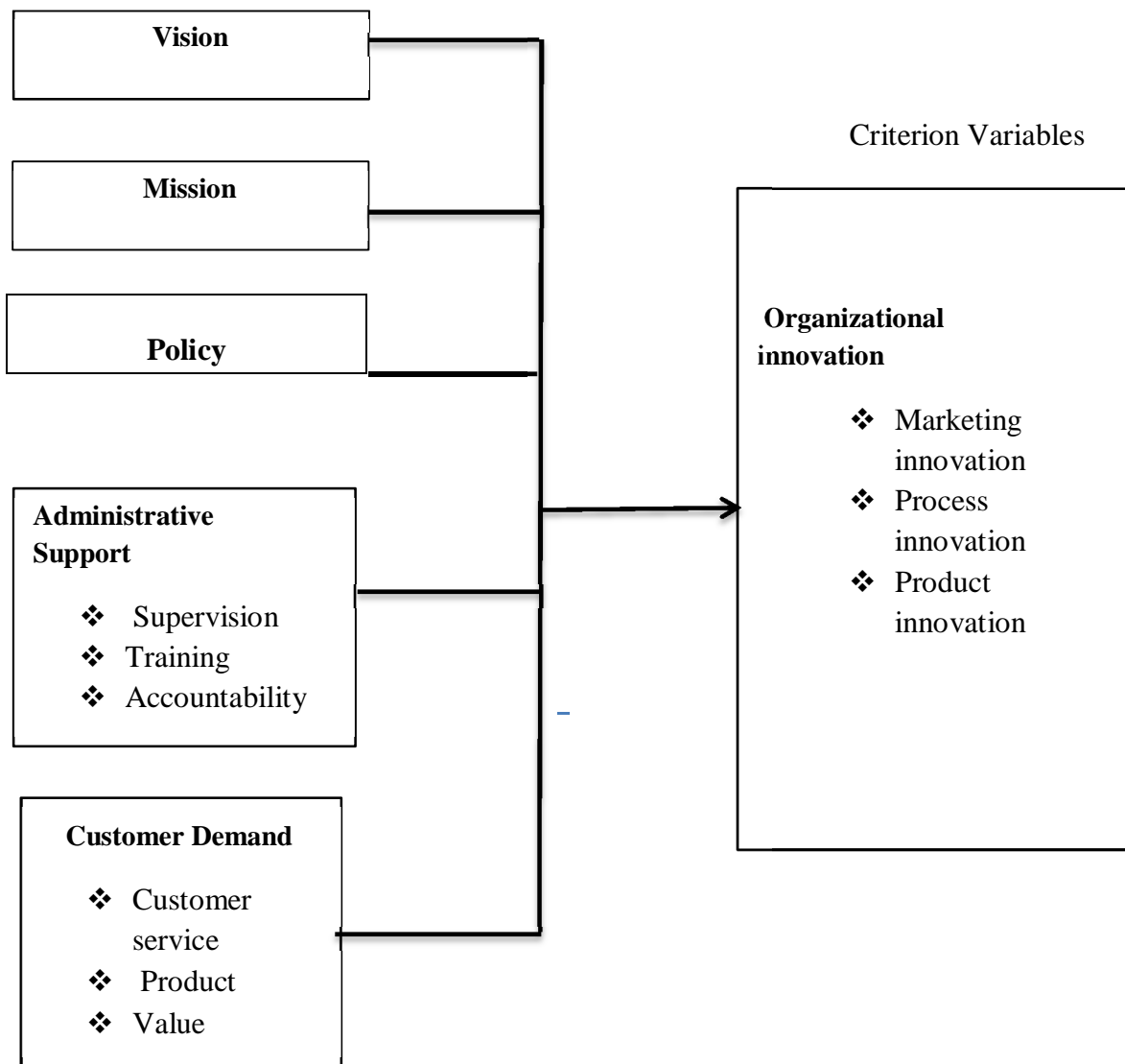
Product innovation. Product innovation is essential for a country's economic growth and for the competitive position of the organization. Companies operate in a rapidly changing world in which customers' needs and wants are not fixed, and where they face increasing competition due to open markets and globalization. Companies that effectively integrate innovation in the product development process can gain significant competitive advantage.

Product innovation is the introduction of new products that have characteristics and/or use applications that differ from existing products on the market (Branzei & Vertinsky, 2006).

Product innovation is also defined as the introduction of goods or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness, or other functional characteristics (Vincent & Norman, 2010). Product innovation can be viewed from two sides: internal side where it depends on knowledge, capacities, resources, and the technologies used in the company; and the external side were the focus is on the consumers' needs and the owners' expectations (Mohamed & Biskra, 2014).

Research Paradigm
Predictors Variables

Criterion Variables

Vision

Mission

Policy

Administrative Support

- ❖ Supervision
- ❖ Training
- ❖ Accountability

Organizational innovation

- ❖ Marketing innovation
- ❖ Process innovation
- ❖ Product innovation

Customer Demand

- ❖ Customer service
- ❖ Product
- ❖ Value

Graphical presentation of the relation between vision, mission, policy, administrative support, and customer demand.

METHODOLOGY

This chapter briefly deals with the methods and procedures used by the researcher

Research Design

The descriptive- correlation design was used in order to investigate and describe the possible relationship between vision, mission, policy, administrative support, customer demand, and organizational innovation. A descriptive-correlation attempts to determine the relationship of the variables (Palmer-Calmorin & Calmorin, 2007). According to Plichta and Garzon (2009), this design allows the researcher to search, examine and determine whether an association exists between variables. Descriptive studies are used to observe, describe, and document aspects of a situation (Polit & Beck, 2008).

Predictors of Organizational Innovation in Terms of Marketing Innovation

Predictors	R^2 Change	F Change	P	UC Beta	SC Beta	t	P
Constant				1.128	0.217	5.186	0.000
Accountability	0.359	153.307	0.000	0.673	0.599	12.382	0.000
Product	0.134	72.013	0.000	0.36	0.383	8.486	0.000
Service	0.021	11.971	0.000	0.218	0.17	3.46	0.001
Value	0.007	4.154	0.000	0.158	0.116	2.038	0.043

R 0.722 R^2 = 0.521F=73.792 P<0.001

Predictors of Organizational Innovation in Terms of Product Innovation

Predictors	R^2 Change	F Change	P	UC Beta	SC Beta	t	P
Constant				2.261	0.175	12.916	0.000
Product	0.243	88.176	0.000	0.418	0.493	9.390	0.000
Service	0.098	40.393	0.000	0.38	0.329	6.356	0.000
Accountability	0.027	11.77	0.001	0.193	0.191	3.431	0.001
Policy	0.01	4.511	0.350	0.128	0.116	2.124	0.035

0.615 R^2=0.379, F=41.29 P<0.001

Predictors of Organizational Innovation in Terms of Process Innovation

Predictors	R2 Change	F Change	P	UC Beta	SC Beta	t	P
Constant				2.042	0.177	11.554	0.000
Product	0.267	99.844	0.000	0.449	0.517	9.992	0.000
Accountability	0.106	46.112	0.000	0.354	0.341	6.791	0.000
Value	0.029	13.284	0.000	0.261	0.207	3.645	0.000
Policy	0.016	7.383	0.007	0.164	0.146	2.717	0.007

0.647 R^2 = 0.418, F=48.666, P<0.001

The Prediction Equation of process innovation, is Process Innovation= 2.042+0.449Product+0.354Accountability+0.261Value+0.164Policy. Which implies that, good policy within the hospital lead to high level of process innovation. Therefore the hypotheses there are no variables that predict organizational innovation is *rejected.*

CONCLUSION AND RECOMMENDATIONS

The research established that the perception of the respondents on vision, mission, and policy, all the three variables perceived to be *good* in the respective hospitals under study. The result also revealed that administrative support is perceived to be *high* as by the respondents. All the respondents *agree* with administrative support which indicates that administrative support is perceived to be *high.* Furthermore, the respondents' perception on customer demand is also perceived to be *high* which indicates that the hospitals have high customer demand. Moreover, the respondents' perception on the organizational innovation is *high,* with all the three dimensions considered scored as *agree*. It therefore indicates that the organizations are perceived to have *high* organizational innovation

Based on the results of this study, together with the conclusion, drawn the following recommendations are suggested: Management should try to include their employee in the formulation of the hospital's vision, mission, and policy, and also communicate these to them by making the hospitals' vision, mission, and policy statements visible for all staff to see and study. Administrative support must also be improved as the whole system of the organization depends on how it supports employees to achieve organizational goals. Employees should be encouraged to take initiatives that would lead to organizational learning and innovation

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