Factors Associated with Nurses' Readiness for Organizational Change and Its Relation to Innovative Work Behaviors

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Abstract

Background: Organizational change and innovation are essential for health care organization's growth and development. Innovation can produce sudden and dramatic changes to the way of work. **Aim of the study:** To assess factors associated with nurses' readiness for organizational change and its relation to innovative work behaviors **Study design:** A descriptive correlational design was utilized. **Setting:** The study was conducted at Benha University Hospital in all inpatient medical and surgical units. **Study subjects:** simple random sample consisted of 322 nurses out of (1600). **Tools of data collection:** Two tools were used; **Tool 1)** Factor Readiness for Organizational Change Questionnaire and **Tool 2)** Innovative Work Behaviors Scale. **Results:** The most (90.0% & 91.6%) of nurses had high level of factors associated with nurses readiness for organizational change and high level innovative work behaviors respectively. The highest factors for organizational change were supervision readiness for change, followed by cognitive readiness for change, while the lowest factors were communicational readiness for change. **Conclusion:** There was highly statistically significant positive correlation between total factors associated with nurses' readiness for organizational change and innovative work behaviors. **Recommendations:** Directing efforts toward creating opportunities for nurses to learn and grow and enhance teamwork through collaboration between health team members as well as creation of autonomous work practice to improve organizational change.

Keywords: Factors, Innovative work behaviors, Nurses' readiness, Organizational change.

Introduction:

Healthcare organizations have been facing issues like rapid change in technology, strategic competence and emerging trends with their nurses and patient. To overcome these issues, the management of healthcare organization should mainly focus on change and how it can be managed within the organization. The organizational change is a continuous change process in streams like workflow, staffing, decision making, communication and reward system **(Ukëhaxhaj et al., 2022).**

Organizational change creates several challenges for measuring and comparing access to care performance among types of healthcare organizations. Organizational readiness for change is the initial phase of implementation, which would help to identify and measure the readiness level of nurses. Readiness for change is defined as "An organizations capacity for making change and the extent to which nurses perceive the change as needed. Readiness is a state of knowledge about willingness or unwillingness to accept the change by nurses in the healthcare organization **(Vaishnavi et al., 2019).**

For the execution of change, an organization needs to concentrate on psychological and structural factors. The psychological factors include nurses' belief

toward change, distinguishing a problem to be considered, nurses and organizational level of acceptance to make changes. Likewise, the structural factors include the conditions in which change happens and the extent to which these conditions would improve or slow down the change process. These factors would help to contribute for better understanding of readiness level in change process. Organizational readiness for change focuses on motivation and personality attributes of top management and nurses, resource availability and organizational climate (**Nilsen et al., 2020**).

Organizational readiness refers to "what degree a nurses is ready to accept and implement change in their organization. The nurses' readiness to change is about one's capability (self-efficacy) toward change whereas the organizational readiness to change is about how confidence that organization manages and implements change using organizational ability. A successful change implementation process is influenced by organizational factors such as management support, utilization of resources in addition to adequate planning and tracking the progress report of change. and depends on the nurses' acceptance and willingness to change (**Vaishnavi & Suresh, 2022**).

Nurses' readiness plays a key role in nurse response toward organizational change process. The readiness factors help to initiate change in organization by creating support and involvement from nurses. The possible outcome of organizational readiness lies in implementing effectiveness and how efficiently a clinical practice change is made such as emotional readiness for change, cognitive readiness for change, intentional readiness for change, communication readiness for change and supervision

readiness for change (**Yanıkkerem et al., 2018**).

Collective emotional reactions which capture the composition of various shared emotions of nurses can develop in response to change events (*Turja et al., 2020*). In a change context, theorizing acknowledges this, suggesting that organizational change involves an nurse and group sense making process taking place in a social context that is a product of constant and ongoing human production and interaction in organizational settings (**Rababa et al., 2021**).

Intentional readiness is delineated as the extent of energy and effort that nurses want to invest in the change process. Organizational members might value a planned organizational change because they believe some sort of change is urgently needed (**Varasteh et al., 2022**).

Communication has a vital role in the effective implementation of organizational change, in which that without communication, the idea of change is just a plan. Communication is an initial effort to start the momentum of change to be realized (**Durant-Tyson, 2022**).The supervision creates the openness among nurses to discuss the current performance and desired end result of the implementation of change (**Stentoft et al., 2021**).

Innovative work behavior is intentional behavior of nurses to introduce and/or apply new ideas, products, processes and procedures to his or her work role, unit, and organization. It is beneficial not only for nurses but also for organizations, that's why organizations eagerly seek ways to cultivate innovative work behavior of nurses (**Akyol et al., 2019**).

According to the international council of nurses, innovation is highly needed for nursing practice in promoting health, minimizing risk factors for health conditions,

avoiding diseases, improving attitudes toward the healthy life, and enhancing the treatment strategies and procedures. The American Nurses Association emphasized that all registered nurses to be leaders within the profession, working to influence policies and encourage innovation. Accordingly, further clarification of innovative behavior is essential for related nursing dialog, research, and practice **(Farrukh et al., 2022).**

Nurses' innovation is the main requirement to adopt change that will be an attitudes, beliefs and intentions toward change implemented in organization. The nurses' beliefs, values, attitudes, perception and intention about change are essential elements for the successful implementation of change in the organization. Healthcare organizations meet with challenges concerning the process of change within organizations and the enhancement of the outcome of implementation result **(Alheet et al., 2021).**

Innovative behavior had seven dimensions, included idea generation, idea search, idea communication, implementation of idea, involving others, and overcoming obstacles and innovation output. Health-care professionals including nurses with positive attitude toward innovation can contribute to improve and upgrade the capability of the existing health-care system or develop a new treatment strategy for patients **(Sutardi et al., 2022).**

There are many factors that influence innovative work behavior. It includes three categories: organizational characteristics, work environmental characteristics, and nurse characteristics. Organizational characteristics such as innovative climate, procedural justice, pay, learning organization, reward fairness, feedback on previous innovative behavior, and leadership behavior were explored in the previous studies. In healthcare disease

condition research, the existence of guidelines is significantly related to each of innovative work behavior: acquiring knowledge, generating new ideas for adequate care concepts, and implementing those ideas in the care process **(Bos-Nehles & Veenendaal, 2019).**

The most health care organizations are undergoing rapid change and this is particularly influenced by the pressure of changes external to the organizations. Innovation work behavior can help to increase quality, improve working conditions, and aid in attracting new groups to health care. Due to the fast paced changes in healthcare, and the challenges and opportunities that face professional nurses, innovate behavior is necessary for the evolution of nursing practice and organizational success **(Qin Niu et al., 2022).**

So, managers should create environment that support creativity and openness to motivate nurses to perform beyond standard expectations for performance, and present a vision of the future. Also leaders should provide nurses with new knowledge and skills and give them the opportunity for doing challenging works. Also the leadership and management have promoted innovation by facilitating new thinking, new ideas, and new fashion of working among the nurses for organizational performance. Innovation is being considered by organizations as an essential approach for effectiveness and competitiveness **(Basalamah & As'ad, 2021).**

Innovative work behavior facilitates change and motivates. the nurse to find novel means of performing tasks. Changing work methods increases involvement and decreases the level of boredom, frustration, and emotional exhaustion. Therefore nurses feel enthusiastic and energetic which stimulates

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the creation of new ideas. Considerably when nurses have more resources like autonomy in redesigning their jobs they do not feel stuck and proactively engage in generating, promoting, and implementing new ideas **(Akram et al., 2020)**.

Significance of the Study:

The health care system is facing huge challenges with its retiring workforce, increasing number of elderly patients, and cost-efficiency demands, combined with expectations of high-quality care that exploits all the latest advances in technology and related knowledge. Hospital management recognizes the importance of promoting creativity and innovative intent among their nurses through different psychological processes affecting nurses' inclination toward innovation **(Negm et al., 2021).**

An examination of the relationships among these variables may provide a better understanding of how and why organizational change efforts succeed or fail. Moreover, this information can help healthcare leaders to better understand how they can influence nurse's readiness for organizational change, possibly leading to more successful organizational change efforts **(Mashhady, 2021).**

From the researcher's point of view, it's observed that lack of innovative work behaviors among nursing personnel result in routine nursing actions and resistance to organizational change. So, the present study was conducted to assess factors associated with nurses' readiness for organizational change and its relation to innovative work behavior.

Aim of the study:

The present study aimed to assess factors associated with nurses' readiness for organizational change and its relation to innovative work behaviors.

Research questions:

1- What are the factors associated with nurses' readiness for organizational change?
2- What are the innovative work behaviors levels?
3- Is there a relation between factors associated with nurses' readiness for organizational change and innovative work behaviors?

Subjects and Method:

Research design:

Descriptive correlational design was utilized to conduct this study.

Research setting:

The study was conducted at Benha University Hospital in all inpatient medical and surgical units

Research subjects:

Simple random sample of nurses (320) out of (1600) who are working in the above-mentioned setting, having at least three years of work experience.

Tools of data collection:

The data for this study was collected by using two tools namely:

Tool (I): Factors Associated with Nurses Readiness for Organizational Change Questionnaire:

It was developed by the researcher after reviewing related the literature **(Hanpachern, 1998, Broeck & Devos, 2009, El-Sayed et al., 2017)** to assess factors associated with nurses readiness for organizational change. It consisted of two parts:

First Part: Personal characteristics of nurses such as (department, age, gender, years of experience, marital status and educational qualification, training courses about organizational change & training courses about innovative work behaviors).

Second Part: It consisted of (31) items grouped under three five dimensions: which are; emotional readiness for change (5) items, cognitive readiness for change (5) items, intentional readiness for change (4) items, communicational readiness for change (11) items and supervision readiness for change (6) items.

Scoring system:

Responses of nurses were measured on three-points Likert Scale as follow ranged from agree (3), slightly agree (2), disagree (1). Total score ranged from (31-93), factors for organizational readiness were considered:

- High with more than 75% of total scores
- Moderate with 60-75% of total scores
- Low with less than 60% of total scores.

Tool (II): Innovative Work Behaviors Scale:

It was developed by the researcher after reviewing related the literature (**Afsar, 2018, Lukes, & Stephan, 2017**) to assess innovative work behaviors among nurses. It consisted of (21) items grouped under seven dimensions: which are; idea generation (3 items), idea search (3 items), idea communication (4 items), implementation starting activities (3 items), involving others (2 items), overcoming obstacles (3 items) and outputs (3 items).

Scoring system:

Responses of nurses were measured on a three-points Likert Scale as follow ranged from agree (3), slightly agree (2), disagree (1).Total scores was ranged from (21-63), nurses who had a percent more than 75% indicated high innovative work behaviors level, if the score was from 60-75% this indicated moderate innovative work behaviors level and if less than 60 % this indicated low innovative work behaviors level.

Content validity:

The tools were tested by Jury group consisted of five experts from Nursing Administration (four Assistant Professors of Nursing Administration from Benha University and one Professors of Nursing Administration from Monoufia University).

Reliability of tools:

It was measured by using Cronbach's Alpha test. The Cronbach's Alpha test of Factor readiness for organizational change was (0.869) and the cronbach's Alpha test of Innovative work behaviors was (0.895).

Ethical considerations:

Before conducting the study, the respondent rights were protected by ensuring voluntary participation, so the informed consent was obtained from each staff nurse after explaining the aim of the study, its potential benefits, methods for filling data collection tools and expected outcomes. The respondent rights to withdraw from the study at any time were assured. Confidentiality of data obtained was protected by allocation code number to the questionnaire sheets. Subjects were informed that the content of the tools used for the study purpose only.

Pilot study

A pilot study was conducted in July, 2022 to test the sequence of items feasibility, practicability and applicability of the tools, clarity of the language and to estimate the time needed for filling each tool. The average time needed to fill two questionnaires ranged from (20:25) minutes. It was done on 10% of the total subjects (32) nurses there was no change occurred of the pilot study so this sample was included in the main study.

Method:
Preparatory phase:

This phase started from the beginning of March 2022 to the end of May 2022 covering three months and included the following.

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- Reviewing the national and international related literature using journals, magazines, periodicals, textbooks, internet, and theoretical knowledge of the various aspects concerning the topic of the study.
- Developing and translating tools of data collection, factors associated with nurses' readiness for organizational change Questionnaire, Innovative work behaviors scale.

Field work:

Data collection took about two months from beginning of August, 2022 till September 2022. The subjects were informed about the purpose, nature and the method of filling questionnaires. The researcher distributed the questionnaires sheet to the participated nurses to fill it in work times which determined before with head nurse of each unit according to workload. Data was collected three days per week in the presence of the researcher to clarify any ambiguity. The average number of collected sheet was 13-14 nurses, the filled forms was revised to check their completeness to avoid any missing.

Administrative design:

An official permission was issued from the Dean of the Faculty of Nursing Benha University to the Director of Benha University Hospital for taking their permission to conduct the study and seek their support. The investigator met the staff nurses of each unit to determine suitable time to collect data.

Statistical analysis:

Data were collected, tabulated, statistically analyzed using an IBM personal computer with statistical package of social science (SPSS) version 21 where the following statistics were applied.

- Descriptive statistics: In which quantitative data were presented in the form of Mean, standard deviation (SD), frequency, and percentages distribution.
- Correlation (r): Was used to study association between two qualitative variables.
- Chi-square test (χ^2): Was used to study association between two qualitative variables.
- The used tests of significance included p-value test; A significance level value was considered when p-value ≤ 0.05 and a highly significance level was considered when p-value ≤ 0.001, non-significance when p-value > 0.05.

Results:

Table (1) shows that more than half (53.1%) of nurses were working in surgical department and more than three fifths 63.3% of nurses were aged 25 : <35years old with M±SD (29.35±6.44). Regarding to gender, the majority of nurses 80.3% of them were females and more than two third (73.4%) of them were married. In relation to educational qualification more than two fifth (45.0%) of them had associated degree in nursing. Regarding to years of experience, more than two fifth (43.1%) of them had 5 : <10 years of experience with (M±SD (9.5±7.14). Regarding to attending training courses about organizational changes more than half 53.1%were attending and more than two thirds (66.6%) of nurses were attending training courses about innovative work behaviors.

Figure (1) clarifies that the most 90.0% of nurses had high level of factors associated with nurses' readiness for organizational change, while the lowest percent 1.6% of nurses had low level of factors associated with nurses' readiness for organizational change.

Table (2) shows that the total mean and standard deviation for nurses' readiness for organizational change were (83.96±7.40) that represent 90.3%of total scores. The highest factors was Supervision readiness for change with mean ± SD (17.29±1.59) that represent 96.1% of total scores, while the lowest factors was communicational readiness for change with mean ± SD (28.26±4.77) that represent 85.6% of total scores.

Figure (2) clarifies that the most 91.6% of nurses had high level of innovative work behaviors, while the lowest percent 8.4% of nurses had moderate levels of innovative work behavior.

Table (3) shows that the total mean and standard deviation for innovative work behaviors was (58.91±5.15) that represent 93.5% of total scores. The highest dimension was involving other with mean ± SD (8.79±0.70) that represent 97.7% of total scores, while the lowest dimension was idea generation with mean ± SD (8.02±1.63) that represent 89.1% of total scores.

Table (4) demonstrates that there was highly statistically significant positive correlation between total factors associated with nurses' readiness for organizational change and innovative work behaviors.

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Table (1): Frequency distribution of studied nurses regarding their personal characteristics (n=320).

Personal Characteristics		No.	%
Department	Medical	150	46.9
	Surgical	170	53.1
Age (years)	<25	68	21.3
	25 : <35	203	63.3
	35 : <45	28	8.8
	45+	21	6.6
	M±SD	29.35±6.44	
Gender	Male	63	19.7
	Female	257	80.3
Marital status	Married	235	73.4
	Unmarried	85	26.6
Educational qualification	Diploma degree in nursing.	80	25.0
	Associated degree in nursing.	144	45.0
	Bachelor degree of nursing.	96	30.0
Years of experience	<5 year	85	26.6
	5 : <10 year	138	43.1
	10 :<15 year	47	14.7
	> 15 year	50	15.6
	M±SD	9.05±7.14	
Attending training courses about organizational changes	Yes	170	53.1
	No	150	46.9
Attending training courses about innovative work behaviors	Yes	107	33.3
	No	213	66.7

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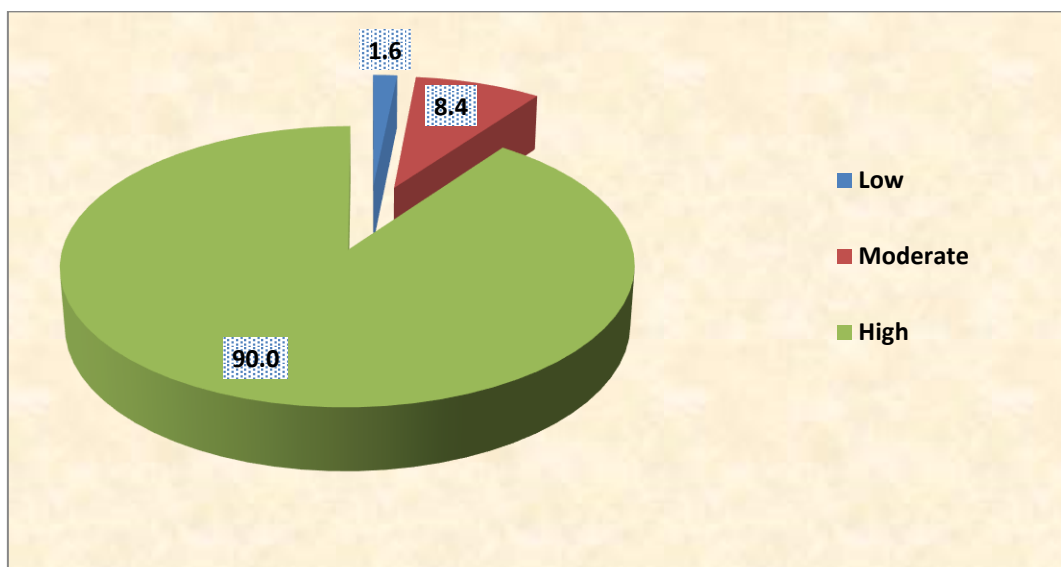

Figure (1): Percentage distribution of factors associated with nurses' readiness for organizational change levels

Table (2): Total mean score and total mean percent regarding total factors associated with nurses' readiness for organizational change (n=320).

| Factors associated with nurses' readiness for organizational change.	Total score	Minimum	Maximum	M ±SD	Mean%	Ranking
Emotional Readiness for change	15	5	15	13.42±1.78	89.5%	4
Cognitive readiness for change	15	5	15	13.95±1.43	93.0%	2
Intentional readiness for change	12	4	12	11.02±2.15	91.8%	3
Communicational readiness for change	33	18	33	28.26±4.77	85.6%	5
Supervision readiness for change	18	10	18	17.29±1.59	96.1%	1
Total factors	93	66	93	83.96±7.40	90.3%	
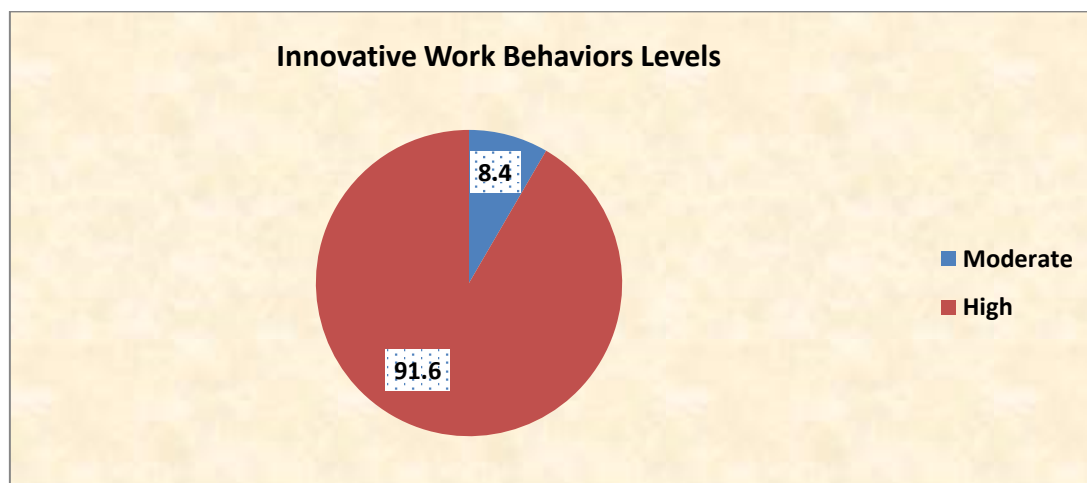
Figure (2): Total levels of innovative work behaviors among nurses.

Table (3): Total mean score and total percent regarding total innovative work behavior (n=320).

Dimensions of innovative work behavior	Total scores	Minimum	Maximum	M ±SD	Mean%	Ranking
Idea generation	9	3	9	8.02±1.63	89.1%	7
Idea search	9	3	9	8.46±1.15	94.0%	4
Idea communication	12	8	12	11.42±1.17	95.2%	3
Implementation of Idea	9	3	9	8.05±1.75	89.4%	6
Involving other	6	4	6	5.84±0.48	97.3%	2
Overcoming obstacles	9	5	9	8.30±1.22	92.2%	5
Innovation outputs	9	6	9	8.79±0.70	97.7%	1
Total innovative work behavior	**63**	**44**	**63**	**58.91±5.15**	**93.5%**	

Table (4): Correlation between total factors associated with nurses' readiness for organizational change and total innovative work behaviors.

Factors associated with nurses' readiness for organizational change	Innovative work behaviors	
	r	*p-value*
	0.549	0.000**

** Highly statistically significant at p < 0.001

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Discussion:

Health care organizations are continually facing many challenges to stay competitive and successful, which forces them to regularly reassess and reevaluate their strategies, structures, policies, and culture. However, effective management of change is the main challenge because of more human involvement in the change process. Nurses' readiness for organizational change is reflected in the beliefs, attitudes, intentions, and understanding of nurses that change is necessary for organization success. The readiness for change represents a higher construct than just understanding and believing that change is necessary to implement. It involves the collection of thoughts and intentions towards a precise effort to implement change which positively affect their innovative work behaviors. **(Engida, et al., 2022).**

Innovative work behavior among nurses is essential for reliable, advance, and affordable quality health care services. Innovative has become the base of growth and competitiveness in the global. The organizational change management is affected by staff innovation, that enables health care organization to develop a strategy for change that allows it to adapt to technical innovations, specifically new information and communication technologies, foster intercultural cooperation to meet the challenges of globalization and reduce expenses, all the while operating in an increasingly complex and interdependent environment **(Hosking & Anderson, 2018).**

Concerning staff nurses' personal characteristics, the results of present study Showed that more than half of nurses working in surgical department and more than three fifths of nurses were aged 25 : <35years old.

Majority of nurses were female and more than two thirds of them were married, more than two fifth of them had associated degree in nursing, more than two fifth of them had 5 <10 years of experience, more than half were attending training course about organizational change and more than two thirds of nurses were attending training courses about innovative work behaviors.

The findings of the current study clarified that, the most of nurses had high level of factor associated with nurses' readiness for organizational change this result might be due to support given from top management to nurses in decision-making processes, in addition to the appreciation to nurses in the form of good salaries, rewards and adequate resources, good communication system, good information about change, and effective staff training and development.

This result agreed with **Negm et al., (2021)** who conducted a study about 'Relationship between work effectiveness and factors readiness to change among first line nurse managers" stated that the majority of studied nurse managers had a high level factors of readiness to change. In addition to, **Andrew, (2017**) who conducted a study in Kaluwanchikudy Batticaloa District" about "Relationship between employee readiness for organizational change and employee performance and reported that nurses had high level factors readiness for organizational change.

The forgoing results of the current study represented that the highest mean score of nurses were related to supervision readiness for change factor. While the lowest mean score were related to communicational readiness for change factor. From the investigator point of view this result might be due to head nurses encourage nurses to do

things that unable to do and head nurses pay attention the personal and any problem that face the nurses and help to found final solution.

This results come in the same line with **Ahmad et al., (2017)** who conducted a study about "Trust in management, communication and organizational commitment: Factors influencing readiness for change management in organization" who indicated that the highest mean of factors were related to supervision readiness for change and the lowest mean were related to communicational readiness for change. Also this results supported by **Kirrane et al., (2017**) who conducted a study about "Linking perceived management support with employees' readiness for change: The mediating role of psychological capital" and stated that the highest mean of supervisor support for organizational change and the lowest mean were related to communication among employee.

The present study clarified that, the most of nurses had high level of innovative work behaviors, while the lowest percent of nurses had moderate levels of innovative work behaviors. This result might due to attribute to that the nurses showed that the innovative work behaviors is essential for reliable, advanced and affordable quality health care services and innovative work behaviors become the base of growth and improve the effectiveness of treatment, increase motivation in work and environment, increase support from nurse managers and increase awareness of nurse managers to the needs of their nurses and hospital gives their nurses a space of freedom for innovation.

This result is in the same line with K**amel & Aref, (2017)**, who conducted a study, about "The perception of nurses about organizational culture and its relation to

innovative work behaviors" and pointed out that half of nurses had a highly level of innovative work behaviors. Additionally **Abd El Muksoud et al., (2022)** who conducted a study about "leadership behaviors and innovative work behaviors among nurses Belbeis general hospital" and stated that, less than two fifths of nurses had a high level of innovative work behaviors.

Moreover, **El-Sayed et al., (2017)** who conducted a study, about "The Relationship between workforce Agility and Staff Nurses Innovative Work Behavior at Critical Care Units" revealed that staff nurses had high level of innovative work behavior.

The forgoing finding of the present study showed that, the highest mean score of nurses were related to involving other dimension while the lowest mean score of nurses were related to idea generation dimension. This result might be due to when staff nurses had new ideas they involve others to assist them to develop it and helps them implementation of innovative ideas and availability of resources that help them .

This result agreed with **Afsar et al., (2018)** who conducted a study about "Do nurses display innovative work behavior when their values match with hospitals' values?" and reported that the highest innovative dimensions among studied nurses were related to involving others and the lowest mean were related idea generation. Additionally **El-Sayed et al., (2017)** who indicate that the highest mean score was related to involving other ,while the lowest mean score was related implementing starting activities.

The current study demonstrated that, there was highly statistically significant positive correlation between total factors associated with nurses' readiness for

organizational change and innovative work behaviors. This result might be due to innovating and improving health care organization, change is required to reach safety, timeliness, effectiveness, efficiency, equity, and patient centeredness.

This result was in same line with **Aboobaker et al., (2022)** who conducted a study about" Workplace spirituality and employees' readiness for change as precursors to innovative work behavior: An empirical examination" and stated that there was positive correlation between participants readiness for organizational change and their innovative work behaviors.

Conclusion:

The most of the studied nurses had high level of factor associated with nurses' readiness for organizational change and had high level of innovative work behaviors. The highest factors for organizational change were supervision readiness for change, followed by cognitive readiness for change, while the lowest the lowest factors were communicational readiness for change. Moreover, there was highly statistically significant positive correlation between total factors associated with nurses' readiness for organizational change and innovative work behaviors.

Recommendations:

- Providing access to support to their nurses by providing rewards for an innovative jobs, job flexibility as well as opportunities to participate in decision making and problem solving, which give them feeling of being empowered.
- Directing efforts toward creating opportunities for nurses to learn and grow and enhance teamwork through collaboration between health team members as well as creation of

autonomous work practice to improve organizational change.

- Fostering and encourage innovation as a work necessity and include innovation-related training opportunities in nursing to facilitate organizational change.
- Replication of the study on a larger probability sample is highly recommended to achieve generalizable results.

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فعالية العوامل المرتبطة باستعداد الممرضين للتغيير التنظيمي وعلاقته بسلوك العمل الإبداعية

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يعتبر التغيير التنظيمى والايداع أمرا ضروريا لتطوير مؤسسة الرعاية الصحية. لذا فإن تقيم العوامل المرتبطة بأستعداد الممرضين للتغير التنظيمي وعلاقتة بسلوك العوامل الإبداعية تخلق بيئة عمل تزيد من التكيف والتعامل مع التحديات الحديثة وتزيد من إبداعهم في العمل. لذلك هدفت الدراسة لتقييم العوامل المرتبطة باستعداد الممرضين للتغيير التنظيمي وعلاقته بسلوك العمل الإبداعية. وتم استخدام تصميم وصفي ارتباطي لإجراء هذه الدراسة. وقد أجريت هذه الدراسة في الوحدات الداخلية بأقسام الباطنه والجراحه في مستشفي بنها الجامعية. تكونت عينة الدراسة من ٣٢٠ ممرضة يعملون في البيئة المذكورة أعلاه. واظهرت النتائج بأنه كانت الغالبية العظمي (٩٠,٠٪) من الممرضين لديهم مستوى عالٍ من الإستعداد للتغيير التنظيمي والأقليه منهم (١,٦٪) لديهم مستوي اقل من الإستعداد للتغيير التنظيمي. بالإضافة إلى أن كان معظم الممرضين (٩١,٦٪) لديهم مستوى عالٍ من سلوكيات العمل الإبداعية. حين أن (٨,٤٪) من الممرضين لديهم مستويات معتدلة من سلوكيات العمل الأبداعية. كما يوجد ارتباط إيجابى ذو دلالة إحصائية عالية بين مجموع العوامل المرتبطة باستعداد الممرضين للتغيير التنظيمي وسلوكيات العمل الإبداعية. وتوصى الدراسة بتوجيه الجهود لخلق الفرص للممرضين للتعليم وتعزيز العمل الجماعى وذلك من خلال التعاون بين أعضاء الفريق الصحى بجانب ممارسة العمل المستقل لتحسين التغيير التنظيمى.