Kaunas University of Technology

School of Economics and Business

The Role of Transformational Leadership in Employees' Engagement in Innovative Activities

Master's Final Degree Project

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Kaunas University of Technology

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Summary

Last decades and especially last year, the business environment is facing complexity, global rivalry, instability, and unpredictability globally. The development in an increasingly complex and fast-changing environment in times of uncertainty makes the role of innovations in organizations crucial. Economic development is measured by the organizational potential to respond quickly and effectively to market changes through the implementation of innovations. In this context, organizations need to manage innovations in the most efficient way to find new possibilities in the market and adopt new ways of activities, to adopt technologies, to manage reskilling, upskilling, and constant learning of teams. This raises the question of employee engagement as organizations need people to go over their formal roles, invest their energy and full attention in innovative solutions, and achieving the common goals in the shortest possible time to reach the competitive advantage.

Organizations need to find ways to create an innovative environment and use the potential of employees' engagement. The role of transformational leadership is going to be researched to make an impact on employees' engagement during innovative activities.

Relevance of the work

- Organizations require tools to deal with the increasing necessity of rapid changes in the global business environment, to ensure the effectiveness of their business and further development, to adapt to changes. The engagement of all organization is essential during the innovation activities to ensure the smoothness and efficiency of the process. The leadership and efficient management of the innovation process with the highest rate of organizational engagement become one of the most critical criteria of competitive advantage and key to future business success.

- Empirical literature shows the importance of transformational leadership to encourage and motivate employees, with the purpose to reach common goals with the help of the highest organizational engagement. Transformational leadership aims to transform activities and reach the best results with limited resources during the shortest possible term.

- VUCA (vulnerability uncertainty complexity agility) - from strategic thinking towards scenario building, the increasing role of dynamic capabilities (Teece D., 2007), and transformational leadership as a key tool to activate them.

- The goals of the World Health Organization include improving the health and well-being of populations, co-operation between different professionals, engagement of patients in

treatment processes, as well as "accelerating the uptake of new knowledge and innovation through leadership" (World Health Organization, 2020).

Research Question

- What is the role of transformational leadership for employees' engagement in innovation activities?

Aim of Research:

- The research aims at establishing conceptual and empirical relationships between transformational leadership and employee engagement in innovation activities

Object of Research

- Transformational leadership role for innovations.

Objectives of Research:

1. Establish a conceptual link between transformational leadership, employees' engagement, and innovation activities.

2. Provide a conceptual model for facilitation of employees' engagement in innovation activities with transformational leadership according to extracted criteria of transformational leadership, employees' engagement, and innovative activities.

3. Based on the empirical case study develop a methodology and provide peculiarity of transformational leadership impact on employees engagement in innovative activities.

4. Based on the empirical studies provide conclusions and recommendations for transformational leadership execution for employees engagement in innovative activities.

Methodology Research

Comparative narrative literature review, including theoretical study based on 60 literature sources, representing fields of leadership, employees' engagement, and innovating activities, has resulted in extraction of components.

Based on the theory analysis, the methodology of the Role of Transformational Leadership in Employees Engagement in Innovative Activities based on the qualitative case study of KIC Clinic was constructed. The anonymous qualitative questionnaire and qualitative interviews have been used. The questionnaire includes closed scale evaluation questions and narrative open questions, 3 variables, and 37 indicators. 20 answers were received.

The additional deepening semi-structural qualitative interviews were completed with 8 interviewers with an average time of 30 minutes within a week after the results of the qualitative questionnaire.

The conceptual model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the links between transformational leadership, employee engagement, and innovative activities, and becomes the empirical foundation to create a methodology for the study

case of KIC clinic and provide peculiarity of transformational leadership impact in employees engagement in innovative activities.

It is important to develop an understanding of why and how employees see the organization and how they feel in it, to implement policies growing employees' engagement, and create an environment when the employees develop the skills to put extra effort into everything they do and support the development of innovative activities.

The team development, for the growth of collaboration, communication, sharing information, supporting, and encourage each other is crucial. The effectively performing team gets involved in innovative activities, including teamwork, process management, knowledge management, and constant development. The importance of employees and team engagement was confirmed by the results of the case study in KIC.

The integrated model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the importance for the leader to grow employees' engagement to form a high-performing team, able to develop organization processes, and actively participate in innovation activities.

The impact of transformational leadership, level of employees' engagement, awareness, and support of innovating activities should be constantly measured with the help of questionnaires. The research should be expanded for the evaluation of the team performing.

The case study consists of 76 pages, 41 figures, 2 tables, 62 literature sources, 3 appendixes.

Gerda Asipavičienė. Transformacinės lyderystės vaidmuo įgalinant darbuotojus įsitraukti į inovacines veiklas. Magistro baigiamasis projektas / vadovė prof. dr. Monika Petraitė; Kauno technologijos universitetas, Ekonomikos ir verslo fakultetas.

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Reikšminiai žodžiai: lyderystė, darbuotojų įsitraukimas, inovacinės veiklos

Kaunas, 2021. 76 p.

Santrauka

Paskutiniais dešimtmečiais, o ypač paskutiniais metais, verslo aplinka išsiskiria kompleksiškumo, pasauline konkurencija, nestabilumu ir nenuspėjamumu. Ekonominis organizacijos vystymasis vertinamas organizacijos potencialu greitai ir efektyviai inovacijų diegimu reaguoti į pokyčius rinkoje. Šiame kontekste organizacijos privalo valdyti inovacijas sefektyviausiu būdu, ieškoti naujų galimybių ir prie rinkos poreikių derinti naujus veiklos būdus, pritaikyti technologijas, valdyti persikvalifikavimą, ir nuolatinių komandų mokymąsi. Tai kelia darbuotojų įsitraukimo klausimą, nes organizacijoms reikia žmonių, kurie peržengia formalias pareigybių ribas ir, sukurti konkurencinį pranašumą, visą savo dėmesį bei energiją skiria inovatyvių sprendimų paieškai ir bendrų tikslų įgyvendinimui per trumpiausią laiką.

Organizacijosm būtina rasti būdus inovatyviai aplinkai sukurti ir darbuotojų įsitraukimo potencialui išnaudoti. Darbe tiriamaa transformacinės lydersytės vaidmuo, siekiant darbuotojus įtraukti į inovacines veiklas.

Temos aktualumas

- Organizacijoms reikalingi rankiai, greitam pokyčių įgyvendinimui, siekiant užtikrinti verslo efektyvumą ir adaptuotis prie kintančios pasaulinės verslo aplinkos. Siekiant sklandžių ir efektyvių procesų užtikrinimo, ypatinga svarba tenka visos organizacijos įsitraukimui. Lyderystė ir inovacijos procesų efktyvus valdymas aukščiausiu organizacijos įsitraukimo lygiu tampa vienu svarbiausių konkurencingumo užtikrinimo ir organizacijos tvarumo kriterijumi.

- Mokslinė literatūra patvirtina transformacinės lyderystės svarbą skatinant ir motyvuojant darbuotojus bei išnaudojant organizacijos įsitraukimą siekiant bendrų organizacijos tikslų. Transformacinės lyderystės metodais siekiama keisti organizacijos procesus bei veiklas ir su ribotais resursais per trumpiausią laiką pasiekti geriausių rezultatų.

- VUCA (pažeidžiamumas, nežinomybė, kompleksiškumas, judrumas) – perėjimas nuo strateginio planavimo link scenarijų kūrimo, teikia vis didesnę reikšmę galimybėms kisti (Teece D., 2007), kai transformacinė lyderystė tampa pagrindiniu aktyvavimo kriterijumi.

- Pasaulio sveikatos organizacija (2020) į tikslus įtraukia žmonijos sveikatos ir gerovės gerinimą, skirtingų sričių profesionalų bendradarbiavimą, pacientų įtraukimą į gydymo procesą ir naujų žinių adaptavimą inovacijų diegimui per lyderystę.

Darbo klausimas

- Koks transformacinės lyderystės vaidmuo įgalinant darbuotojus įsitraukti į inovatyvias veiklas?

Darbo tikslas

- Nustatyti konceptualiasias ir mokslines sąsajas tarp transformacinės lyderystės ir darbuotojų įsitraukimo į inovatyvias veiklas.

Darbo objektas

- Transformacinės lyderystės vaidmuo inovacijoms.

Darbo objektai

1. Nustatyti konceptualųjų ryšį tarp transformacinės lyderystės, darbuotojų įsitraukimo ir inovacinių veiklų.

2. Sukurti darbuotojų įgalinimo įsitraukiant į inovatyvias veiklas transformacinės lyderystės metodais konceptualųjį modelį, remiantis nustatytais transformacinės lyderystės, darbuotojų įsitraukimo ir inovatyvių veiklų kriterijais.

3. Remiantis atvejo tyrimu, išvystyti metodologiją, ir išskirti transformacinės lyderystės vaidmens įgalinant darbuotojus įsitraukti į inovatyvias veiklas išskirtinumą.

4. Remiantis atvejo tyrimu, pateikti išvadas ir rekomendacijas transformacinės lyderystės panaudojimui įtraukiant darbuotojus į inovatyvias veiklas.

Tyrimo metodologija

Remiantis atlikta palyginamąja literatūros analize, apimančia lyderystės, darbuotojų įsitraukimo ir inovacinių veiklų temas 60 šaltinių, išskirti transformacinės lyderystės, darbuotojų įsitraukimo ir inovacinių veiklų komponentai.

Remiantis teorijos analize, buvo sukonstruota Transformacinės lyderystės vaidmens įgalinant darbuotojus įsitraukti į inovacines veiklas KIC klinikos atveju, metodologija. Tyrimui buvo naudota anoniminė kokybinė apklausa ir pusiau struktūruoti kokybiniai interviu. Anketa susidėjo iš 3 kintamųjų, 37 indikatorių, uždarų ir atvirų klausimų. Buvo išsiųsta 20 anketų, gauta 20 atsakymų. Pagilinamųjų interviu metu apklausti 8 asmenys. Vidutiniškai vienas interviu truko 30 min.

Sukurtas konceptualusis Transformacinės lyderystės įgalinant darbuotojus įsitraukti į inovatyvias veiklas modelis nurodantis ryšius tarp transformacinės lyderystės, darbuotojų įsitraukimo ir inovatyvių veiklų tapo moksliniu pagrindu metodologijai KIC klinikos atvejo tyrimui sukurti ir transformacijnės lyderystės išskirtinumui įvardinti.

Remiantis atliktu tyrimu, svarbu įsivardinti kodėl ir kaip darbuotojai mato organizaciją, kaip joje jaučiasi bei diegti politiką, skatinančią darbuotojų įsitraukimą, kurti aplinką, kurioje ugdomi darbuotojų įpročiai skirti papildomai pastangų ir padaryti daugiau visose atliekamose veiklose ir palaikyti aktyviai prisidėti vystant inovatyvias veiklas.

Komandos vystymas, siekinat glaudesnio bendradarbiavimo, komunikacijos, keitimosi informacija, palaikymo ir padrąsinimo, yra ypač savrbus. Efektyviai veikianti komanda įsitraukia į inovatyvias

veiklas, įskaitant komandinį darbą, procesų valdymą, žinių valdymą ir nuolatinį tobulėjimą. KIC atvejų tyrimo rezultatai patvirtino darbuotojų ir komandos įsitraukimo svarbą.

Integruotas Transformacinės lyderystės vaidmens įgalinant darbuotojus įsitraukti į inovatyvias veiklas modelis patvirtina lyderio vaidmens svarbą didinant darbuotojų įsitraukimo lygį formuojant efektyviai veikiančią komandą, siekiančią tobulinti organizacijos procesus ir aktyviai dalyvauti inovatyviose veiklose.

Transformacinės lyderystės poveikis, darbuotojų įsitraukimo lygis, inovatyvių veiklų suvokimo ir palaikymo lygis turi būti nuolat matuojamas naudojant tyrimo metodologiją. Tyrimą rekomenduojama praplėsti komandos darbo efektyvumo vertinimu.

Darbą sudaro 76 puslapiai, 41 paveikslas, 2 lentelės, 62 literatūros šaltinių, 3 priedai.

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List of Definitions

Definition	Description, source
Transformational Leadership	• a vision-focused leadership that uses behavior to express a vision positively and encourages followers to achieve goals aligned with the vision by modeling ways to solve problems creatively, showing concern for followers' individual needs, and providing rewards when goals are achieved. (Balwant, 2019) • a process of engendering motivation and commitment, creating a vision for transforming the performance of the organization, and appealing to the higher ideals and values of followers (Mullins, 2016) • based on the objective of transforming the performance or fortunes of a business. The emphasis is on generating a vision for the organization ad the leader's ability to appeal to the values of the followers in attempting to create a feeling of justice, loyalty, and trust. (Mullins, 2016) • a style of leadership that promotes the collective interest of employees, helping them to reach collective goals. (García-Morales et al., 2012)
Employees Engagement	• comprising vigor (energy and mental resilience in work), dedication (high involvement and enthusiasm in work) and absorption (full concentration in work) has arguably become the most prevalent Schaufeli et al (2002) • a two-dimensional construct comprising attention (the cognitions and time spent thinking about one's role at work) and absorption (the intensity of one's focus on one's role at work) (Rothbard, 2001) • employees being physically, cognitively, and emotionally involved in their work roles. (Kahn, 1990) • sense of purpose on the job, as evidenced by their expression of dedication, persistence, effort, and overall attachment to the organization and its mission and vision (Smith, 2020) • individual's psychological bond to the organization including a sense of job involvement, loyalty and a belief in the value of the organization (Mullins, 2016)
Organizational Innovation	• a process through which new ideas, objects, and practices are created, developed, or reinvented, and which are new for the unit introducing that innovation (Walker 2008). • a change in policy or management practice that leads to a lasting improvement in the level of service or quantity or quality of output by an organization. (Bartos, 2003, p. 10) • a process from ideas to the successful implementation of these, which makes a substantial difference to an organization's understanding of the needs it is addressing and the services it delivers." (Lewis et al. 2018) • a new idea implementation for product improvement and a new organizational process or method applies in organizations, groups, workplaces, and operations (Mortensen, 2005)

Innovative work behavior	• the intentional generation, promotion, and realization of new ideas within a work role, workgroup or organization, to benefit the role performance, the group or the organization' (Janssen 2003: 348).
Innovative Organizations	• an environment of innovative behavior and collaboration reached with teamwork and culture that encourage innovations (Gonzales, 2018) • organizations, that transform ideas into new/improved products, service or processes, to advance, compete and differentiate themselves successfully in their marketplace through the multi-stage process (Baregheh, 2009)
Health Innovation	• Health innovation is to develop and deliver new or improved health policies, systems, products and technologies, and services and delivery methods that improve people's health (WHO, 2021)

Introduction

Last decades and especially last year, the business environment is facing complexity, global rivalry, instability, and unpredictability globally. The development in an increasingly complex and fast-changing environment in times of uncertainty makes the role of innovations in organizations crucial. Economic development is measured by the organizational potential to respond quickly and effectively to market changes through the implementation of innovations. In this context, organizations need to manage innovations in the most efficient way to find new possibilities in the market and adopt new ways of activities, to adopt technologies, to manage reskilling, upskilling, and constant learning of teams. This raises the question of employee engagement as organizations to need people to go over their formal roles, invest their energy and full attention in innovative solutions, and achieving the common goals in the shortest possible time to reach the competitive advantage.

Organizations need to find ways to create an innovative environment and use the potential of employees' engagement. The role of transformational leadership is going to be researched to make an impact on employees' engagement during innovative activities.

Relevance of the work

- Increasing international competition and rapid changes in the global business environment related to globalization, digitalization, information management, technology development, generations coming, and other daily challenges impact organizations and their activities. The only way for organizations to ensure the effectiveness of their business and further development, to adapt to changes rapidly and implement innovations successfully. However, organizations require tools to deal with these challenges of the modern world.

- The engagement of all organization is essential during the innovation activities to ensure the smoothness and efficiency of the process. The leadership and efficient management of the innovation process with the highest rate of organizational engagement become one of the most critical criteria of competitive advantage and key to future business sustainability.

- Literature shows the importance of transformational leadership to encourage and motivate employees, with the purpose to reach common goals with the help of the highest organizational engagement that is essential for successful innovation activities. Transformational leadership aims to transform activities and reach the best results with limited resources during the shortest possible term.

- VUCA (vulnerability uncertainty complexity agility) - from strategic thinking towards scenario building, the increasing role of dynamic capabilities (Teece D., 2007), and transformational leadership as a key tool to activate them.

- The goals of the World Health Organization include improving the health and well-being of populations, cooperation between different professionals, engagement of patients in treatment processes, as well as "accelerating the uptake of new knowledge and innovation through leadership" (World Health Organization, 2020). However, the leading of innovative activities in health care organizations is not well researched.

Research Question

- What is the role of transformational leadership for employees' engagement in innovation activities?

Aim of Research:

- The research aims at establishing conceptual and empirical relationships between transformational leadership and employee engagement in innovation activities

Object of Research

- Transformational leadership role for innovations.

Objectives of Research:

5. Establish a conceptual link between transformational leadership, employees' engagement, and innovation activities.

6. Provide a conceptual model for facilitation of employees' engagement in innovation activities with transformational leadership according to extracted criteria of transformational leadership, employees engagement, and innovative activities.

7. Based on the empirical case study develop a methodology and provide peculiarity of transformational leadership impact on employees engagement in innovative activities.

8. Based on the empirical studies provide conclusions and recommendations for transformational leadership execution for employees engagement in innovative activities.

Methodology Research

Comparative narrative literature review, including theoretical study based on 60 literature sources, representing fields of leadership, employees' engagement, and innovating activities, has resulted in extraction of components.

Transformational leadership was analyzed according to the extracted components of clear vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. The indicators of meaning, relations, progress, and results were evaluated as consequences of transformational leadership for employees' engagement. The components of vigor, dedication, and absorption were extracted for employees' engagement. Innovative environment, connections, development, and effectiveness were extracted as causes of employees' engagement making the impact for innovating activities. The components of innovating behavior, constant learning, knowledge management, and innovation process management were extracted as criteria for innovating activities. All extracted elements were merged to the conceptual model of Transformational Leadership in Employees Engagement in Innovating Activities.

Based on the theory analysis, the methodology of the Role of Transformational Leadership in Employees Engagement in Innovative Activities based on the qualitative case study of KIC Clinic was constructed.

The qualitative questionnaire and qualitative interviews have been used. The qualitative questionnaire includes closed scale evaluation questions and narrative open questions, 3 variables, and 37 indicators.

The anonymous questionnaire has been created in google forms and the letter with a link was sent to 20 employees. The questionnaires with answers were received within one week, filled by all 20 respondents.

The additional deepening semi-structural qualitative interviews were completed with 8 interviewers with an average time of 30 minutes within a week after the results of the qualitative questionnaire. The interviews were not recorded, concerning general data protection regulations (personal employees' data and patients' data), and commercial secrets regulations. The researcher's notes have been taken.

Core Findings of Empirical Study

The following theoretical, methodological, and empirical conclusions and recommendations based on theoretical and empirical analysis of the case study in KIC clinic have been formulated:

- The conceptual model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the links between transformational leadership, employee engagement, and innovative activities, and becomes the empirical foundation to create a methodology for the study case of KIC clinic and provide peculiarity of transformational leadership impact in employees engagement in innovative activities.
- The personal recognition, emotional support, and encouragement to develop were mentioned as the elements of transformational leadership, that make the biggest impact on employees' engagement in KIC study case.
- It is important to develop an understanding of why and how employees see the organization and how they feel in it, to implement policies growing employees' engagement, and create an environment when the employees develop the skills to put extra effort into everything they do and support the development of innovative activities.
- The team development, for the growth of collaboration, communication, sharing information, supporting, and encourage each other is crucial. The effectively performing team gets involved in innovative activities, including teamwork, process management, knowledge management, and constant development. The importance of transformational leadership role for the employees and team engagement was confirmed by the results of a case study in KIC.
- The integrated model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the importance for the leader to grow employees' engagement to form a high-performing team, able to develop organizational processes, and actively participate in innovation activities.
- The impact of transformational leadership, level of employees' engagement, awareness, and support of innovating activities should be constantly measured with the help of created methodology. The research should be expanded for the evaluation of the team performing.

The case study consists of 101 pages, 41 figures, 2 tables, 60 literature sources, 3 appendixes.

1. Research Problem Analysis

Increasing competitiveness and rapid changes in the global business environment related to globalization, digitalization, information management, generations coming, and other daily challenges impact organizations. The global pandemic of COVID-19 has made a multilateral impact on the global business environment including demand for quick adaptation to new business conditions, quick decisions and innovations, online work, and implementations of new business models. Changes usually generate stress, discomfort, and anxiety and reduce trust, creativity, and initiative.

Before the global pandemic situation related to COVID-19, the largest disruptions worldwide involved changes in technologies and the expansion of networks globally. The physical dimension of work, limits for connections, and direct communication were impacted for the first time in history worldwide. The organizations have met the challenge to deal with new requirements for safety and new limits related to restrictions to travel and to communicate personally. The new services had to be implemented and new methods of communication and work had to be invented.

COVID-19 led to faster adoption of artificial intelligence and the development of remote services, especially in work areas with a high demand for physical contact. E-commerce and other types of virtual services such as telemedicine, online consultations, and observations with the help of robots have been implemented. The demand for innovations related to the safety of staff and patients in the health care sphere, grew worldwide with forecast to continue for the future, even the economies will reopen.

The demand for effective leadership including team management and employee engagement has raised. Organizations need to create a safe environment to protect and care for their employees' health as well as find the most effective ways to create the most suitable environment for innovative activities, engagement of employees in their roles and setting challenging goals.

Numerous research has been made to analyze the style and impact of leadership during the time before the global crises related to pandemic. During the period of uncertainty, and the inevitable demand for constant changes, the analysis of leadership, capable to engage employees and encourage innovative activities has increased markedly.

The questions arise how to use the experience of pandemia situation for the constant development of organizations. The question of personal skills development stands versus the question of the changes of the organizational mindset. The leaders of organizations have to adapt to uncertainty and different types of constantly changing circumstances, the global market is fast-changing and volatile.

Leadership for researchers as well as practitioners is often one of the criteria to analyze the organizational activity to find the most effective way of organization to lead and ensure long-term results. Transformational leadership is related to transforming the performance of organizations with the purpose to ensure development and creating value. This is the reason why transformational leadership theory is widely researched by scientists.

Transformational leadership is related to communicating of clear vision, support of employees, and encouragement for the development, initiative, responsibility for the decisions. These criteria became essential in the context of the global pandemia and future trends of business management.

The engagement of all organizations is essential during the innovation activities to ensure the smoothness and efficiency of the process. The leadership and efficient management of the innovation process with the highest rate of organizational engagement become one of the most critical criteria of competitive advantage.

Researches show the cost of disengaged employees. Singh (2019) stated that in the United States employees who are checked-out or disengaged, cost the U.S. economy more than $605 billion through the loss of productivity and performance.

These factors show the importance of transformational leadership to reach the highest organizational engagement that is essential for successful innovation activities to reach the best results with limited resources during the shortest term.

The literature overview shows that over the last few decades, business management models and principles have begun to go away from the competitive or punishment and reward principles adapting coaching and conscious models that support and encourage people, to engage them in organizational activities. The role of leadership has increased as researchers indicate the importance of the ability to focus on the particular requirements of each employee and create the organizational system to take advantage of the full potential of the organization. Organizations have to transform and, successful transformation depends crucially on whether a company's leaders have the right mindset and skills." (Wagner, 2020)

Dewar (2021) argues that after global pandemia organizations need different kinds of leadership. Modern leadership is related to long-lasting transformations, care of people, taking responsibility, and enabling them to show initiative, develop and make decisions. The goal of leadership is related to help to prepare to deal with the uncertainty of any situations global changes may bring.

The challenges of leadership to deal with issues of health, safety, the confidence of staff, and satisfaction of customers and to hold focus on the development of organization become a question for researchers and practicians. The necessity for remote work has created the challenge to manage time management, process management, and to keep connections between team members and customers.

The global coronavirus pandemic beginning from 2020 has impacted healthcare organizations to look for new ways of acting to ensure safety and control the pandemic. The safety of healthcare staff and patients became crucial with the need of limiting social contacts, minimizing the risk for diagnostics and treatment. Besides this and necessity to increase the safety of the healthcare staff impacted global innovation related with expanding range of online consultations and services, implementing digital assistants.

The radical transformations are going to be seen worldwide in the healthcare system, including public and private sectors to ensure sustainability, grow effectiveness, and ensure high quality of personalized care. The World Economic Forum (2020) formulates the following future goals in supporting stakeholders in the global healthcare system: 1. innovating new models of collaboration/partnership dealing with challenges, 2. raising awareness, building shared understanding, and initiate collective actions transforming the healthcare system.

Health innovations mustn't be related to the development of any product, services, or technologies. The holistic approach to all systems is crucial (Graham, 2020), engaging all staff as well as patients in the innovation process and avoiding the risk that one change would negatively impact any other parts of the system. The fast-changing environment creates the necessity for leaders to develop teams and encourage employees to engage in innovation processes exploring and rethinking their jobs and roles, growing safety, and avoiding any negative consequences of the change.

The change and innovation process usually takes time. Despite leadership in healthcare and quality improvement has been analyzed within recent decades, "this year, the year of the COVID-19 pandemic, is a time when leadership and a focus on quality have been brought into sharp relief" (Graham, 2020). Leaders met a real challenge to control the quality and safety process, organize learning and reach the highest results within the shortest possible time in the response to the COVID-19 pandemic.

The literature analyses the changing competencies of leadership and management, the importance of physical and emotional staff well-being (World Economic Forum, 2020), the necessity of constant development of systems and processes, transparency about goals, results, progress, collaborating on new conditions, the necessity of new ways of thinking (Graham, 2020).

The skill of listening to patients in the healthcare organizations expands to the necessity of listening to the staff and staff engagement to deal with urgent situations and ensure sustained and continuous innovations.

Healthcare organizations are made to balance safety and innovations, modern and evidence-based medicine, standardization and new thinking solutions, safety, and creativity. The staff is responsible to provide safe services, but progress and innovations require adapting creativity and risk-taking (Detzner, 2020).

The necessity to encourage new solutions is crucial and a positive effect was noticed during the COVID-19 pandemic. The situation led to the continuous development of healthcare processes worldwide. The leaders and teams were supposed to learn and innovate from the necessity, modify services and processes at speed, and adapt the way of thinking concerning new requirements and situations.

Empirical literature argues the growing crises of disengaged health care system staff. "Although the issue broadly affects all physicians, with higher percentages of "dissatisfied or burned out" (Gray et al, 2020). Stress, high level of responsibility, the pace of work, emotional well-being, balance between care about patients, and necessity to reach commercial goals are just a few elements of disengagement and dissatisfaction, indicated in empirical researches that leaders of health care organizations should deal with. These elements impact the resistance to changes and "efforts are needed to encourage physicians to come forward and lead rather than resist health system transformation" (Gray et al, 2020).

Robbins (2020) argues that "healthcare organizations should evaluate individual nurse managers on units to promote transformational leadership qualities" to increase staff satisfaction, patient satisfaction and ensure the constant development of organizations. However, empirical researchers point to the importance of the development of criteria for the measurement of transformational leadership.

Transformational leadership help to improve organizational performance by encouraging idea generation and solution-focused view, the constant development of organizational processes, and efficiency in innovative activities. These activities empower organizations to substitute inefficient practices, to manage knowledge inside organizations, and to develop best practices and processes, leading to more effective performance. The development of new production and managerial skills or the use of new possibilities in the market is key to involving employees' skills, exploiting their knowledge, and managing teamwork, where the advantages of transformational leadership should be used.

Despite innovative activities impacted by transformational leadership style, the criteria of employee engagement become an important question. The empirical researches of Breevaart (2018) with schoolteachers, Tims, Bakker, and Xanthopoulou (2011) in the organization, Lai F. (2020) in medical institutions, and others confirm the direct relations between transformational leadership and employee engagement. Although the results of these studies demonstrated that transformational leadership and employee engagement are crucial for innovating organizations and they may be positively related to desirable organizational and individual outcomes.

However, little research has explicitly examined the construct validity and conceptual relations between employee engagement in innovative activities through the role of transformational leadership. And this question has not been well researched in the healthcare sphere.

The empirical case studies of healthcare organizations (Prince (2019), Graham (2020), Robbins (2020)) support evidence of the impact of leadership on employees' engagement, which is crucial for the timely innovations, positive outcomes, and sustainability of organizations.

The study of empirical literature of the recent years and current situation confirms the need for the deeper study of the role of transformational leadership in employees' engagement in innovative activities.

World Health Organization (2020) figures out that despite challenges of the global business environment, the challenges of the health care organizations are extremely difficult to solve because of their complexity and rapidly changing requirements related to fast development, customers' expectations, and health safety of patients and employees.

The changes in the health care system are usually linked with many relations like commitments of medical personnel, the responsibility to the patient, innovating, as well as business development. The goals of the World Health Organization include improving the health and well-being of populations, cooperation between different professionals, engagement of patients in treatment processes, as well as "accelerating the uptake of new knowledge and innovation through leadership" (World Health Organization, 2020).

KIC clinic was established in 2008 and specializes in dental, oral, and maxillofacial services. The role of innovations and leadership is essential in the clinic to use the full potential of employees, encourage them for constant development and active participation in innovative activities. The high retention, loyalty, and commitment of employees are highly valued. The values of KIC clinic involve constant development, implementation of the newest treatment methods in the daily procedures, the satisfaction of customers, and trust between KIC team-members, and KIC staff and customers.

The clinic was affected by the pandemic situation and has managed to deal with changes related to the adoption of new requirements within the short time for adaptation that requires effective leadership and communication. The innovations become even more crucial than it was before the time of pandemia. The coronavirus pandemic has made an essential impact on the dental care profession, and dentists are evaluated as the ones, who have a high risk of transmission.

The challenges that healthcare organizations have met during a time of global pandemia: 1. Equipment and training of staff for safe work. 2. The management and evaluation of patients to ensure safety. 3. The additional requirements for disinfection of premises. 4. Time and process management, impacted by new requirements. 5. Identification of potential risk and control. 6. Cost-efficiency management. 7. Implementation of online jobs and services.

The priorities for the development of health care services, including dental services: 1. Safety of patients and staff. 2. Development and adaptation of online services 3. Implementation of a holistic approach, including the collaboration of different types of specialists 4. Communication of values, vision, and strategies 5. Engagement of patients into the treatment processes 6. Engagement of staff in organization's development. 7. Communication of values, vision, and strategies 8. Support for initiative and decision-making to deal with unexpected situations.

KIC clinic has managed changes by adapting processes, related to additional requirements of staff and patients' safety, patients' flow management, changes of procedures time, and work schedules. The risk scenario points out the concept to increase customer satisfaction, ensure the safety of staff and patients, and reduce as much as possible the aerosols, droplets, and contacts become a priority of the current and future time and the basis for the development of the services.

The implementation of online services becomes essential to ensure safety and services according to the guidelines of the World Health Organization. The assurance of further constant development of KIC clinic, to expand the business, range of services and ensure the growth of customer satisfaction, rises a question of constant personal development and full engagement of employees including the role of leadership.

However, the fatigue, stress level, level of personal responsibility, high risk of emotional tension, growing requirements from the customers in the sphere of health care, influence the high importance of leadership. The literature argues the impact of employees' engagement on the satisfaction of the job and advocating the organization. The balance between employees' engagement, emotional satisfaction, the development and achievement of committed results needs deeper analysis and extractions of criteria for the role of transformational leadership concerning the development of innovative activities.

Healthcare organizations globally look for the possibilities to begin as many services online as possible, to ensure customers' safety and satisfaction, ensure possibilities to involve customers in the treatment processes. The employees' engagement and personal leadership are discussed in the empirical literature.

The experience, related to the managing of the COVID-19 situation, became a great challenge and confirmed the importance of leadership and clear communication of values, priorities, direction, and clear communication with staff to reach the common goals within the shortest possible time.

The impact of employees' engagement and active participation seems to be the crucial element to ensure the effective management of innovative activities and ensure competitiveness in the market. The role of leadership and elements, that impacts the transformational changes, for the employees' engagement during the innovative activities is important to understand to ensure the best scenarios of KIC clinic strategy.

Based on these relevant changes and challenges of the global market and the lack of research in healthcare organizations, the role of transformational leadership and its relations with organizational engagement during innovation activities in health care organizations was chosen to be analyzed.

2. Establishing a conceptual link between transformational leadership, employees engagement, and innovative activities

2.1 Transformational Leadership Description and Components

Leadership is often one of the criteria to analyze the organizational activity to find the most effective way for the organization to function and ensure long-term strategy. Transformational leadership is related to transforming the performance of organizations with the purpose to ensure development and creating value. This is the reason why transformational leadership theory is widely researched by scientists especially in the current period of rapid changes.

The ideas of transformational leadership were first introduced by Bass (1985) based on the researches of Burns (1978). According to the theory, transformational leaders are role models (i.e., idealized influence) who inspire and motivate their followers' (i.e., inspirational motivation), are genuinely concerned with their followers' needs (i.e., individualized consideration), and encourage their followers to be creative (i.e., intellectual stimulation). (Breevaart, 2018)

Lamm (2020) according to the previously mentioned theory, defines transformational leadership as a vision-focused leader who uses behaviors to express a vision positively and encourages followers to achieve goals aligned with the vision by modeling ways to solve problems creatively, showing concern for followers' individual needs, and providing rewards when goals are achieved.

The focus of transformational leadership is on the process of transformation and change in organizations which becomes crucial living in the fast-changing environment as transformational leadership style can impact others' commitment to change and their level of effectiveness (Lamm, 2020). According to Lamm (2020) during the last few decades, the leadership literature focused on the theory of transformational leadership and its impact on organizational activity. The important role of transformational leadership is related to the ability to focus on the vision of the organization and encourage the organization to achieve the goals related to the vision, by modeling ways to solve problems creatively, showing concern for followers' individual needs, and providing rewards when goals are achieved (Balwant, 2019). This makes an impact for the transformation of organizational culture and innovations, motivation and commitment of employees, a feeling of loyalty, justice, equality, and trust, "creating a vision for transforming the performance of the organization and appealing to the higher ideals and values of followers" (Mullins, 2016).

Garcia-Morales et al (2012) describe transformational leadership style with the focus to reach collective goals and innovate using problem-solving tools by inspiration and encouragement, enhancing knowledge and learning, and promotion of the collective interest of employees.

The studies associate transformational leadership with individual skills of a leader, such as charisma, communication skills, ability to inspire, encourage (Bass and Avolio, 2000), as well as organizational engagement, including involvement of performing the role, including extra-role performance, the satisfaction of the role and organization (Breevaart 2018), organizational culture, including intellectual stimulation, trust and sharing the knowledge (Bass and Avolio, 2000), learning organization, job satisfaction and motivation (Breevaart, 2018), improving learning competencies and innovation (Afacan, et al., 2015), acquiring new knowledge, change commitment, the collective identity of the organization (Lamm, 2020).

Transformational leadership involves changing the values, goals, and aspirations of followers (Lamm, 2020) and creates an environment for long-term changes. The findings of the GLOBE study, described by Needle (2016), found two important peculiarities across 62 countries researched. First, the charismatic leadership. Second, communication of specific values, strategy, and "a vision of the organization and the ability to inspire confidence in followers" (Needle, 2016). The author argues, that transformational leadership especially fits in times of change and uncertainty, when the need for clear communication of the vision is important. This helps to grow meaning and purpose for employees, strengthens commitment for the organization, helps to overcome self-interest, and strengthens teamwork to reach common goals.

Moreover, researchers point the importance of knowledge management in enabling companies to obtain information from their environments and their stakeholders and transform it into knowledge. (Gonzalez, 2018)

Academic literature clearly states the undoubted benefits of transformational leadership for the solution of problems creatively, expressing of vision, encouraging to achieve goals (Balwant, 2019), engagement to their roles (Breevart, 2018), significantly boosting innovation performance (Zuraik et al, 2019), generating greater awareness how important is the purpose of the organization and common results, inducing followers to "transcendent their self-interests for the sake of the organization or the team, activating their higher-level needs" (Mullins, 2016).

To implement the benefits of transformational leadership, organizations should promote the existence and development of transformational managers' effective communication with people, recognition of their efforts, and support for ideas and encouragement for changes (Gonzalez, 2018). Mullins (2016) provides guidelines for the implementation of transformational leadership, such as 1. clear articulation of the vision, helping people understand the purpose, goals, and priorities of the organization, 2. Explaining the strategy, how the vision could be reached, 3. Acting confident and optimistic, focusing on solutions rather than obstacles, 4. Expressing confidence in followers, helping to grow confidence themselves, 5. Using symbolic actions, emphasizing key values, self-sacrifice, 6. Leading by example in daily actions and demonstrating consistency.

The organizational environment has to ensure the possibility for transformational leaders to be involved in improvement activities, measure and review improvement in processes, stimulate cooperation among members and strive to meet clients' and society's needs (Gonzalez, 2018).

In the rapidly changing global environment, the importance of the role of transformational leadership concerning organizational performance even increases. Transformational leadership increase possibilities to create the most appropriate environment for the quick adaptation of changes and implementation of innovations, achieving competitive advantages, that create synergy, initiate changes in the organization, and stimulate the organization to achieve the results towards its vision. With a help of charismatic and supportive behaviors, transformational leadership can convert long-term visions into short-term aims (Tyssen et al., 2013), and such leadership is empirically related to followers' performance at the team level (Wang, 2011). Besides this, transformational leadership behavior that could be described as, the process that includes components of caring, motivating, trusting and developing and how these behaviors affect a group of people and the achievement of common organizational goals" (Northouse, 2012) influences interpersonal relationship and impact organizational changes that are directly related with innovations.

Looking for the possibilities to evaluate transformational leadership, Rafferty and Griffin (2004) proposed five essential dimensions of it. First. The vision defines the idealized future of an organization. Second. Inspirational communication, which is used for the expression of positive messages within the organization. Third. Supportive Leadership, while showing concern for employees' individual needs. Fourth. Intellectual stimulation, with the purpose to challenge employees' to evaluate the status quo, encourage them to look for creative solutions. Fifth. Personal recognition to recognize the person's efforts for reaching goals related to the vision of the organization.

Despite the popularity of researches and declared importance of transformational leadership theory, critics and concern related to criteria for the evaluation of the transformational leadership has been raised. The academic literature has provided mixed evidence for the differentiation of the criteria of transformational leadership. The empirical evidence is reviewed in the part of the model constructed in this work.

The researches of transformational leadership could be found in various contexts, like business organizations, military or educational institutions, politics, and healthcare organizations.

2.2. Principles and components of Employees Engagement

The interest of researchers "in the concept of employee engagement has been growing in recent time, reinforced by pressures of economic recession" (Mullins, 2016). The employees' engagement and their feeling about the organization become a prime concern of developing companies trying to cut costs and to reach the highest result with the resources they have. However, De Vita (2013) states, that when the cost is cut down, the growth of an organization is possible by better efficiency, innovation, and quality of service, that depends on the willingness people to pull together and to go extra mile for the success of common results. According to Lai (2020), to reach, develop and maintain effectiveness, organizations must, "ensure that their employees are focused and invest their full energy into accomplishing tasks".

Employees' engagement is highly related to employee commitment for the organization and could be described as "individual's psychological bond to the organization including a sense of job involvement, loyalty and a belief in the value of the organization" (Mullins, 2016).

However, the concept of employees' engagement in literature is understood much more widely than any new politics of the organization and is related to values, culture, and leadership. The concept of employee engagement has been analyzed since 1990 by Kahn. The engagement could be defined as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full performances" (Kahn, 1990)

Kahn (1990) analyzed employee engagement in work activities through three dimensions, each individual is connected with: 1. physical (intensity of energy and efforts related with the work role), 2. emotional (activation of emotions like enthusiasm, excitement, etc.) and 3. cognitive (level of involvement in the role).

Schaufeli et al (2002) have figured out three dominant components of employee engagement: First, comprising vigor including energy and mental resilience in a job role. Second, dedication including

high involvement and enthusiasm. Third, absorption is total attentiveness in a job role. The development of employee engagement has become the object of constant development and evaluating interventions driven by key individual and organizational outcomes like effective management of business processes, the performance of employees, and organizational involvement in business activities. In the report to the government of the UK, Macleod, and Clarke, it was stated that improved performance and productivity, "cannot be achieved by mechanistic approach, which tries to extract discretionary effort by manipulating employees' commitment and emotions" (Mullins, 2016). However, engaged employees with initiative and satisfaction give discretionary effort and energy, and constant development becomes an integral part of their daily activity.

Researchers paid a great role in employee engagement in work activities analyzing the criteria of it and developing models for the evaluation and growth of employee engagement. Knight et al. (2017) indicated four types of employee engagement criteria: First. Personal resource building with a focus to increase personal skills (self-efficiency, resiliency, and optimism). Second. Job resource building with a focus to develop and use positive criteria of the work environment (social support, feedback, and developmental opportunities). Third. Leadership training with the focus to develop managers' leadership skills. Fourth. Health promotion with the focus on criteria that impact health (stress management, etc.).

The researchers confirm the impact of employee engagement on teamwork, customer satisfaction, growth, and sustainability of organizations. The organizations with higher employees' engagement rates are "known to perform better, enjoy high staff retention, sustain long-term success, display energy, productivity, and innovativeness and win regard as an attractive place to work" (Mullins, 2016). De Vita (2013) explains the virtuous circle of employee engagement and relations between engagement and the value it's created (fig. 1).

Fig 1. The Virtuous Circle of Employee Engagement acc. De Vita (2013)

De Vita extracts 6 criteria of an engaged employee, including the feeling of trust, value and empowerment, loyalty and motivation to go the extra mile, understanding the organization's mission, goals and having a clear view of their role in it. The engaged employees are also committed, personally involved, and become the advocates of the organization. The employees' engagement makes an impact for better business performance, high retention of the staff, ensures sustained and long-term success, creates attractive reputation, strong sense of purpose and identity, and have a high impact on innovative activities in organizations. To ensure the engagement of the employees and an engaging environment in the organization, De Vita extracts 8 conditions that have to be fulfilled. The leaders should know the value and communicate them, they have a responsibility to choose the right staff and attract them to the organization, fulfill the expectations of employees with their behavior, invoke a sense of community, involve and encourage employees to participate in all activities of the organization.

The Service-Profit Chain model, developed by James Heskett (2008), based on a meta-analysis of 339 research studies in 73 countries across 230 organizations, predicts that employee satisfaction, based on recognition, support, and involvement in organization's activities, leads to customer satisfaction, loyalty, and growth of the organization.
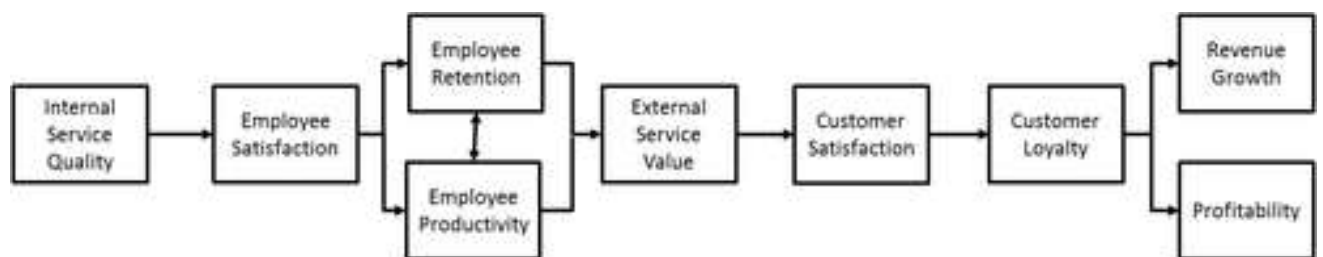
Fig 2. The service-profit chain by Heskett

The model shows the importance of strong internal service quality and engagement of employees that will lead to growth and profitability.

However, healthcare organizations are likely to be more complex, including the importance of healthcare staff and patients' safety, necessary treatment processes, and regimes that also influence the perception of care and satisfaction. Employee engagement plays one of the main roles in this process. Prince (2019) shows the service-profit chain model, based on studies in healthcare organizations, where the focus is on managerial training and leadership to engage employees, grow their sense of purpose, dedication to work, and satisfaction that will result in patients' satisfaction and results of the organization.

Fig 3. Service-profit chain relationships in healthcare by Prince

The case study (Prince, 2019) supports evidence that the development of a managerial leadership model has a huge impact on effectiveness and efficiency, employee engagement, and customer satisfaction. The model offers the development of leadership as the key criteria for the growth of employee engagement.

Based on Gallup meta-analysis researches confirms the impact of employees' engagement on organizational key performance outcomes. In 2012, Gallup analysis researchers studied 49,928 work units, including nearly 1.4 million employees showing up the connection between employee engagement and organizational performance factors like absenteeism, safety, and patients' incidents, quality, customers' ratings, productivity, and profitability.

The study is especially crucial today, in the time of the global pandemic, as it was completed after the global economic crises of 2008. It shows the importance of engagement, especially in a tough economy. It was confirmed that engaged employees are more productive and show initiative, innovate and make a difference. (Harter, 2016). The disengaged employees are intended to wait for how the problems would be solved. The engaged employees

It was confirmed that engaged employees every day come to their job with passion, energy, and presence, knowing their purpose and meaning of the job. Employees who feel valued and believe that their opinion matters, 4.6 times are more likely to feel empowered to go the extra mile and do their best-performing tasks. Work units with a high rate of employee engagement have 37% less absenteeism, 48 % fewer safety incidents, 41 % fewer patient safety incidents, and 41 % fewer quality defects than disengaged units. The customers' ratings of engaged units were 10% higher, profitability-22% higher, and productivity - 21% (fig. 4).
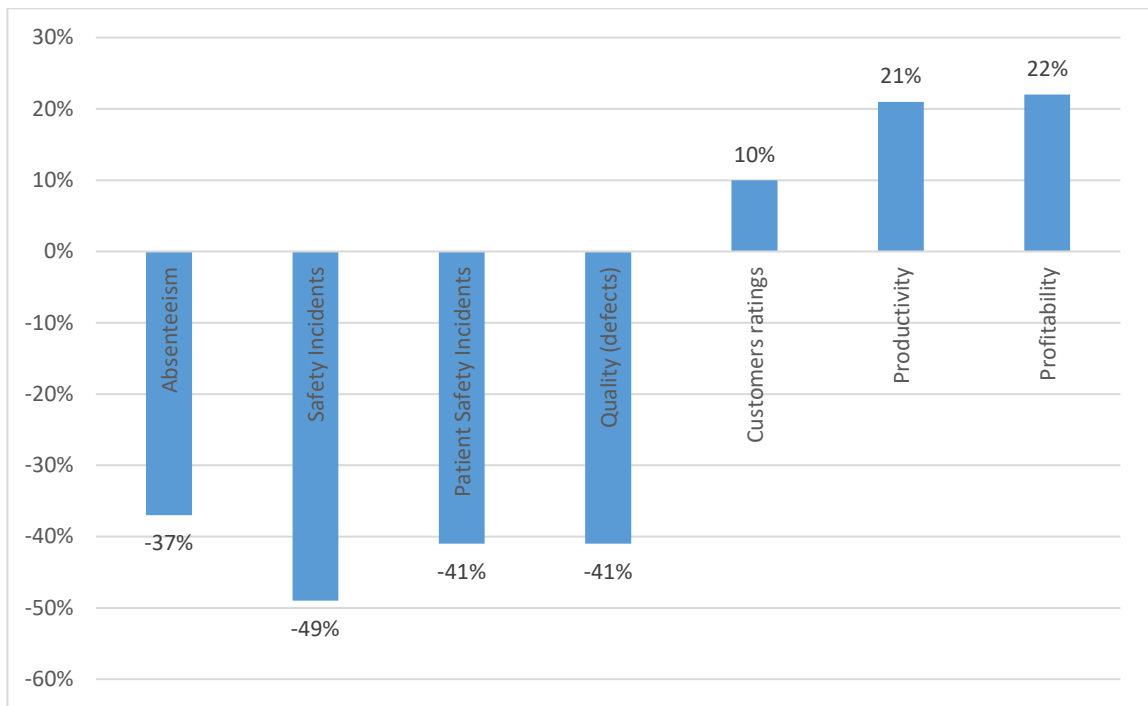
Fig 4. Employee Engagement Impact (Gallup, 2009)

The empirical data confirms, the consistency of strong correlations between employee engagement and organizational performance across different organizations from diverse industries globally. It is an important statement about the resources and creativity of engaged employees. Harter (2016) confirms that engaged employees are likely to be more engaged in ideas generation for the organizational decisions and innovative processes, Smith (2020) argues the engaged employees to be innovative, motivated, focused on common goals, and the ones, who place organizational performance above their own. Disengaged employees are resistant to change, less productive, spread negative outlooks (Smith, 2020).

At the current time of the global pandemic, additional challenges of employee engagement have arisen, including limiting social contacts, growth of uncertainty, growing necessity of non-standard solutions, and speed of innovations. The focus of researchers on criteria of employees engagement in innovation activities using the leadership has grown, as modern fast organizations need improvement of work performance as well as employees' physical and mental wellbeing to unleash true human potential (Ndibalema, 2020)

2.3. Core elements of innovative activities understanding and its core components

The fast-changing environment creates a challenge for organizations, regardless of the sphere they act in, to create the environment for fast development, quick decisions, and implementation of non-standard ideas within the framework of well-organized and well-designed processes. Demircioglu (2020) argues that innovation and innovative activity in organizations become essential as it is positively associated with the growth of the organization, including economic growth and development, employment growth, entrepreneurship, growth of competitive advantage, knowledge generation, and have a positive impact to the other spheres.

Academic literature defines quite many definitions of innovation. Innovative organizations according to the academic literature could be defined as the ones that create, develop, reinvent new ideas, change

policy, management processes, and practice or develop services or products looking forward to long-lasting results and value in an organizational context. Lewis et al. 2018 define innovation as "the process from ideas to the successful implementation of these, which makes a substantial difference to an organization's understanding of the needs it is addressing and the services it delivers."

In the age of information when data analysis and critical thinking have an especially great impact on the speed of the best solutions and implementation of innovations, the role of knowledge management becomes crucial. Organizations need to collect information from the environment and transform it into knowledge. Innovative organizations create new learning knowledge to evaluate existing products or services and explore the possibilities of new and better solutions for the creation of the best possible value. The exploitation and exploration of knowledge create a competitive advantage as it becomes difficult enough to imitate the daily procedures and the solutions applied that impact the development of the organization.

One of the most important criteria for innovative organizations is learning. It is essential to develop competence and skills, encourage changing behavior, and involve team members in innovative activities through continuous development. Organizational learning and an innovative environment should be developed together to impact organizational possibilities to innovate. "The relationship between learning and innovation is complex and should be broadly studied under other perspectives" (Gonzales, 2018).

Ecobelowati (2020) argues the impact of individuals working together most efficiently to reach common goals is also should be analyzed in the context of innovative organizations. To ensure the conditions for the efficiency of innovations, leaders are responsible for the environment of innovative behavior and collaboration, supporting new ideas and creativity that would impact the efficiency of the teamwork and create a culture open for innovative behaviors and innovations.

Gonzales (2018) describes innovating organizations as an environment of innovative behavior and collaboration, reached with teamwork and culture that encourage innovations. Innovative behavior in academic literature is defined as the generation, promotion, and realization of new ideas at the personal, interpersonal or organizational level with the purpose to benefit the performance of a role, group, or organization. Innovative behavior acc. to Janssen (2000) consists of three phases: idea generation, idea promotion, and idea realization.

The World Health Organization (2021) describes health innovation as improvements of people's health and wellbeing through new or improved health policies, systems, services, and technologies. It points out the importance to understand the unmet public health needs and react with a special priority on innovations based on those needs. The focus of innovations impacts the growth of quality, efficiency, effectiveness, and safety that makes an influence on the sustainability of the organization.

Organizational innovation is one of the most important criteria for the organization to survive in our fast-changing, high-competitive environment. Innovative organizations through knowledge management, constant learning, efficient teamwork, and effective implementation of innovations create an advantage compared to other organizations and their competitors. The question is how to manage the process and how to reach the highest possible level of organizational engagement to reach common goals.

2.4. Conceptual model of Transformational Leadership in employees' engagement in innovative activities

Based on the theoretical analysis of the theories of leadership and innovation, it could be confirmed that transformational leadership and a supportive organizational climate are directly related to innovative organizations. The empirical researches argue that transformational leadership and a supportive climate for innovation impact the conditions to foster innovation performance (Zuraik, 2020).

Based on empiric literature analysis, the key criteria have been extracted for the analysis and development of further research (1 table).

Criteria of transformational leadership were indicated according to Rafferty and Griffin's questionnaire combined with criteria, identified in other sources of empiric literature, including 1. Clear vision, how employees understand where the organization is going and how to see their role in it, 2. Inspirational communication, including a sense of proudness being part of the organization, a feeling of encouragement to look for opportunities, 3. Intellectual stimulation with encouragement to think in new ways rethink daily tasks, 4. Supportive leadership with the feeling that every individual feels valued, the feeling of staff are important in an organization, the leader encourage open communication, 5. Personal recognition with a sense of recognition and award for improvements, extra energy, or job.

Schaufeli criteria combined with de Vita elements were used for the analysis of employees' engagement. Vigour includes thoughts about work without stress, mental resilience, feeling of strength, and vigor. Dedication and Loyalty were analyzed for the bond between employees and organization, loyalty, emotional commitment, advocating company, challenge, inspiration, enthusiasm, proudness, meaning. Absorption and Satisfaction are important for the understanding of conditions for being in flow, immersed in work, feeling a sense of happiness, going the extra mile, the value found at a job, level of personal engagement.

1 table. Criteria of transformational leadership, employee engagement, and innovative activities

TRANSFORMATIONAL LEADERSHIP				
Criteria				
Clear Vision	**Inspirational communication**	**Intellectual stimulation**	**Supportive leadership**	**Personal recognition**
A clear understanding of where the organization is going and its role in it.	Sense of proudness being a part of the organization, encouraging to look for opportunities in changing environment.	Encouraging to think in new ways, look for possibilities, re-think daily tasks.	The sense that personal feelings, needs, interests are considered.	Sense of recognition when better than an average job or outstanding work is done, quality of work improved.
EMPLOYEE ENGAGEMENT				
Criteria				
Vigour		**Dedication and Loyalty**		**Absorption and Satisfaction**
Wish to go to work in the mornings, bursting with energy at work continue working for very long periods at a time,		Bond with organization, advocating for company, challenge, inspiration, enthusiasm, proudness, meaning, and		Being in flow, immersed in work, feeling a sense of happiness, going

Teamwork	Constant Learning	Knowledge Management	Innovation Process Management
mental resilience, feeling of strengths, and vigorous.	purpose, loyalty, and emotional commitment.	the extra mile, the value found at a job, personal engagement	

INNOVATIVE ACTIVITIES

Criteria

Teamwork	Constant Learning	Knowledge Management	Innovation Process Management
Cooperation and engagement of all team members for the common goals.	Encouraging to learn, involvement in learning processes, development at all levels of the organization, value of learning, and ability to transform.	Analysis of news, conversion of news to knowledge, sharing of knowledge	Involvement in innovative processes, encouragement to take responsibility. Ability to give and receive negative feedback. Ability to encourage innovations and manage implementation, long-term success factors.

The innovative activities in the case study were analyzed within the framework of 4 criteria extracted from the empirical literature research: 1. Teamwork including cooperation and engagement of all team members for the common goals. 2. Constant learning, as encouraging to learn, involvement in learning processes, development at all levels of the organization, value of learning and ability to transform processes of the organization, 3. Knowledge management, including conversion of news to knowledge in the organization, sharing of knowledge, and 4. Innovation process management, including employees' involvement in innovative processes, encouragement to take responsibility, ability to give and receive negative feedback, and ability to encourage innovations and manage implementation, extracting long-term success factors.

Based on the empirical literature research and extracted key criteria, the conceptual model of the Role of Transformational Leadership in Employees Engagement in Innovative Activities (fig. 5) has been developed.

Transformational leadership helps to understand the vision of the organization and to see what is the role of each individual in it. Encouraging to look for opportunities, think in new ways, support and recognition create a sense of purpose and meaning for employees, impacts relations helps to evaluate progress, and reach common results. All these elements impact the growth of employees' engagement. The engaged employees feel trusted, loyal, are emotionally committed, ready for the challenge, and changes. These criteria impact innovative behavior and create an innovative environment. Engaged employees participate and initiate constant development processes and reach effectiveness. The elements of the innovative environment, innovative behavior, development, and effectiveness impact innovative actions. Innovative actions could be defined by components of teamwork, constant learning, knowledge management, and innovation process management.
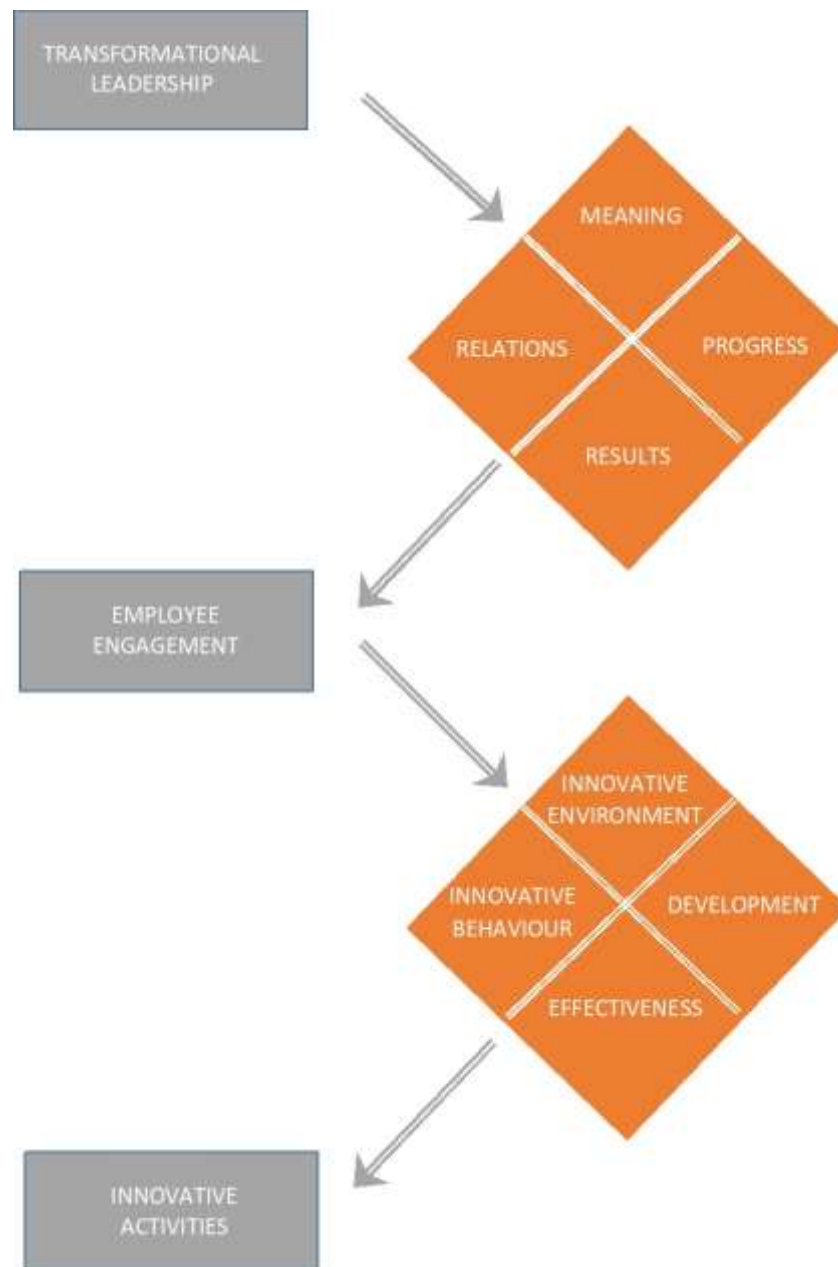
Fig 5. The conceptual model of the Role of Transformational Leadership in Employees Engagement in Innovative Activities

The created conceptual model of the Role of Transformational Leadership in Employees Engagement in Innovative Activities shows the links between transformational leadership, employee engagement, and innovative activities, and becomes the empirical foundation to create a methodology for the study case of KIC clinic and provide peculiarity of transformational leadership impact in employees engagement in innovative activities.

3. **Methodology of research for a case study of KIC of Transformational Leadership Role in Employees' Engagement in Innovative Activities**

Research Question: What is the role of transformational leadership on organizational engagement in innovation activities?

Aim of Research: to create the Model of Organizational Engagement during Innovation Activities through Transformational Leadership

The object of Research: Transformational Leadership

Research Design. The research has taken focus on the role of transformational leadership and its relation with employees' engagement in the context of innovation activities.

The empirical literature analysis was used for the establishment of a conceptual link between transformational leadership, employees' engagement, and innovation activities and extracting key criteria that ensure employees' engagement in innovative activities as associated with transformational leadership. The conceptual model for the facilitation of employee engagement in innovation activities with transformational leadership has been provided and a methodology for the role of transformational leadership in facilitating employees engagement in innovative activities has been developed.

Based on the theory analysis, the methodology of the Role of Transformational Leadership in Employees Engagement in Innovative Activities based on the qualitative case study of KIC Clinic was constructed.

The case study action research has been used for the extraction of peculiarities of transformational leadership impact on employees engagement in innovative activities. Based on the empirical studies the conclusions and recommendations for transformational leadership execution for employees engagement in innovation activities have been provided (fig. 6).
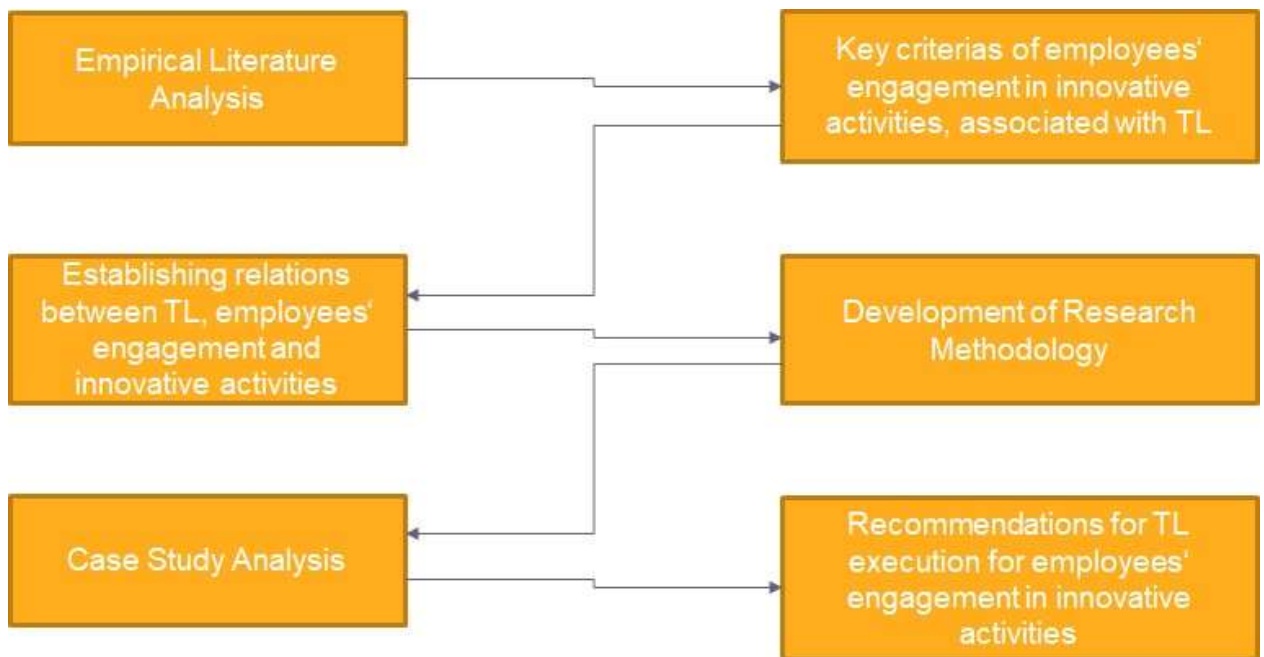

Fig 6. Research Methodology Chart

The *Qualitative Research Strategy* was used to evaluate the indicators according to the variables extracted in a case study of KIC Clinic. Quantitative and qualitative data have been collected with the help of the chosen strategy.

The unit of research – employees of organization.

The qualitative questionnaire and qualitative interviews have been used. The qualitative questionnaire (2 table) includes closed scale evaluation questions and narrative open questions, 3 variables, and 37 indicators.

The anonymous questionnaire has been prepared and the letter with the purpose of the questionnaire and the online link has been provided for all employees of the organization (20 persons) except 2 managers. The researcher is an employee of a case study organization. The anonymous questionnaire as the main method of the qualitative research has been chosen to analyze the peculiarities of transformational leadership's impact on employee engagement in innovative activities.

The Quantitative approach with the help of scale evaluation questions of the questionnaire has been followed for the collecting of quantitative data. The questionnaire includes attitudes, evaluations, opinions, and recommendations of the respondents related to managing organizational activities and employees' engagement concerning the understanding of leadership and its role.

2 table. Questionnaire

Variable	Indicator	Scale
Transformational Leadership	KIC strategy and goals are clear for me	Scale evaluation from 1 to 10
	Processes are clearly defined	Scale evaluation from 1 to 10
	How would you describe the main priorities of KIC?	Open question
	I am proud to work in KIC	Scale evaluation from 1 to 10
	I am constantly encouraged to look for the new solutions	Scale evaluation from 1 to 10
	I am constantly encouraged to rethink and develop daily tasks	Scale evaluation from 1 to 10
	I know that it is important how I feel in KIC	Scale evaluation from 1 to 10
	My opinion related to KIC (strategy, goals, daily activities) would be considered.	Scale evaluation from 1 to 10
	I feel valuated	Scale evaluation from 1 to 10
	My additional efforts or outstanding job is valued	Scale evaluation from 1 to 10
Employeers Engagement	The thoughts about my job do not related to stress	Scale evaluation from 1 to 10
	I find my work full of meaning and purpose.	Scale evaluation from 1 to 10
	My job inspires me	Scale evaluation from 1 to 10
	I feel confident at my work	Scale evaluation from 1 to 10

		I feel happy when the work is intensive	Scale evaluation from 1 to 10
		I feel the energy even the things go unplanned	Scale evaluation from 1 to 10
		I am likely to give ideas for innovations	Scale evaluation from 1 to 10
		I am fully engaged in my work	Scale evaluation from 1 to 10
		What would you specify like the main criteria that help you to engage in your work?	Open question
		What would you specify like the main criteria that stop you from engaging in your work?	Open question
		I value the most at my job	Open question
		I lack at my job	Open question
		Why would recommend KIC for potential employees?	Open question
		Why would not you recommend KIC for potential employees?	Open question
		I see myself in KIC after 3 years	Yes/No/ It's hard to answer
Innovative Activities		I am proud of KIC team	Scale evaluation from 1 to 10
		I feel free to give feedback on any processes in KIC, even my feedback is negative	Scale evaluation from 1 to 10
		I am involved in the innovation planning processes	Scale evaluation from 1 to 10
		I support innovations and understand their value.	Scale evaluation from 1 to 10
		I receive all required information before any changes	Scale evaluation from 1 to 10
		I think that we overcame challenges related to pandemic smoothly	Scale evaluation from 1 to 10
		How would you describe criteria, that help to ensure smoothness of innovations in KIC?	Open question
		How would you describe criteria, that could stop to ensure smoothness of innovations in KIC?	Open question
		How would you describe success factors that help to develop?	Open question
		What would you call the biggest challenge working in KIC?	Open question
		What should be considered or changed to ensure the effectiveness of development in KIC?	Open question
		Additional thoughts, that you noticed while answering questions	Open question

Likert-type scale questions are used to measure respondents' reactions to statements in some specific areas. 12 open-ended questions were supposed to encourage respondents to think from different points of view, share their opinions, approaches, feelings, look for solutions, and offer recommendations. For the narrative open-ended questions, the qualitative data analysis has been provided with MAXQDA.

The analysis of qualitative questionnaire results has drawn the guidelines for the evaluation of transformational leadership and employee engagement in innovative activities according to the key factors.

The additional deepening semi-structural qualitative interviews were completed with 8 interviewers with an average time of 30 minutes. The interviews were not recorded, concerning general data protection regulations (personal employees' data, and patients' data) and commercial secrets regulations. The Researcher's notes have been taken (Appendix 3). The additional interviews helped to expand the awareness and interpretation of the results of the qualitative questionnaire.

The Ethics, Confidentiality, and Personal Data Protection policy is going to be introduced to participants of the research including a description of the Questionnaire and interviews to ensure the reliability of collected data. The appropriate environment is going to be chosen for the interviews to create a secure environment and ensure the required confidentiality for interviewers. No individual data are going to be disclosed.

4. Empirical analysis of Transformational Leadership Role in Employees Engagement in Innovative Activities in a case study of KIC clinic

4.1. Empirical analysis of criteria of Transformational Leadership

The qualitative analysis of questionnaire narrative open-ended answers expanded the range of criteria, related to leadership (fig 7). The answers confirmed the importance of Personal Recognition, including the right reward, feeling of importance when additional work is done, individual attention and hearing different opinions (Qualitative part 10, Pos. 22), recognition with feeling that I matter. (Qualitative part 11, Pos. 20), knowing that efforts will be rewarded (Qualitative part 4, Pos. 4), the possibility of the manager to share attention with everybody (Qualitative part 5, Pos. 24), feeling of responsibility, evaluation, and recognition (Qualitative part 9, Pos. 4), "trust that I feel from the leader (Qualitative part 10, Pos. 4). The Personal Recognition was mentioned by 82.4 perc. of respondents.

The same importance (82,4 perc. of answers) could be related to Supportive Leadership, including the feeling of personal support and encouragement, leader's support, when the inner power is low (Qualitative part 11, Pos. 18), management with care for the employee (Qualitative part 13, Pos. 8), manager's efforts to hear and support employees. (Qualitative part 13, Pos. 12), caring of staff (Qualitative part 14, Pos. 8), understanding and caring managers, (Qualitative part 14, Pos. 11), as well as support for employee's development (Qualitative part 14, Pos. 19), support for new ideas, and support during difficult times (Qualitative part 16, Pos. 8).
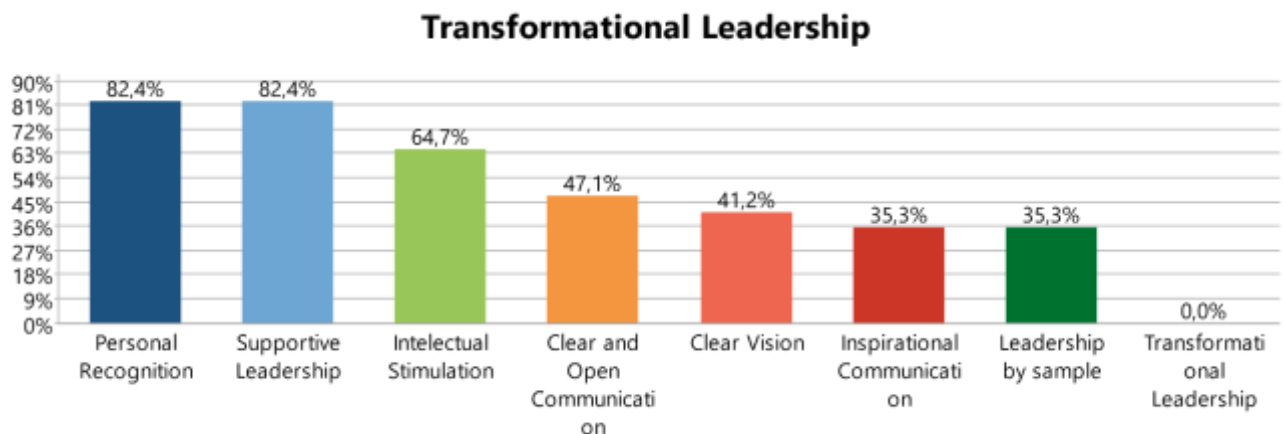

Fig 7. Frequencies of criteria of Transformational Leadership

Intellectual Stimulation has been mentioned by 64,7 perc of respondents. The respondents have mentioned encouragement of employees to participate in activities looking as it was their own company (Qualitative part 9, Pos. 25-26), encouragement to think differently, look for solutions, participate in activities (Qualitative part 11, Pos. 4), encouraging to reach more (Qualitative part 11, Pos. 20), encouragement to try new ways, new methods of thinking and working (Qualitative part 12, Pos. 19), encouraging to improve knowledge, innovate (Qualitative part 17, Pos. 15)

The elements of transformational leadership and their impact on employees in the narrative answers of the questionnaire were mentioned 85 times.

The importance of communication of Clear Vision, strategy, and goals has been mentioned by 41,2 perc. of respondents, including the value of creating a clear structure and system. Clear goals.

(Qualitative part 3, Pos. 12), clear requirements, clear communication of value and goals, clear limits for responsibility (Qualitative part 8, Pos. 16) clear focus and priorities: staff and patients satisfaction. It gives the direction for all innovations (Qualitative part 13, Pos. 15), long-term vision. (Qualitative part 16, Pos. 11) and clear communication, clear understanding of value and impact on goals (Qualitative part 3, Pos. 16)

Two criteria, that have not been evaluated in the conceptual model, have been extracted from the analysis of criteria of Transformational Leadership. 47.1 perc. have mentioned Clear and open communication of leader, including daily tasks, steps of innovation processes, as there are higher standards of quality and process management related to the medicine and treatment sphere when any mistakes have no place. All communication and inner processes should be perfect. Some spheres related to personal data protection, or services, etc. requires also clear and open communication (Qualitative part 3, Pos. 19). Clear feedback and clear limits for responsibility (Qualitative part 8, Pos. 16) have also been mentioned.

35,3 perc. have mentioned Leadership by sample, including management's human approach to staff (Qualitative part 4, Pos. 8), the effectiveness of leadership (Qualitative part 14, Pos. 14), the importance of sense that leader is one of the team members with the same responsibility.

The Code-Relation Analysis of criteria of Transformational Leadership has been made (fig. 8). The criteria of Transformational Leadership have been mentioned most frequently with the Team criteria. The further analyses of the texts confirmed the relation between Transformational Leadership and Team, including the importance of communication of the Clear Vision, Supportive Leadership, Intellectual Stimulation, Personal Recognition, Leadership by Sample, Clear and Open Communication, and Inspirational Communication. Inspirational Communication has been mentioned with Dedication and Loyalty for the organization, related to Employees Engagement. Clear Vision has been mentioned with the value of Professional Approach and criteria of Innovative Activities – Constant Learning and Process Management.
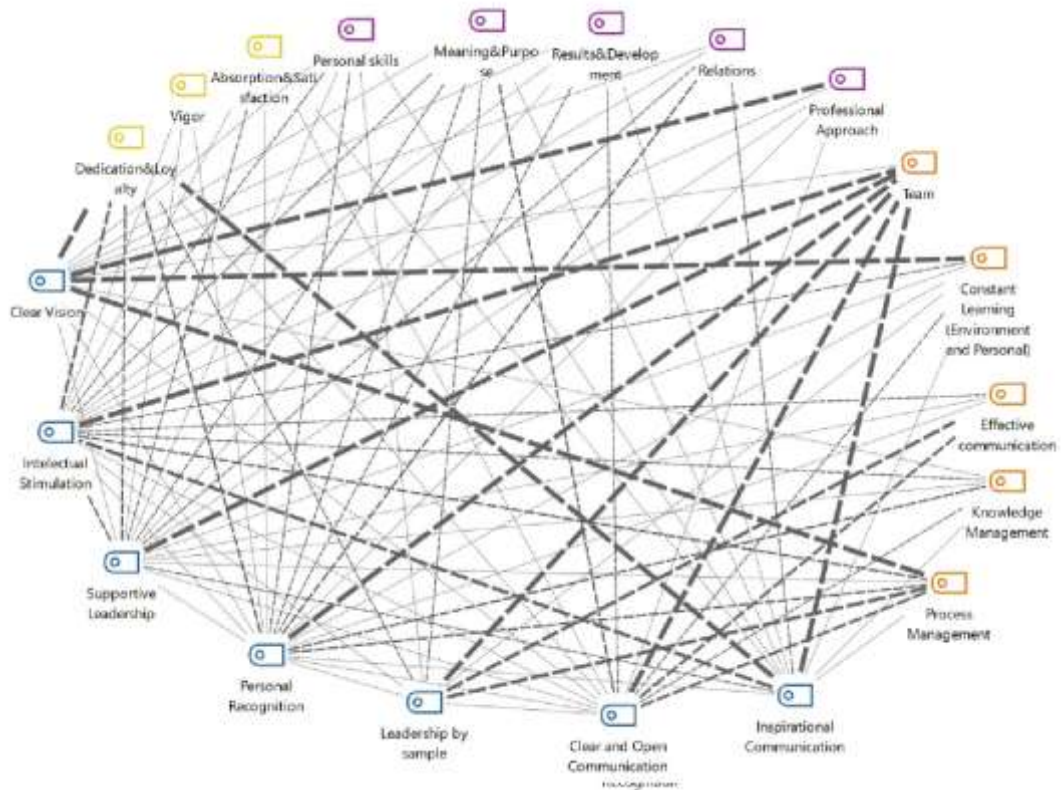
Fig. 8. The Code-Relation Analysis of criteria of Transformational Leadership

Further analysis of the questionnaire data received has been proceeded.

KIC strategy and goals are clear for me (fig. 9). 30 perc. of respondents have chosen 10 (strongly agree), 35 perc. – 9, 10 perc. – 8. In such a case the majority of respondents (75 perc.) have chosen evaluation from 8 to 10. 7 was chosen by 15 perc. and 6 by 10 perc. of respondents. Mediana- 9.
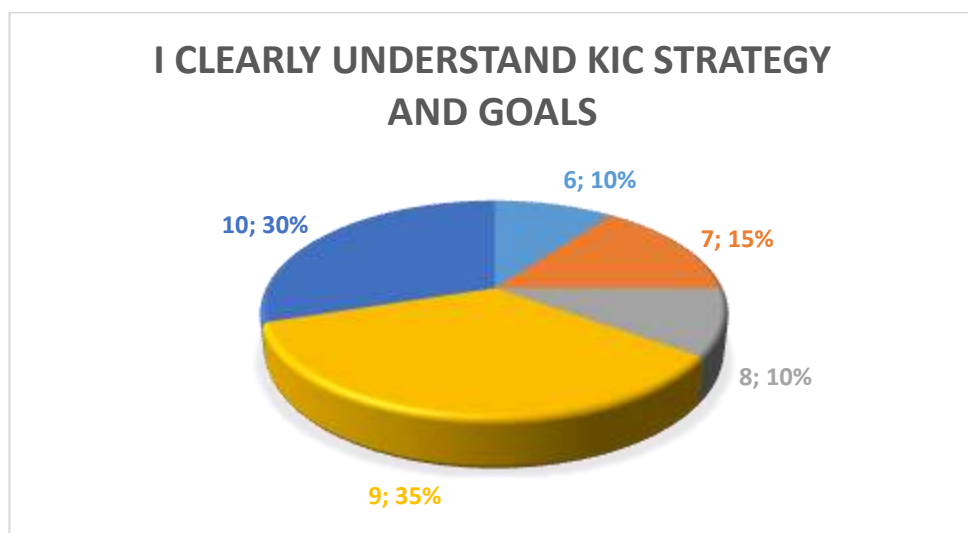

Fig 9. KIC strategy and goals are clear for me

For a clear evaluation of how respondents understand where the organization is going, the respondents were asked How would you describe KIC priorities? to know how they describe the priorities, based on vision, mission, strategy, and goals of KIC. 16 answers were received.

The answers of respondents were analyzed according to the criteria (Appendix 1).

The satisfaction of clients, the quality of services, professional approach, constant development was mentioned - by 16 respondents (100 perc.). The respondents indicated a professional approach (Qualitative part 1, Pos. 2) and professional work. High quality of services (Qualitative part 14, Pos. 2), the priority to have the highest level specialists in all spheres, to provide high-quality services (Qualitative part 3, Pos. 2), high quality of services (Qualitative part 4, Pos. 2).

The satisfaction of patients. (Qualitative part 2, Pos. 2) plays the important role, as the respondents indicated the goals to attract patients, that would use only KIC services (Qualitative part 3, Pos. 2), to see patient with a happy smile ;) (Qualitative part 5, Pos. 2), patients' feeling of satisfaction and trust. (Qualitative part 14, Pos. 2) and looking for the long-term vision to see Happy patients, that return and return for the treatment (Qualitative part 6, Pos. 2).

The importance of the holistic approach was also indicated as Health - holistic approach to treatment and services provided, aesthetics, quality of services. (Qualitative part 8, Pos. 2)

The important role plays the element of the team. It was indicated by 8 respondents (50 perc.). The respondents indicated the satisfaction of patients and the team. (Qualitative part 13, Pos. 2), cozy and friendly environment for staff and patients. (Qualitative part 15, Pos. 2) and the focus on smiling patient-smiling team (Qualitative part 16, Pos. 2)

The innovative environment was indicated by 2 respondents, as priorities of high quality of organizational culture (Qualitative part 7, Pos. 2) and constant development with new technologies, maximum efforts and results in all spheres (Qualitative part 1, Pos. 2)

Financial results as profit, (Qualitative part 1, Pos. 2), the number of patients (Qualitative part 2, Pos. 2) were indicated by 4 respondents (25 perc.). These are the main priorities of KIC clinic.

The additional elements of a safe and open environment a good atmosphere (Qualitative part 1, Pos. 2) and a cozy and friendly environment for staff and patients. (Qualitative part 15, Pos. 2), personal skills of accuracy (Qualitative part 14, Pos. 2), the feeling of duty (Qualitative part 7, Pos. 2), and responsibility (Qualitative part 11, Pos. 2), employees engagement and collaboration, the reputation of the company have been indicated as the priorities.

All respondents in their answers have mentioned at least one of KIC criteria.

During the additional interviews provided interviews confirmed daily clear communication of the attention for the satisfaction of the client, high standards of services, teamwork collaboration, and efforts for the constant development. The financial results are seen as a „natural consequence of teamwork efforts to do our best".

The organization's activity is based on processes. It is crucial for staff to understand them well to encourage effective work and development. The questionnaire included the statement *Processes are clearly defined* (fig. 10).
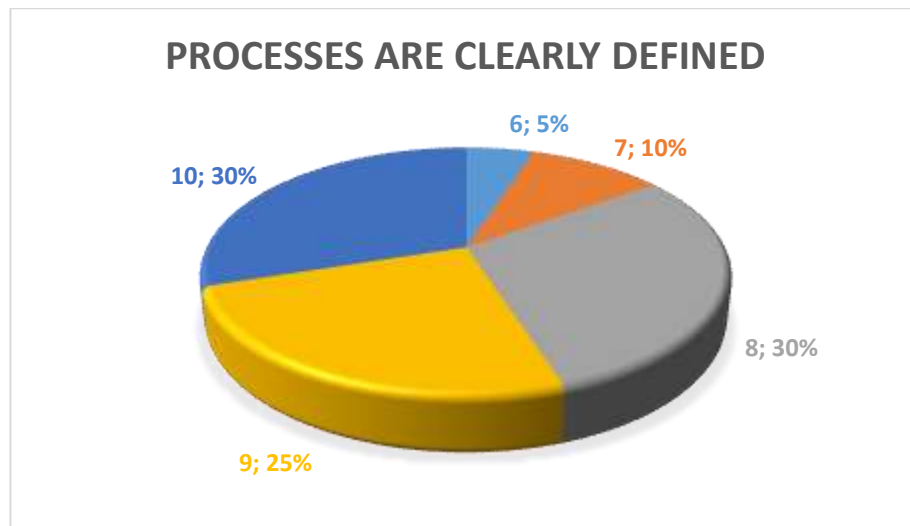
Fig 10. Processes are clearly defined

30 perc. of respondents have chosen 10 (strongly agree), 25 perc – 9, 30 perc. - 8, and 15 perc. (6 or 7). 85 perc. have chosen answers from 8 to 10 to this statement. Mediana- 9

Two indicators were used for the evaluation of the sense of proudness - *I am proud to work in KIC* and *I am proud of my team*. (fig. 11).
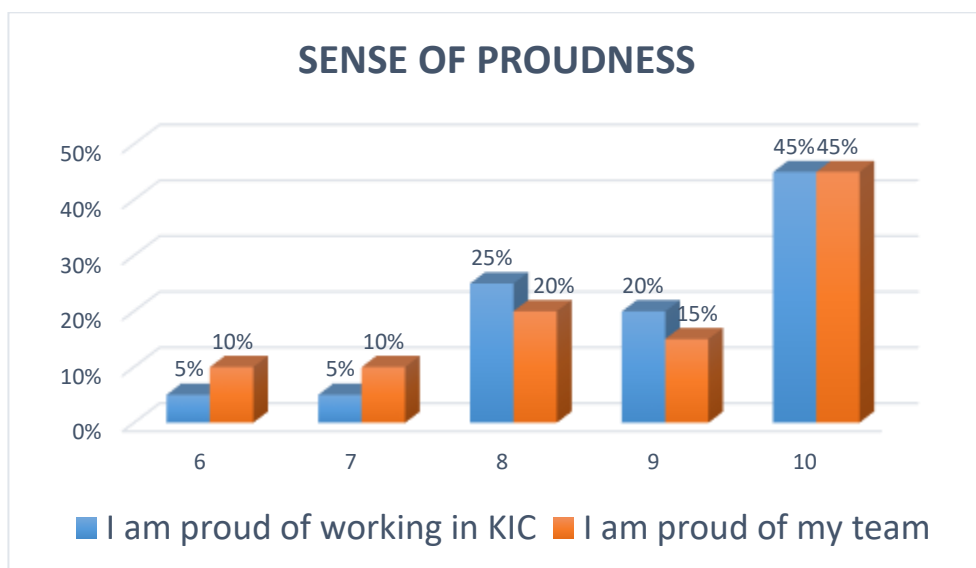
Fig. 11. Sense of proudness

The majority of respondents 80 perc. have chosen the answers from 8 to 10 for the statement I am proud of my team and 90 perc. for the statement, I am proud of working in KIC. The Mediana of both indicators is 9.

Intelectual Stimulation, as one more of transformational leadership indicators, was evaluated to understand how much encouraging to think in new ways and to look for the possibilities and rethink daily tasks, is felt. 70 perc of respondents have chosen from 8 to 10 (20 perc. - 10, 30 perc. – 9, 20 perc. – 8) for the statement *I am constantly encouraged to look for new solutions*. 20 perc. have chosen 5 and 10 perc – 4. Mediana- 8,5 (fig. 12)
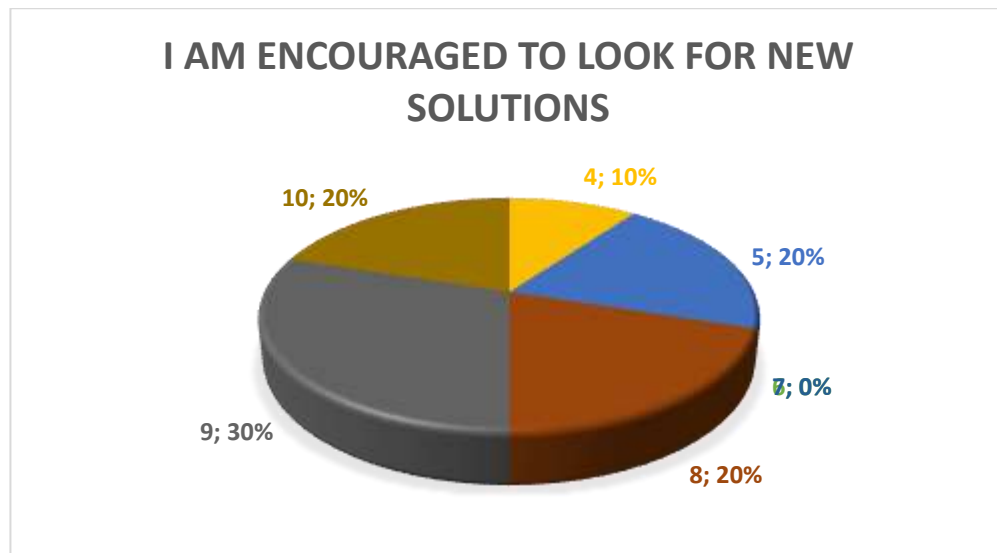
Fig. 12. I am encouraged to look for new solutions

And looking for the statement *I am constantly encouraged to rethink and develop daily tasks*, the majority, 60 perc. have chosen the answers from 8 to 10 (15 perc. - 10, 25 perc. – 9, 20 perc. – 8). 7 was chosen by 20 perc, and 20 procs have felt little encouragement (choice of 1 and 2). Mediana – 8 (fig. 13)
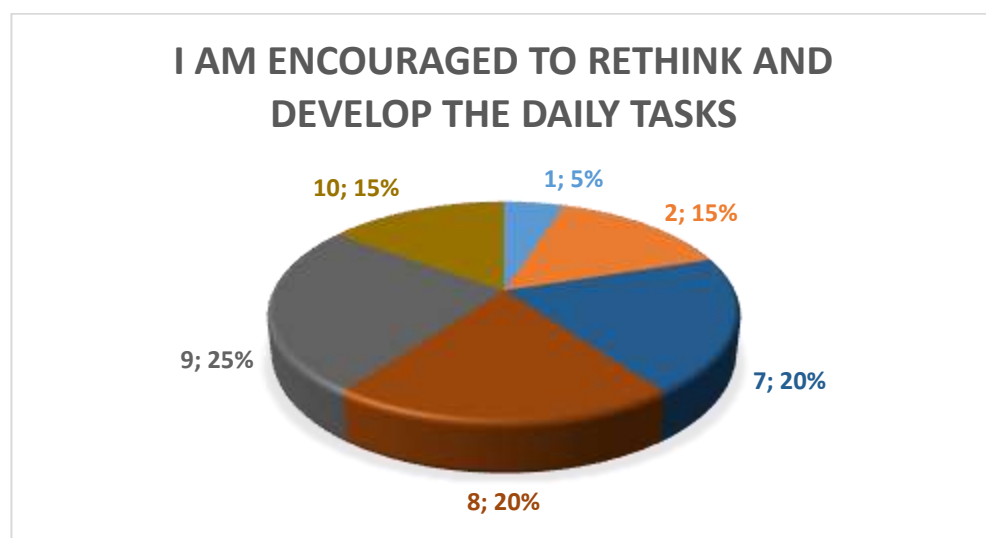
Fig. 13. I am encouraged to rethink and develop daily tasks.

During the interviews, it was interesting and crucial to understanding the reasons and approach looking for new possibilities and solutions. All respondents confirmed that they feel encouragement from the manager and team members for the constant development of processes and daily task. However, there are many requirements for the medicine sphere that cannot be changed. The most of respondents have mentioned the importance of encouragement to reach better results, to make better relations with a focus, and encouragement to look for the solutions instead of causes of the problems.

The daily task and their development are directly related to an intensive daily routine, strict requirements for health care services. However, great wish to make processes and procedures simpler, to see the progress, and results, impact wish to develop.

The supportive leadership indicator has been analyzed according to the employees' feelings how their opinions, ideas, and feelings are important.

The first statement *It is important how I feel in KIC* showed that majority of employees' agrees with the statement (45 perc. have chosen 10, 20 perc – 9, 20 perc. – 8 and 15 perc – 7). Mediana – 9 (fig. 14)
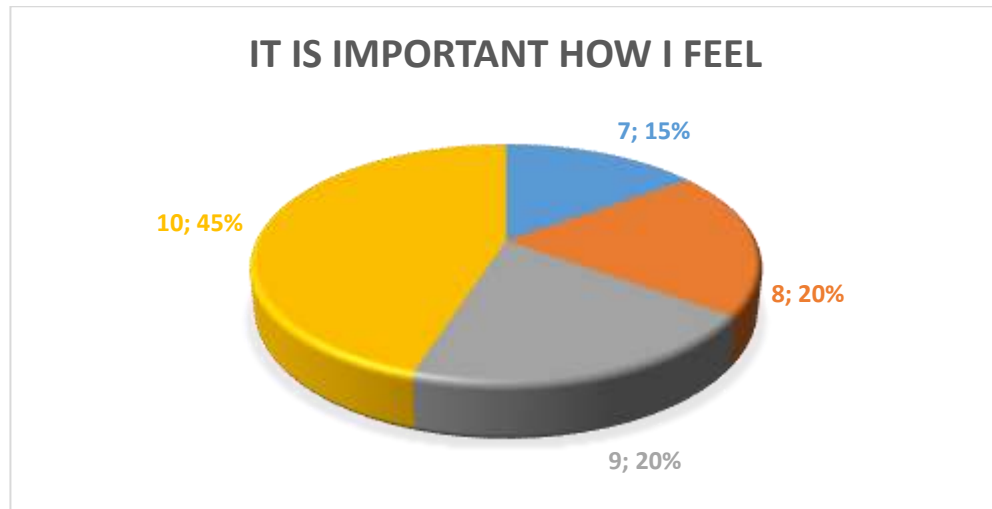
Fig. 14. It is important how I feel.

The employees' feeling of how much matters their opinion was evaluated with statement-indicator *My opinion related to KIC (strategy, goals, daily activities) would be considered* (fig. 15). 40 perc. Of respondents have chosen the highest evaluation for the agreement with this statement – 10, 25 perc. Have chosen 9, 20 perc. – 8 and 15 perc. – 7. Mediana of these answers – 9.
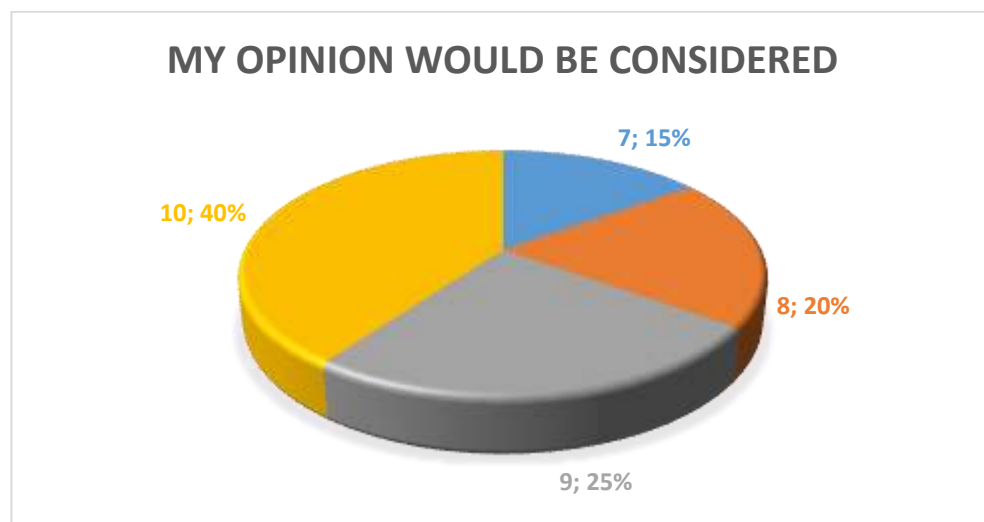
Fig. 15. My opinion would be considered.

The level of Personal recognition as the last indicator of transformational leadership has been evaluated with the following statements, related to the evaluation of the outstanding job, efforts, and energy.

The general statement _I feel myself valuated_ (fig. 16) shows the understanding of personal recognition. 95 perc. of employees' have chosen agreement from 10 to 8 (35 perc – 10, 25 perc – 9, 35 perc. – 8) and 5 perc. (1 person) have chosen 7. Mediana – 9.

I FEEL MYSELF VALUATED

- 7; 5%
- 8; 35%
- 9; 25%
- 10; 35%
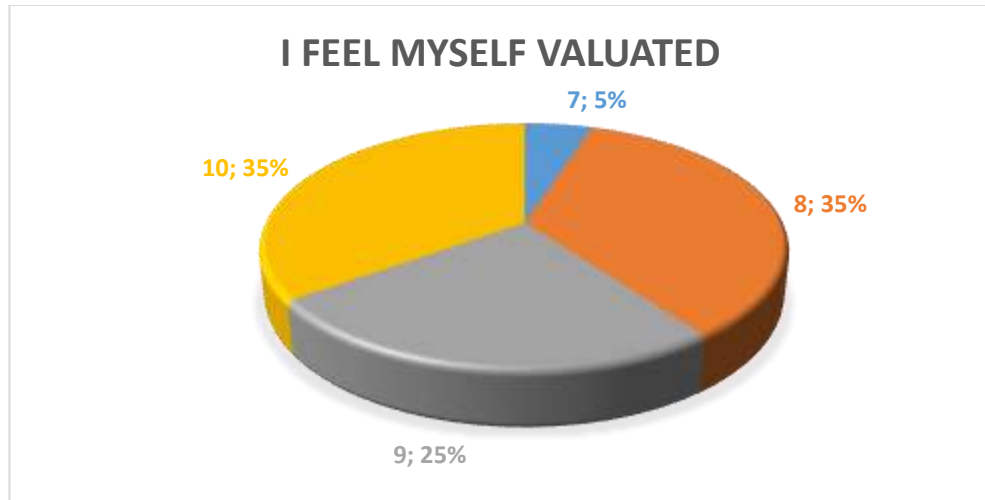
Fig. 16. I feel myself valuated

Going deeper to understand how employees' understand evaluation for their additional efforts or outstanding job (_My additional efforts or outstanding job are valuated_), that is crucial for emloyees' engagement, 85 perc of respondents have chosen confirmation of the statement from 10 to 8 (40 perc. of respondents have chosen 10, 20 perc. – 9, 25 perc.-8), 10 perc. – 7 and 5 perc. (1 person) -4. Mediana – 9 (fig. 17).

MY ADDITIONAL EFFORTS OR OUTSTANDING JOB ARE VALUATED

- 4; 5%
- 7; 10%
- 8; 25%
- 9; 20%
- 10; 40%

Fig. 17. My additional efforts or outstanding job are valuated.

The interviewers confirmed the importance of being valued and feeling a part of the organization. "The leader's role is very important for the wide view of long-lasting strategy and communication of it, for the clear awareness why one or another strategical decision has been made", it is agreed to make a big impact on "the sense of knowing where our train is going", the sense of clear direction. "The leader cannot do anything alone. But the leader is the person, who helps to see the important things every day".

Constant development needs efforts, energy, and time. The question of how to support this energy has been raised in interviews. "You have to see the goals clearly and you have to feel the hand on your shoulder or know, that you can talk openly, that you will not be judged, cause you are tired. This is important. This helps to recharge." The open and safe environment, with possibility "to share thoughts and feelings with a leader, especially in the hardest times" was mentioned.

The role of a leader is important "to create the atmosphere to engage" and encouragement "of all team members to cooperate. It can not be done by words only. The sample is the most important. And then the team members would behave in the same way".

The importance of balanced transformational leadership could be described with the answers of interviews as "the leader should be seen and unseen in the organization. I mean the importance of person that you can consult how to perform better or to ask, what the next steps are going to be, the person, who cares about you. On the other hand, the ability to work and make solutions independently is inevitable in our sphere".

Fig. 18. Indicators of Transformational Leadership Map

The lower rate of encouragement (Fig 18) was explained by the intensive pace of work and many changes during the COVID-19 term when many new requirements and instructions were implemented. "It was a challenge to implement the solutions we agreed on during the COVID time. It was really difficult even physically to find any time to think about other solutions or how to develop". The fatigue of staff could be felt. The leader's recognition of the efforts made, support, and inspiration are important for the growth of employees' engagement.

4.2. Empirical analysis of Employees Engagement understanding and causes

Employees Engagement has been analyzed using indicators for vigor (inner energy, sense of strength, resilience, and vigor), dedication and loyalty (enthusiasm, proudness, meaning and purpose, loyalty,

bond with organization and emotional commitment), and absorption and satisfaction (personal engagement, going the extra mile, being immersed in work).

Fig. 18 shows the frequencies of employees' engagement criteria in the answers of respondents. 88.2 perc. of respondents mentioned elements of dedication and loyalty, such as the importance of encouragement to think, to develop, to feel joy at work even in a hard time (Qualitative part 1, Pos. 24), related with good and safe atmosphere, initiative for taking care about high quality (Qualitative part 2, Pos. 12), Work sphere that inspires, leader, that support, team members that look to one direction, duty and other personal skills. (Qualitative part 3, Pos. 4), wish to innovate, engage of all team in the development, wish to continue work in this organization, (Qualitative part 5, Pos. 16).

The criteria that help to engage are analyzed with the indicators *Criteria, that help to engage and Criteria that causes or could cause a lack of engagement* below. The advocating company and employee' bond with the company were analyzed with the answers to the questions below.

Elements of Absorption and satisfaction were mentioned by 58.8 perc. of respondents in different contexts. The importance of absorption, going the extra mile, finding the value in the job was mentioned like the approach of employees to KIC should be: what I could give to my organization, not waiting for what I could receive from it. (Qualitative part 6, Pos. 24), Wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4)

wish to make my best (Qualitative part 9, Pos. 4), the importance of employees engagement in innovative activities were confirmed as it's important that employees' support for the initiative, good results, reached goals. (Qualitative part 9, Pos. 27)

Vigor and energy have been mentioned by 41,2 perc. of respondents like the possibility to participate in development processes (Qualitative part 2, Pos. 4), employee's motivation (Qualitative part 2, Pos. 19), the importance to receive support, when the inner power is low (Qualitative part 11, Pos. 18).
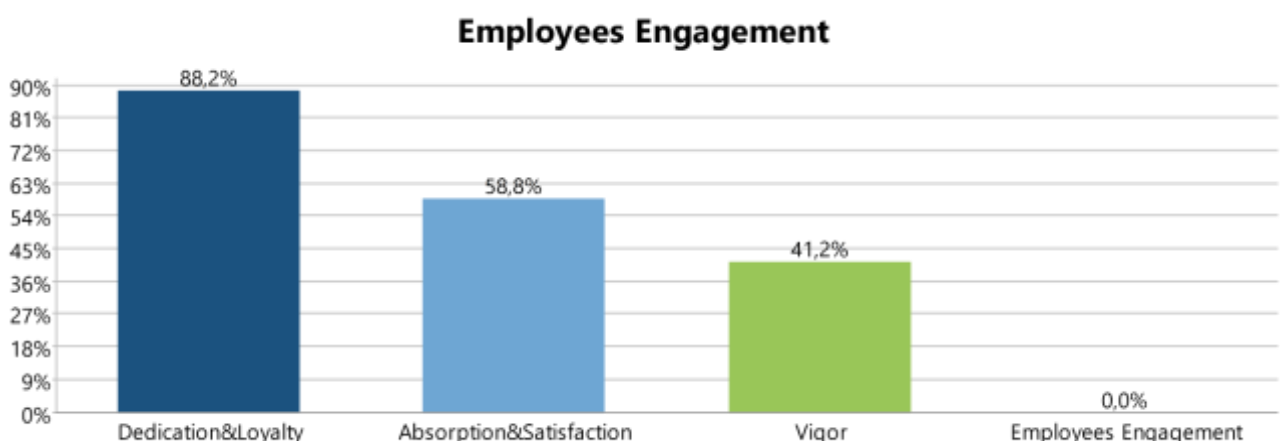
Fig. 19. Frequencies of criteria of Employees Engagement

The relations between the separate elements of employees' engagement were analyzed. The Vigor was mentioned with values of Relations and Personal Skills, Absorption, and Satisfaction- with the meaning and purpose. Dedication and Loyalty are often related with the elements of Absorption and Satisfaction. And the elements of Innovative Activities like Process Management and Constant

Learning are mentioned with Employees Engagement. Personal Skills were mentioned with elements of Vigor and Absorption and Satisfaction.
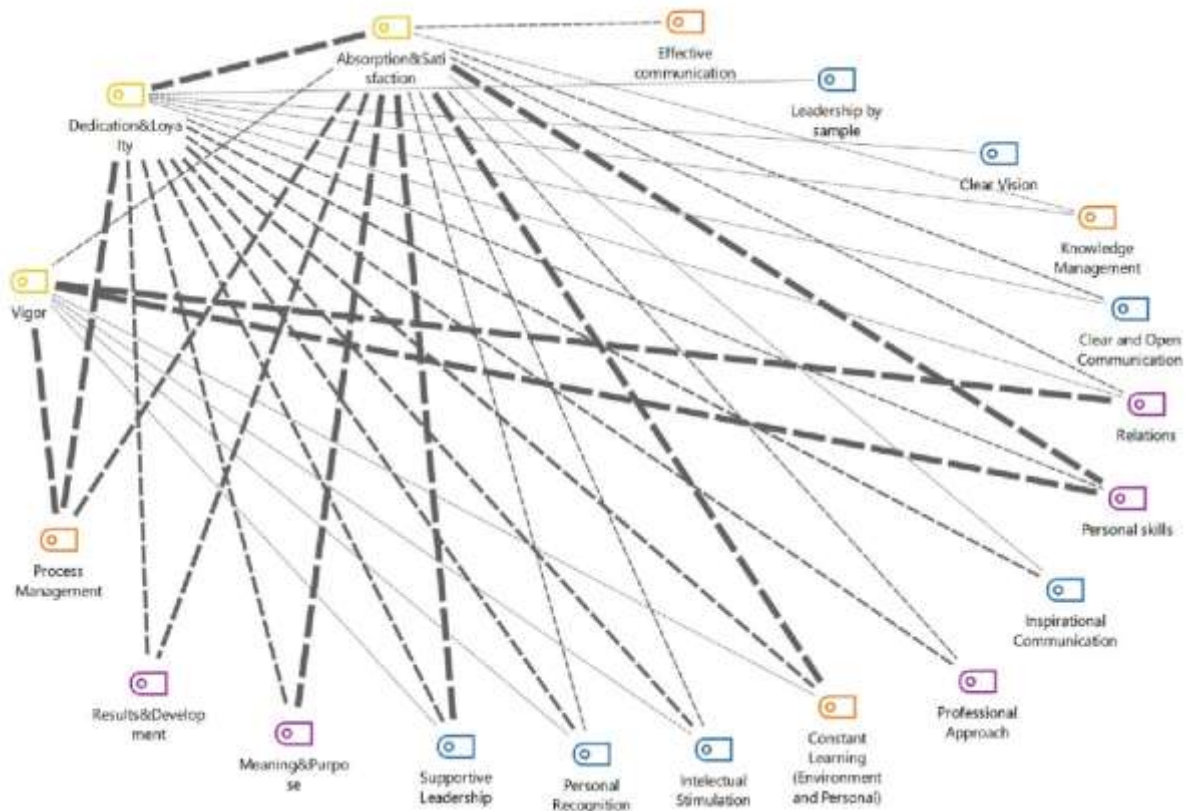
Fig. 20. The relations between the separate elements of Employees Engagement

A deeper analysis of relations and employees' engagement impact for the innovative activities has been done. To understand the sense that is related to the thoughts about job and if they are related to stress, the statement *The thoughts about my job are not related with stress* has been included (fig. 21). 55 perc. have chosen answers from 10 to 8 (15 perc. – 10, 15 perc. – 9, 25 perc. -8) 25 perc. have chosen 7, 10 perc. have chosen 6, and 10 pec – 5. Mediana - 8.

Fig. 21. The thoughts about my job are not related to stress.

Dedication of employees is related to challenge, inspiration, enthusiasm, proudness, meaning, and purpose.

The sense of purpose and meaning was confirmed with answers to the statement *I find my job full of meaning and purpose* (fig. 22). All respondents have chosen answers from 10 to 7 (35 perc. – 10, 30 perc. – 9, 25 perc.-8, 10 perc. – 7). Mediana – 9.

I FIND MY JOB FULL OF MEANING AND PURPOSE

7; 10%
8; 25%
9; 30%
10; 35%
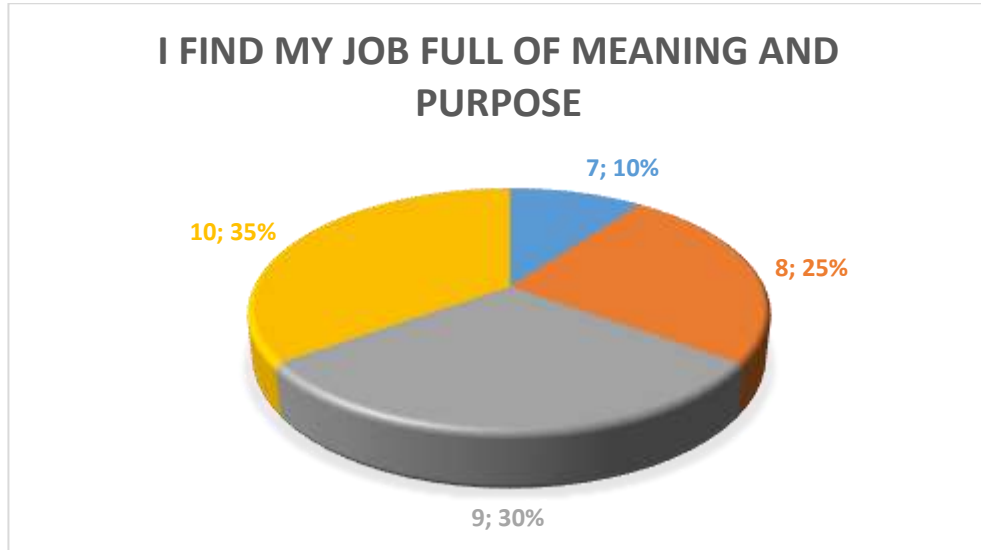
Fig. 22. I find my job full of meaning and purpose.

It was important to understand the criteria that impact the feeling of meaning and purpose. During interviews, all respondents have mentioned exclusivity of the health care sphere in different ways: possibility to help others, feedback from clients, possibility to influence of the clients' life, possibility to share information and experience with team members or colleagues, wish and the possibility to develop and participate in changes.

Awareness and feeling of *My job inspire me* is important for clear understanding of inner motivation ad feeling of fulfillment (fig. 23). 40 perc. have chosen 10, 30 perc – 9, 20 perc. – 8, and 10 perc (2 persons) – 7. Mediana – 9.

MY JOB INSPIRES ME

7; 10%
8; 20%
9; 30%
10; 40%
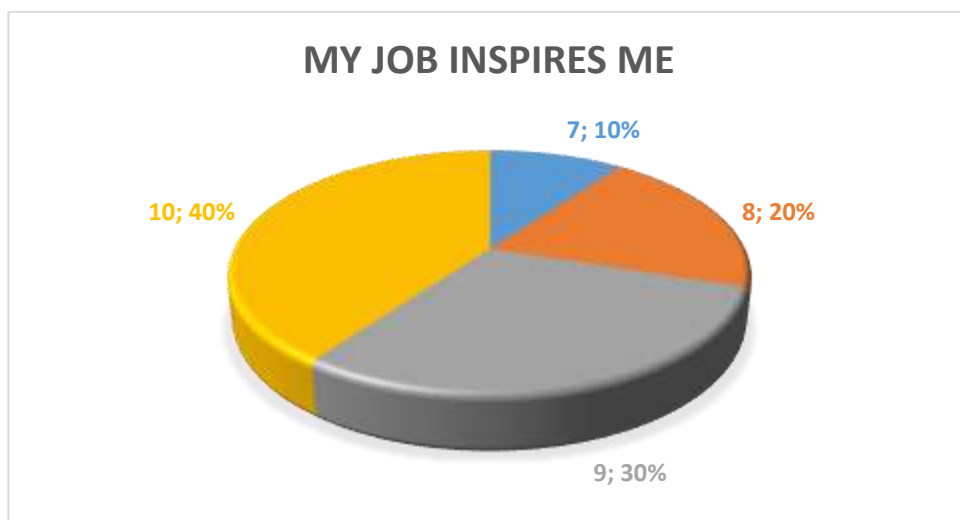
Fig. 23. My job inspires me.

During interviews, it was explained as the "dedication for the chosen profession of doctor", feedbacks from clients, "possibility to help create the well-being of the client". Also the atmosphere at work, "going to work without stress", the impact of teamwork, personal recognition have been mentioned.

The confidentiality of the respondents directly impacts their engagement, initiative, ability to participate in development. 20 perc. have chosen 10 and 45 perc 9, for the statement *I feel confident at my job* (fig. 24). 20 perc- 8, 10 perc. 7 and 5 perc. – 6. Mediana – 9.

Fig. 24. I feel confident at my job.

During the interviews, the experience, sphere of health care and, the job that I love" were mentioned as the main criteria for confidentiality. Other important criteria: term of working in KIC, clear understanding of goals and direction, feeling strong relation with team members, and support and encouragement received from leader and team.

Analyzing employee engagement, it is important to pay attention to how the employees are emerged in work, what is the sense when the work is intensive, are they likely to participate in organizations activities, and to go one step ahead. The statement *I feel happy when the work is intensive* was used (fig. 25).

10 was chosen by 40 perc, 9- by 30 perc., 8 – by 25 perc., and 4 by 1 person (5 perc). Mediana of choices – 9.
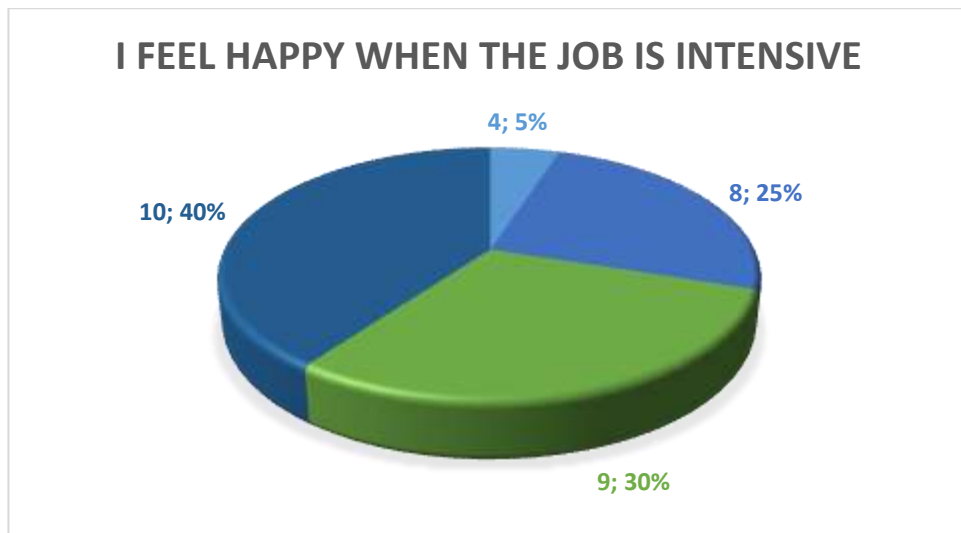
Fig. 25. I feel happy when the job is intensive

The respondents were asked what criteria make the strongest impact on this evaluation. According to the answers received, the feeling of happiness and toleration of intensive work is related to the meaning of work and fulfillment, evaluation of efforts, teamwork, support, and reward, related to the motivation system.

The level of confirmation for the statement *I feel the energy even the things go unplanned* was asked to evaluate the feeling dealing with unplanned situations (fig. 26). 15 perc. have chosen 10, 30 perc. -9, 20 perc. -8, 15 perc. – 7, 15 perc – 6, and 5 perc – 5. Mediana – 8.
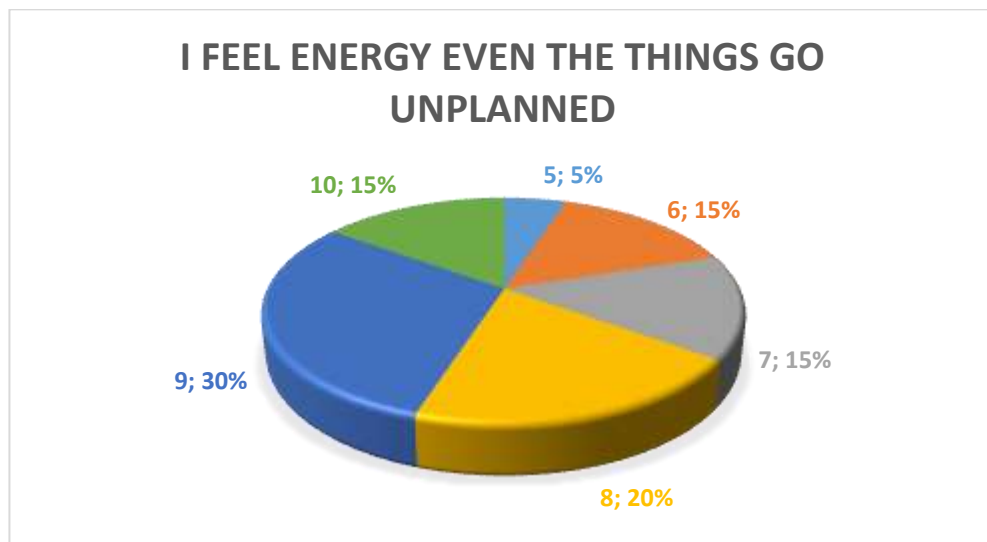
Fig. 26. I feel the energy even the things go unplanned.

The wide range of results during the interview was explained by personal qualities as resilience to stress, work specialty, and intensive daily work, which require attention to detail, even the things go smoothly. The respondents were asked what would be important to help to grow energy and to go through unplanned situations that cannot be foreseen. Experience, support of the team, and the possibility to discuss these situations openly with the manager and within the team were mentioned.

The intention to share ideas and take initiative was evaluated with the statement _I am likely to give ideas for innovations_. 15 perc. have chosen 10, 25 perc. – 9, 25 perc. – 8, 15 perc – 6, 15 perc. 5, and 5 perc. (1 person) – 3. Mediana – 8.
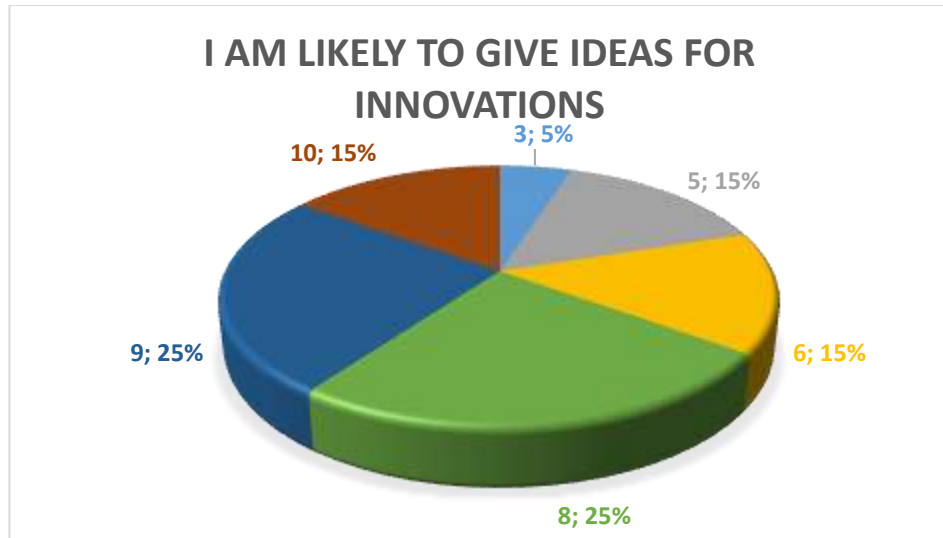
Fig. 27. I am likely to give ideas for innovations.

These results show that 65 perc. are intended to share ideas (answers from 10 to 8), but some part of the respondents are likely less interested.

It is important to see the personal role of the employee and to know if he/she sees himself/herself in the organization in the future. The statement _I see myself in KIC after 3 years_ (fig. 28) has been created for this. 3 possible answers have been related to this statement (Yes, No and It's difficult to say today) 55 perc. has chosen the answer ''Yes'' and the rest of the respondents (45 perc.) has chosen It's difficult to say today.
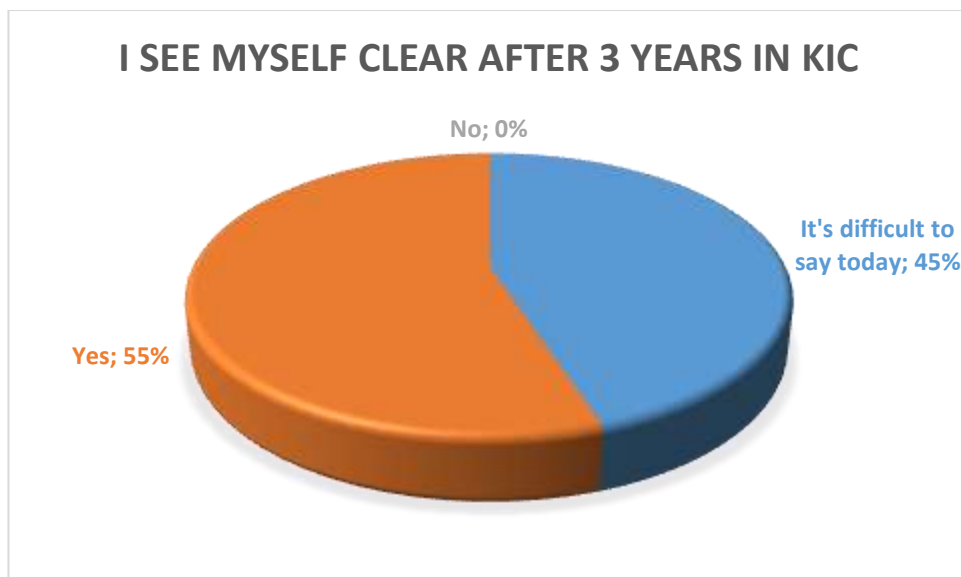
Fig. 28. I see myself after 3 years in KIC.

Within the interviews, this possibility was related to the uncertainty of the current global situation and situation of business and limitations in Europe and Lithuania

And the general question for the evaluation of employees understanding how much do they feel engaged in work was asked (*I am fully engaged in my work*). 73 perc. has chosen 10 or 9 and 16 perc. – 8, the rest 11 perc. have chosen 7. Mediana – 9 (fig. 29).

I AM FULLY ENGAGED IN MY WORK

7; 11%
8; 16%
10; 26%
9; 47%
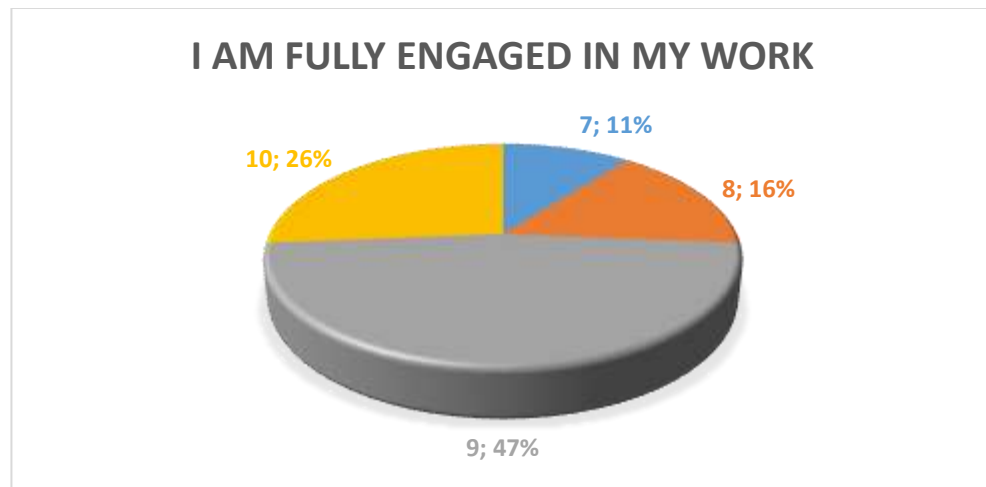
Fig. 29. I am fully engaged in my work.

To go deeper to understand the criteria that make the strongest impact for the engagement, a few open- questions were asked. The open question *What would you specify like the main criteria that help you to engage in your work?* Was asked, to understand how the employees understand the main criteria of engagement. 19 open answers have been received. The answers were analyzed according to the criteria and sub-criteria of each group (Appendix 1).

59 perc. (10 respondents) have mentioned elements of Transformational Leadership as the ones, that help to engage. The importance of Personal recognition could be described as wish to work and receive the award (Qualitative part 7, Pos. 4) and the importance of clear awareness of the feeling of evaluation, and recognition, my wage (Qualitative part 9, Pos. 4). The inspiration, support, encouragement to think differently, look for solutions, participate in activities (Qualitative part 11, Pos. 4), impact employees wish to wish to make my best (Qualitative part 9, Pos. 4), wish to develop. (Qualitative part 14, Pos. 4). Additional criteria of Open and Clear Communication from leadership have been extracted as it was mentioned by 24 perc. of respondents as the importance of clear requirements (Qualitative part 6, Pos. 4), wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4), were clear communication and understanding between all team members, including the leader, becomes crucial. The respondents also mentioned the common sense of the team, where the leader stands within the team, which was named by leadership by sample.

Additional criteria of Team has been extracted, as 9 respondents (53 perc.) mentioned the team, team members, and good relations between the team members as the criteria that helps to engage, discussions with colleagues about the medicine news, treatment methods, new services, or new possibilities create a lot of value and wish to go deeper. (Qualitative part 6, Pos. 4). Teamwork helps to engage when everything goes smoothly. (Qualitative part 16, Pos. 4), impacts psychological environment. The respondents receive support, collaboration, friendliness. (Qualitative part 11, Pos. 4) when team members look in one direction (Qualitative part 3, Pos. 4)

The inner wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4), the feeling of the job I like, (Qualitative part 13, Pos. 4), wish to do my best (Qualitative part 5, Pos. 4), wish to develop (Qualitative part 14, Pos. 4) that are the elements of employees engagement, in close relation with the values, were also evaluated.

The values, including the feeling of meaning and purpose, results and development, relations, and personal skills, were indicated by 47 perc. of respondents, ex. common goals, the value we create. (Qualitative part 17, Pos. 4), the feeling of responsibility (Qualitative part 9, Pos. 4), team members that look to one direction, duty, and other personal skills. (Qualitative part 3, Pos. 4), wish to go deeper. (Qualitative part 6, Pos. 4).

The smoothness of working day (Qualitative part 1, Pos. 4), smooth organization of working process within all team members, (Qualitative part 2, Pos. 4), stability of staff (Qualitative part 6, Pos. 4), stability of the job. Ability to plan jobs. Teamwork, when everything goes smoothly. (Qualitative part 16, Pos. 4) were indicated, that shows the impact of effective process management for the employees' engagement and their ability to focus on daily tasks and development.

The criteria of engagement based on the received answers could be described as meaning of work and creating of value, working what the person loves, progress going forward, relations with team, results, and rewards as a consequence of supportive leadership, work atmosphere that inspires to grow and develop, personal skills of duty, responsibility eager to develop "Discussions with colleagues about the medicine news, treatment methods, new services or new possibilities create a lot of value and wish to go deeper."

During the interviews, the respondents have also mentioned the impact of leader to create a team that is capable of solving nonstandard situation, support and encourage each other through its inner connection, based on trust, "wish to help" and reach common results, that "matters to all members". This is the important incentive to grow. "A leader should encourage all members to take leadership. Then the trip begins and speed would be taken".

The meaning and purpose as well as a strong belief in organization, its values, and the job the person does have been mentioned in the interviews ("if I know why I am doing this or that, it becomes much easier and focus goes how to make my best").

To go deeper and understand the risk for engagement, the question about the negative criteria, that lowering engagement have been asked (*What would you specify like the main criteria that stop you from engaging in your work?).* 19 answers were received. 3 respondents specified, they can not specify any reasons not to be engaged. The answers of respondents were related to possible interference of Process Management (42 perc.) during innovation process like optimization of workload, lack of time to proceed with everything as needed. (Qualitative part 3, Pos. 6), mistakes in the timetable. (Qualitative part 4, Pos. 6), any change of staff (Qualitative part 12, Pos. 6), any technical troubles. (Qualitative part 14, Pos. 6).

26 perc. of respondents argued the importance of a safe and positive environment. Negative emotions, other matters, not related to the job (Qualitative part 1, Pos. 6), negative atmosphere (Qualitative part 5, Pos. 6), emotions of people we work with (Qualitative part 11, Pos. 6), psychological atmosphere (Qualitative part 13, Pos. 6) were indicated as conditions, that could stop from engagement.

The importance of team, collaboration, and communication were indicated concerning negative engagement, like lack of wish to help, focus on the number of jobs, negative emotions, work for others, lack of communication (Qualitative part 2, Pos. 6), lack of collaboration, inner competition. (Qualitative part 4, Pos. 6).

The main specified reasons are related to process and change management, avoiding any technical or human mistakes to help the work go smoothly. The other important criteria – teamwork and psychological environment that should ensure psychological safety and positive emotions.

The indicator I value the most at my job was used to extract the elements of value that employees identify as the most important they see in the KIC clinic. 16 answers were received.

The main criteria, that were mentioned to create the biggest value in KIC were Team (63 perc.), Innovative Environment (63 perc.) and Values (63 perc.), related with common results, development, and relations.

The respondents value team members that are responsible and professional. (Qualitative part 2, Pos. 8), human, friendly, and understanding (Qualitative part 5, Pos. 8), teamwork, friendliness, benevolence, the feeling of duty, and efforts to do the best we can. (Qualitative part 13, Pos. 8), common team spirit results that we create (Qualitative part 15, Pos. 8).

The team and leadership are essential for supporting new ideas, support during difficult times. (Qualitative part 16, Pos. 8). The elements of Transformational leadership were indicated by 9 respondents (56 perc.). Personal recognition, including manager' care about me. I feel valued and trusted. (Qualitative part 2, Pos. 8), feeling that I create value, my job is valued. (Qualitative part 4, Pos. 8), comprehensive assessment (Qualitative part 10, Pos. 9) and feeling that everyone matters. (Qualitative part 11, Pos. 8) is an important factor. The supportive leadership creates value with the support that team member receives for new ideas, support during difficult times. (Qualitative part 16, Pos. 8)

The values of meaning and purpose, results, and development were indicated. 38 perc. indicated relations as one of the most valuable elements, including convenience to talk openly and without any fear, friendliness (Qualitative part 1, Pos. 8), colleagues - human, friendly, and understanding. (Qualitative part 5, Pos. 8), possibility to trust each other. (Qualitative part 6, Pos. 8) that is one of the criteria for support, trust, and connection (Qualitative part 7, Pos. 8).

44 perc of respondents indicated a Safe, open, and positive environment as the one, that creates value, including devotion and trust of manager- convenience to talk openly and without any fear. (Qualitative part 1, Pos. 8), psychological climate, the encouragement I receive (Qualitative part 3, Pos. 8), a place to develop (Qualitative part 11, Pos. 8), microclimate (Qualitative part 13, Pos. 8)

Team, leadership work environment, including required for job equipment and materials, the psychological environment has been mentioned as the main criteria that are valued in KIC clinic.

To go even deeper and expand awareness, of what is important for the employees in the organization, with a purpose to ensure loyalty, the indicator I lack at my job, was used. 12 answers were received, 5 of which stated "nothing". 3 respondents (25 perc. of the answers received) indicated team relations as the element, which is important, including Trust for all team members. (Qualitative part 2, Pos.

10), principle: Everyone for everyone (Qualitative part 4, Pos. 10), sometimes just a simple smile (Qualitative part 11, Pos. 10). The answers are related to a safe, open, and positive environment.

The loyalty and advocating of the organization were also expressed with a help of an indicator *Why would recommend KIC for potential employees?.* 10 answers were received. 6 respondents have mentioned elements concerning team, 5 respondents – with leadership, like perfect team and leader-good emotions, support, the encouragement we receive and share (Qualitative part 7, Pos. 12), manager's efforts to hear and support employees. (Qualitative part 13, Pos. 12). 3 respondents have indicated values of the organization – relations, professional approach, or possibilities for development (Qualitative part 1, Pos. 12). The work environment was indicated by 3 respondents (30 perc. of the answers received) like innovative environment, investments in well-being. (Qualitative part 9, Pos. 12) or the abundance of work equipment and materials. (Qualitative part 13, Pos. 12)

The interviewers mentioned engagement as one of the most important elements of an organization's activity. "The engagement seems to me the essential part. The part in the middle. There is no way to survive for any organization without employees engagement. If I don't care about my job, who is?". "We will not have a team if every second member would be fully engaged. The results of engagement have not surprised me."

The engagement is directly related to "common goals and clear awareness of the value that our work creates – from personal value as wage, recognition, proudness to the emotions, we receive and development, I could get in cooperation with colleagues". It creates value for the development of employees.

The map of quantitative indicators of employees' engagement (fig 30) draws the guidelines for the growth of employees' engagement. Support is required when things go unplanned. Personal recognition, open and safe environment, open and clear communication, sense of trust by respondents and interviewers were mentioned as the elements that encourage and grow the initiative to share the ideas.
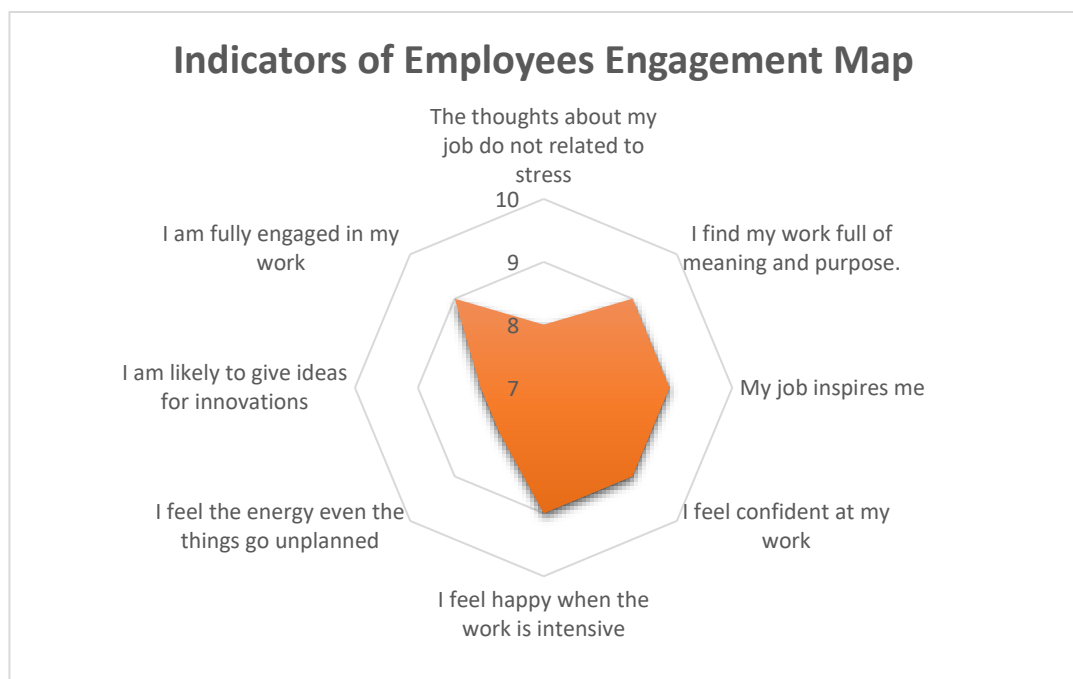
Fig. 30. Indicators of Employees Engagement Map.

The interviewers confirm the role of leadership to create the atmosphere for the engagement as "the sample of engagement let members engage. The atmosphere is important. And the atmosphere depends on the values and behavior of the leader.", "I would think that leader should help to create the atmosphere to engage and we are responsible for the full engagement."

The detailed process of planning and management, avoiding "managing with fires", has an impact on the sense of happiness when the job is intensive and would positively impact the stress feeling.

The main causes that impact employees' engagement in KIC are personal recognition, support, and encouragement of the leader, the awareness of personal impact in organizational activities, and support and encouragement, that is received from the team. Transformational leadership impacts employees' engagement with personal recognition, support, and encouragement. The supportive, open, safe, and positive environment influences the behavior of employees that form the team, where team members support and encourage each other.

4.3. Empirical analysis of Innovation Activities understanding and conditions for development

The frequencies of the elements of Innovative Activities were analyzed with the elements of process management, effective communication, constant learning (organizational and personal levels), and knowledge management (fig. 31). Innovative activities and constant development are highly related to the value the organization creates as well as a challenge like Constant development. It needs quick adaptation, much information to absorb (Qualitative part 5, Pos. 22)

The element of Process management, related requirements, and activities were mentioned by 93,8 perc (16 from 17 respondents) of respondents.
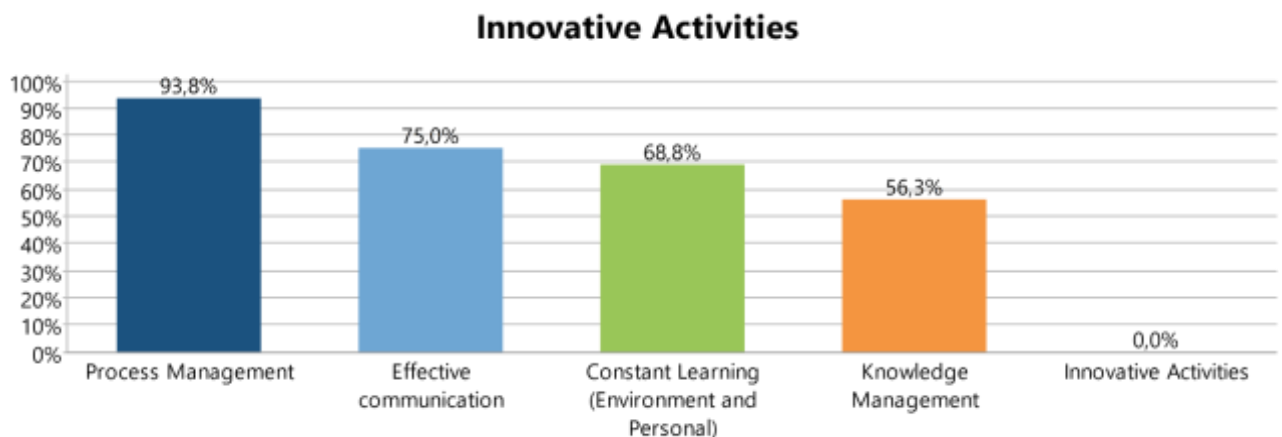
Fig. 31. The frequencies of Innovative Activities criteria

The importance of smoothness of process management of innovative activities was described as the importance of smoothness of working day (Qualitative part 1, Pos. 4), smooth organization of working process within all team members (Qualitative part 2, Pos. 4), processes are in a well-organized manner (Qualitative part 2, Pos. 8), questions arise as lack of time to proceed with everything as needed (Qualitative part 3, Pos. 6), need for the additional attention to managing visit time. (Qualitative part 3, Pos. 25), awareness, that all communication and inner processes should be perfect (Qualitative part 3, Pos. 19), need for the stability of a job and client flow, were one of the conditions is process management. It is important to know all steps of changes: what will be changed,

when, and how. Then it is important to know methods of implementation and expectations for the staff. Then a separate time for information and training is required. (Qualitative part 12, Pos. 17). The staff stability and managing changes were also mentioned as little change of assistants as possible (Qualitative part 12, Pos. 4)

The thoughts about effective communication within the team and the impact of it on the innovative processes were found in the answers of 75 perc. of respondents. The respondents extracted elements of team communication (Qualitative part 17, Pos. 15), smooth communication (Qualitative part 2, Pos. 16), encouraging clear and open communication. Open discussions focus on solutions instead of problems. (Qualitative part 10, Pos. 13).

Constant learning and its importance were mentioned by 68,8 perc. of respondents. Constant learning was mentioned concerning values of the organization, employees wish to hold what is created - strategy, constant development, (Qualitative part 1, Pos. 24). Constant learning is seen as a possibility for development (Qualitative part 1, Pos. 12), the criteria, that is related to the smoothness of innovations in the organization. Employees wish to develop and the manager's encouragement to develop and innovate (Qualitative part 2, Pos. 21) is described as one of the factors, that impact the success of the development.

56,3 perc of respondents in their answers has mentioned knowledge management. It is often related to the effectiveness of the job, as in case something goes wrong or I have any team member has any doubts, we can ask for additional information, reconfirmation, etc, and receive the answer in a short time. It is very important to know whom to ask or who will know the person who has the required information. (Qualitative part 3, Pos. 16)

The Map of Innovative Activities code relations (fig. 32) shows the relations between the criteria of innovative activities and other criteria analyzed.
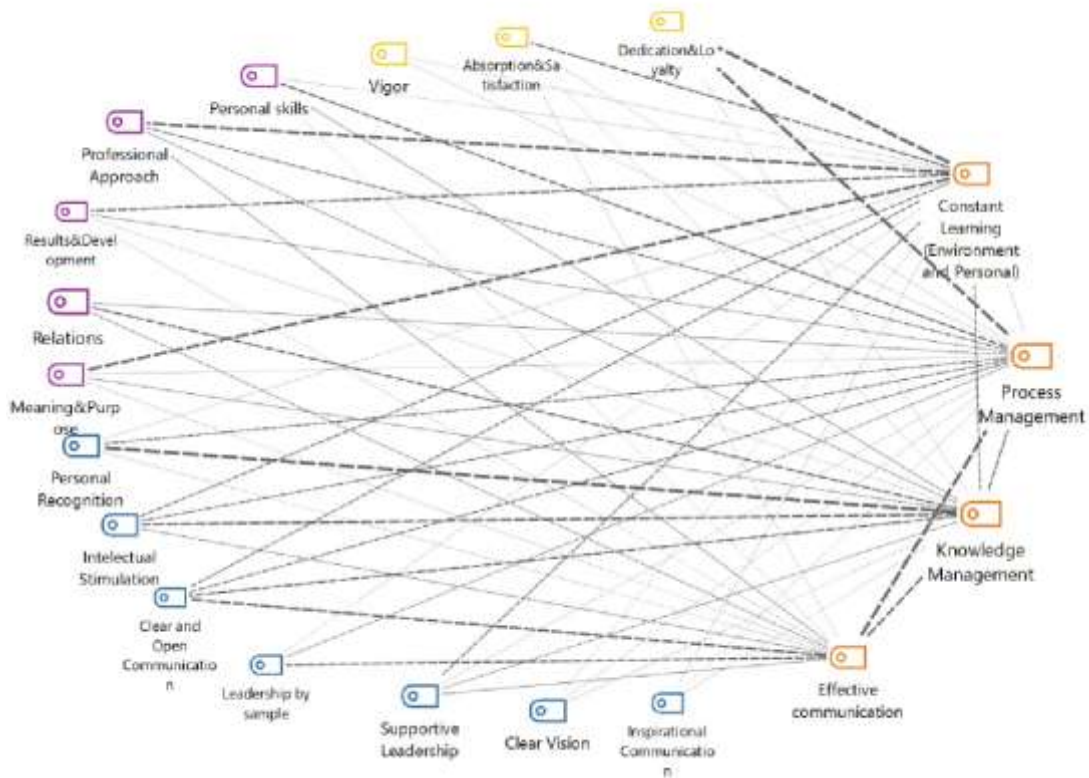
Fig. 32. The Map of Innovative Activities code relations

Constant learning was usually mentioned with employees' engagement (dedication and loyalty) and values of the organization (professional approach, and meaning, and purpose). Process management was also described concerning employees' engagement (dedication and loyalty) and effective communication. Knowledge management was mentioned with leadership criteria of personal recognition.

A deeper analysis of relations was made including indicators of *Criteria that help to ensure smoothness of innovations in KIC*, *In times of innovations and changes, I lack the most*, *Our success factors, that encourage development*, *What should be changed or considered to ensure the effectiveness of development and innovations?*

The indicator *I am proud of KIC team* was described in 4.1 paragraph (fig. 11).

The indicator *I feel free to give feedback on any processes in KIC, even my feedback is negative* is important to evaluate the possibility of open communication and open feedback, that create a safe environment for the development and innovations (fig. 33).

15 perc. have chosen 10, 20 perc. – 9, 25 perc. – 8, 25 perc. – 7, 10 perc. – 6, and 5perc – 4. Mediana – 8.
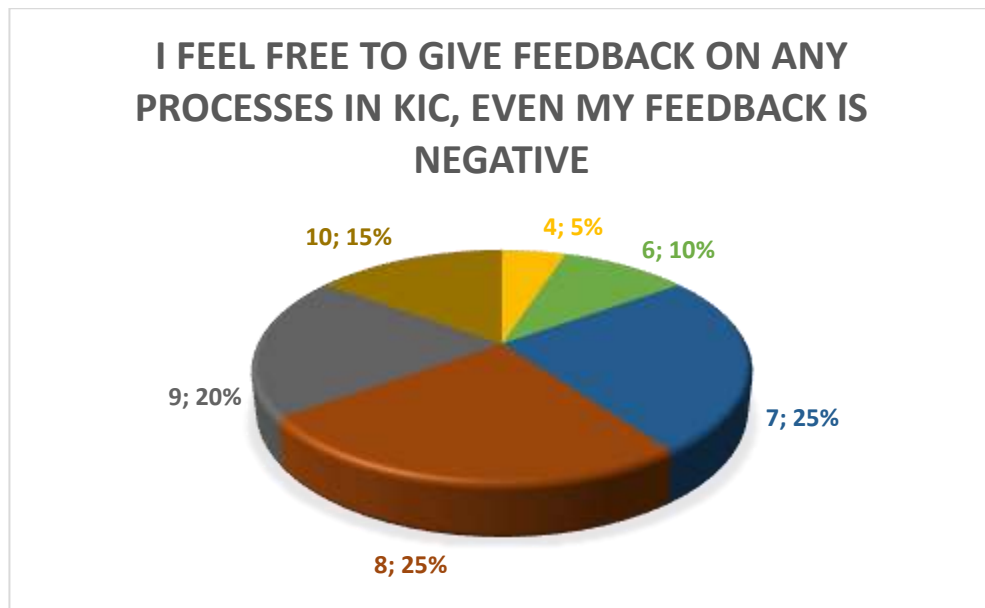
Fig. 33. I feel free to give feedback on any processes in KIC, even my feedback is negative.

The engaged employees are likely to show initiative and be encouraged to participate in innovation processes. The indicator *I am involved in innovation planning processes* shows the feeling of how deeply employees are engaged in innovation planning processes (fig. 34).
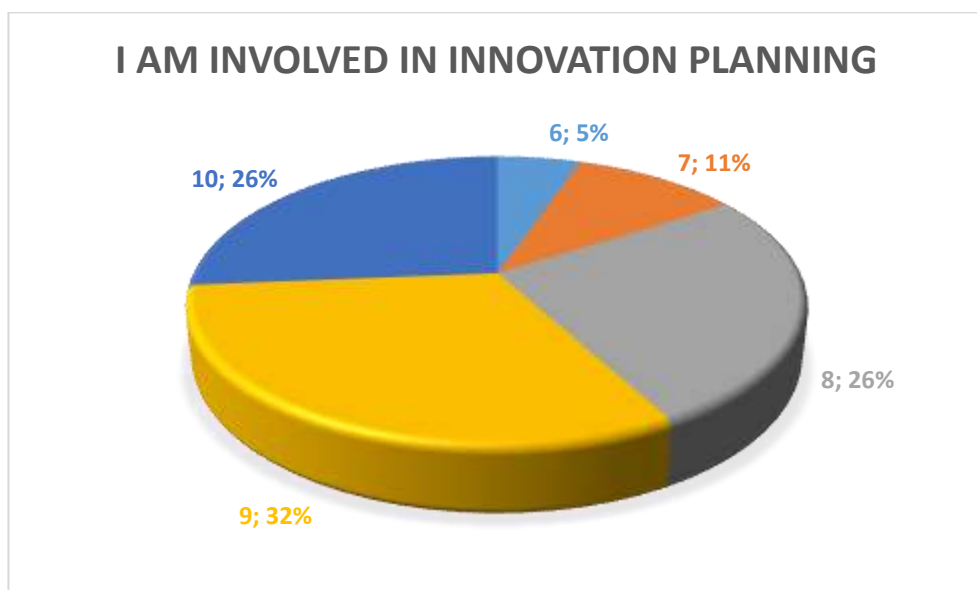
Fig. 34. I am involved in innovating planning

19 answers were received. 58 perc. have chosen 10 or 9. 26 perc. – 8, 11 perc. – 7 and 5 perc – 6. Mediana - 9.

The clear awareness of the purpose and importance of any changes in an organization is one of the conditions for a higher engagement level of employees. When people understand what they are doing and why this is important, they are highly interested to participate in inactivity actively. The level of how employees understand the value of innovations and support them was analyzed with an indicator *I support innovations and understand their value* (fig. 35). 19 answers have been received. 63 perc.

(12 persons) of respondents has chosen 10 for this confirmation. 16 perc. – 9, 11 perc – 8, and 11 perc. -7. Mediana – 10.
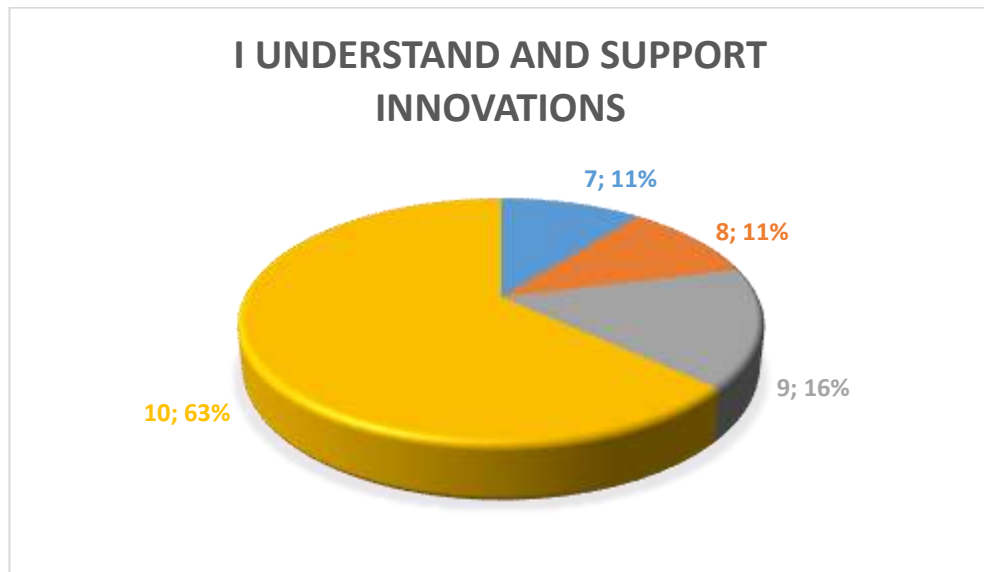
Fig. 35. I understand and support innovations

The confirmation *I receive all required information before any changes* helped to evaluate the employees' satisfaction of knowledge management and sharing of the required information before any changes. 19 answers were received. 32 perc. of respondents have chosen 10, 21 perc – 9, 21 perc – 8, 11 perc – 7, and 16 perc - 6. Mediana - 9 (fig. 36).
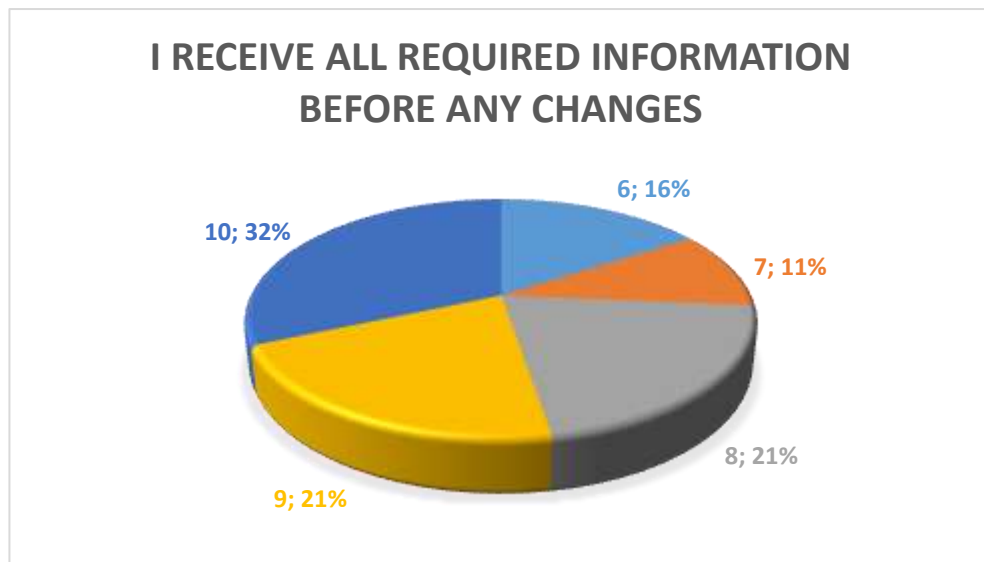
Fig. 36. I receive all required information before any changes.

The last year of activity was exclusively different for the need for quick changes and innovations, including new requirements for the safety of staff and clients, new services, including online services, and other innovations that have been implemented in the short term. It was important to understand how the employees evaluate the situation KIC clinic has overcome during the pandemic time. The confirmation *I think that we overcame challenges related to pandemic smoothly* was chosen for this evaluation (fig. 37).
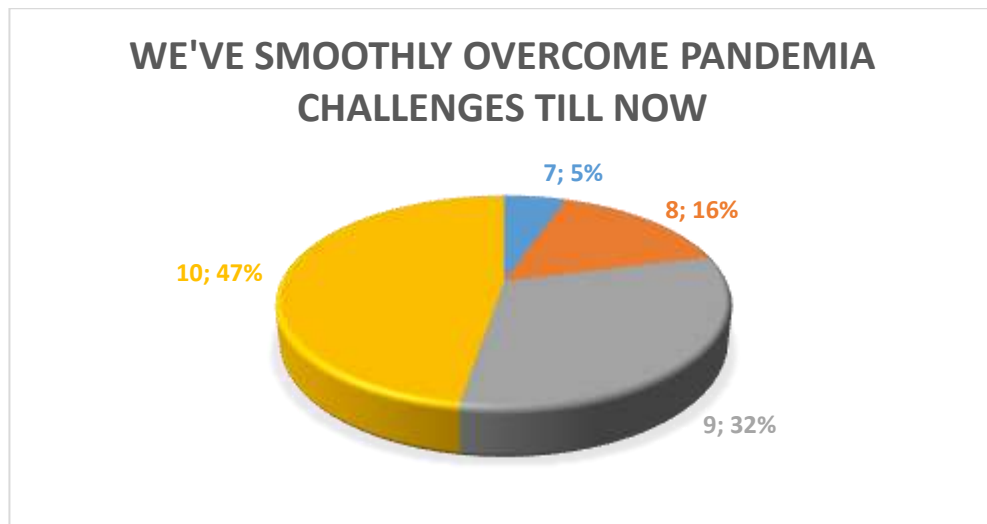
Fig. 37. We've smoothly overcome pandemia challenges till now.

19 answers were received. 15 respondents (69 perc.) have chosen 10 or 9. 16 perc (3 persons) – 8, and 5 perc. (1 person) – 7.

The employees were asked to identify *How would you describe criteria, that help to ensure smoothness of innovations in KIC?* 14 narrative answers were received.

The holistic approach is essential. Everything, including experience and stability of the team, wish to innovate, engagement of all team in the development, wish to continue work in this organization, the satisfaction of patients - results that we create, support, encouragement to go further. It's all connected. (Qualitative part 5, Pos. 16). However, the tendencies could be indicated.

100 perc. of all respondents (14 respondents) have indicated some elements of transformational leadership in their answers. The encouragement for clear and open communication is important, that ensures an open and safe environment for innovative ideas, and open discussions focus on solutions instead of problems. (Qualitative part 10, Pos. 13). Other key elements are smooth communication (Qualitative part 2, Pos. 16), the importance of leadership, culture of initiative and open communication, management of processes (Qualitative part 3, Pos. 16), clear requirements, clear communication of value and goals, clear limits for responsibility, consultations, support, training. (Qualitative part 8, Pos. 16), encouraging for clear and open communication.

29 perc. have mentioned the impact of Open, Safe, and Positive Environment on the smoothness of innovations. Management of emotions. Ability to manage conflict situations, open discussions, team meetings with the possibility to share information, requirements, and expectations. (Qualitative part 11, Pos. 16).

The supportive approach of the leader has been mentioned by 36 perc. (5 respondents). The support of a leader is essential for initiatives (Qualitative part 12, Pos. 14), encouragement to go further. (Qualitative part 5, Pos. 16), training. (Qualitative part 8, Pos. 16) and these are closely related to innovative behavior and innovative environment in the organization.

The importance of clear awareness of vision, goals, and priorities have been mentioned as well as a clear understanding of the value of innovation (Qualitative part 2, Pos. 16-17), clear communication of value and goals (Qualitative part 8, Pos. 16) and clear understanding of the value of innovations

and impact on goals. (Qualitative part 3, Pos. 16). Clear focus and priorities: staff and patients satisfaction. It gives the direction for all innovations. (Qualitative part 13, Pos. 15) These are important and related to awareness of the additional value of innovation (Qualitative part 2, Pos. 16) and feeling of importance, participating in the creation of changes. (Qualitative part 17, Pos. 12).

Leadership was also mentioned concerning the management of processes, methods of communications (e-mails, chats, common and individual meetings, training, etc.) (Qualitative part 4, Pos. 16), encouraging constant development, improvements of work culture, and quality. (Qualitative part 9, Pos. 16) and other elements of innovative activities like knowledge management and effective communication.

The effective process management, planning of innovations and actions (Qualitative part 14, Pos. 14), and effective methods of communications (e-mails, chats, common and individual meetings, training, etc.) (Qualitative part 4, Pos. 16) are strongly related with employees engagement and the possibility to discuss and develop, be involved in processes of innovations from the earliest stages (Qualitative part 12, Pos. 14). The engagement of all members of the team in the development was also mentioned concerning a wish to innovate, and wish to continue work in this organization (Qualitative part 5, Pos. 16).

The importance of the team was evaluated by 64 perc. (9 resp.), including experience and stability of the team (Qualitative part 5, Pos. 16), the impact of team's spirit to develop (Qualitative part 9, Pos. 16), collaboration, communication (Qualitative part 6, Pos. 16), an essential role for the impact of teamwork and collaboration on willingness to help, support, explain the share of information and experience. (Qualitative part 17, Pos. 12) and effectiveness of processes and knowledge management. In case smth goes wrong or I have any team member has any doubts, we can ask for additional information, reconfirmation, etc, and receive the answer in a short time. It is very important to know whom to ask or who will know the person who has the required information. (Qualitative part 3, Pos. 16)

The opposite question was asked to go deeper with criteria, crucial for smooth innovative actions. The indicator *How would you describe criteria, that could stop to ensure smoothness of innovations in KIC*? was used to extract key importance criteria. 14 answers were received.

The employees' engagement and ability to go the extra mile, to deal with the fear of changes has been mentioned. Thinking that we work successfully in the usual ways, under well-described procedures, and can continue to do so could become a serious interference for any innovation activities. (Qualitative part 2, Pos. 19). Constant learning, encouragement, and support of leader and team become crucial.

The team should ensure smooth teamwork between separate groups of staff. (Qualitative part 4, Pos. 18-19), collaboration. (Qualitative part 10, Pos. 15-16), open and clear communication and taking care of each other (Qualitative part 5, Pos. 18). Teamwork is directly related to employees' engagement when every team member should take responsibility (Qualitative part 3, Pos. 19) and create a possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14).

The leadership was mentioned by 50 perc. of respondents and the role of leadership and managing processes was indicated as crucial. There are higher standards of quality and process management

related to the medicine and treatment sphere when any mistakes have no place. All communication and inner processes should be perfect. Some spheres related to personal data protection, or services, etc. requires also clear and open communication. Every team member should take responsibility (Qualitative part 3, Pos. 19) Respondents indicated a connection between leadership, employees' engagement and the success of teamwork as the way to ensure the success of innovative activities. In addition to the question above, leadership has been mentioned for its crucial role in clear vision and process management.

The respondents have mentioned the importance of clear and full information (Qualitative part 10, Pos. 15-16) and the necessity of the exact information when quick actions are required. (Qualitative part 14, Pos. 16-17). Effective process management is also related to teamwork and engagement with every team member, which could be reached with a long-lasting vision and effective leadership. 43 perc. of respondents have mentioned time management issues as the important criteria for the management of innovation activities.

It was important to identify criteria, that are related to development, constant learning, that are crucial for innovating the environment, innovating activities, and encouraging the team to participate in their activities at their best. The question *How would you describe success factors that help to develop?* has been formulated, 16 answers were received.

The majority of respondents have mentioned at least one criteria, related to connection like relations, open, clear and positive environment, effective communication, or teamwork. 38 perc. have mentioned team, teamwork or positive things related with the team, like trust between team members (Qualitative part 6, Pos. 20), good feedback (Qualitative part 9, Pos. 21) or common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17)

56 perc (9 resp.) have mentioned leadership as the criteria that help to develop, including the manager's encouragement to develop and innovate (Qualitative part 2, Pos. 21), the advice employees could get, encouraging to reach more, feeling that I matter. (Qualitative part 11, Pos. 20) and support for employee's development (Qualitative part 14, Pos. 19)

Employees Engagement was mentioned by 7 respondents (44 perc.), including proudness of organization name, and goals (Qualitative part 3, Pos. 21), challenges, that are met like a great number of difficult cases we solve approach to clients (Qualitative part 4, Pos. 21), or belief in a job we do, team. (Qualitative part 5, Pos. 20) and common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17). And employees wish to develop (Qualitative part 2, Pos. 21), wish to do the best from everyone encouraging to reach more (Qualitative part 11, Pos. 20), encouraging to improve knowledge, innovate and focus on solutions, not problems. (Qualitative part 17, Pos. 15) are crucial for innovative activities. These elements impact constant development with growing experience, sharing knowledge, and constant developments to make the work easier, to create a good atmosphere (Qualitative part 10, Pos. 18). Open, Safe, and Positive environment have been mentioned as one of the elements that impact conditions for development.

An opposite question to encourage awareness has been offered for respondents: *What should be considered or changed to ensure the effectiveness of development in KIC?* 12 answers have been received. In times of innovation, attention should be paid to personal recognition, including hearing different opinions and finding common solutions. (Qualitative part 10, Pos. 22), even more individual approach- to look what everyone likes and is best at. (Qualitative part 11, Pos. 24). When the time is

tough and the organization is growing the possibility of the manager to share attention with everybody, when the organization is growing is becoming a challenge. (Qualitative part 5, Pos. 24) and this is important for employees to encourage and support for constant development.

The impact of Employees Engagement and team was mentioned as important for the development of the organization. The employees wish to hold what is created - strategy, constant development, focus on clients and employees, good and safe atmosphere, that encourages to think, to develop, to feel joy at work even in a hard time. (Qualitative part 1, Pos. 24), to strengthen the team, to take responsibility, to take all duties. To hold quality and precise approach to do the best. (Qualitative part 2, Pos. 25). The goal to reach the higher engagement of the employees was mentioned. To ensure the effectiveness of development in the organization, it would be important to encourage employees to participate in activities looking as it was their own company (Qualitative part 9, Pos. 25), or the approach of employees to KIC should be: what I could give to my organization, not waiting for what I could receive from it. (Qualitative part 6, Pos. 24) what is related to dedication and satisfaction of employees engagement.

The values are related to personal skills, possibilities to use employees' potential, strengthen relations, including strengthening the team, to take responsibility, to take all duties, and to reach common goals - to hold quality and precise approach to do the best. (Qualitative part 2, Pos. 25)

The open question What would you call the biggest challenge working in KIC? was asked to grow awareness of what cases become the most difficult and what solutions could be implemented for further development. 12 answers were received. 3 persons have noticed, there are no challenges or no big challenges in KIC.

13 answers were received. 6 respondents mentioned No challenges, or I have no too big challenges (Qualitative part 2, Pos. 23). 9 answers (69 perc. of respondents) were related to the elements of innovative activities. Most of them (6 resp, 46 perc.) were related to processing management, where time management seems to be crucial when it requires time to understand everything, to learn work quickly (Qualitative part 16, Pos. 19), and to be on time with procedures as well as manage with the balance between the number of patients, revenues, time, quality, stress, and results.(Qualitative part 3, Pos. 23-24). However, the pace of work becomes easier with innovations. (Qualitative part 1, Pos. 22), the time cost and work effectiveness create value. The importance of awareness of the value of innovations and the importance of clear communication of the meaning and value of innovations, as a necessity to grow support for innovations and employees' engagement grows.

The last open question *Additional thoughts that you would like to add* was used to encourage employees to write any additional thoughts, ideas, comments that have not been included in the questionnaire. 8 answers were received. The employees have shared the thoughts, related to their approach to the organization's view.

4 answers (44 perc. of the received 9 answers) have been related to the importance of the team, its value, relations, and informal communication. The supportive leadership was also mentioned as t is important the employees' support for the initiative, good results, reached goals. (Qualitative part 9, Pos. 27).

The importance of development and holistic approach concerning results and team was mentioned summarising the thoughts of the questionnaire as one more time I have received approval on how

much development is important in KIC. And this is not only about the service, but also in relations between team members, that my opinion and emotional state matters. If this would not be important, there will not be this questionnaire either. (Qualitative part 1, Pos. 26)

All interviewers in interviews have mentioned the impact of a long period of a pandemic for the emotional state of staff, speed of changes required, challenges, related to new requirements, knowledge management, or process management. During one year, related to the COVID-19 pandemic, changes, related to the safety of staff and customers have been made and innovations, related to online services, have been developed and implemented.

The employees' engagement and energy actively participating in innovations and teamwork are crucial. Employees' engagement, safe, open, and positive environment, relations, and collaboration were mentioned as the main criteria, that impact teamwork. "We work in a sphere where you can perform a few times better if you work in a good team", "The belief of team in every step they do is essential – no way to perform without it. It would be a waste of time to work if we would see different goals, for ex. to manage the processes accurately for long-lasting results or to finish the day in time". The difficulties to manage the goals and to find the balance between a few of them have been mentioned, like to reach revenue level, efficiency and a need for time required for the development of daily activities, integration of innovations and need of transformative and innovative mindset. However, constant learning and working in a team that develops was mentioned as a priority by all interviewers. The proudness of being a part of KIC team (fig. 11) is closely related to constant development. This should be supported and encouraged.

To conclude the understanding of innovative activities and evaluate the conditions of development in KIC, the employees' support of innovations and understanding their values is important. It is crucial to continue clear communication of vision and goals. The possibility to share feedback even if it is negative is important for innovation and needs attention (fig. 38). Other indicators, as the reception of required information, involving in innovation processes have space for growth. Additional research would be required for the development of processes.

Fig. 38. Indicators of Innovative Activities Map

The sphere of health care is strictly related to many requirements and orders that can not be changed easily. However, the risk to think "

The importance of sharing ideas, information, and looking for common solutions have been also mentioned in open-ended questions and interviews. The trust, connections, and relations of team members, that is related to an open and safe environment and effectiveness of teamwork should become a priority to grow engagement of the employees and team and grow the effectiveness of innovative actions.

4.4. Integrated model of Transformational Leadership Role in Employees Engagement in Innovative Activities in KIC clinic

The results of KIC clinic case study have shown the importance of the role of transformational leadership for employees' engagement in innovating activities.

The elements of Transformational Leadership in different contexts were mentioned 85 in the narrative answers of respondents. The team was mentioned 75 times, elements of Employees Engagement – 62, Values- 132, Innovative environment – 83 times, and components of Innovative Activities – 91. The numbers just confirm the importance of all extracted components. The relations between different components, specified above, show the importance of the holistic approach and strong relations and impact between transformational leadership, employees' engagement, and innovative activities.

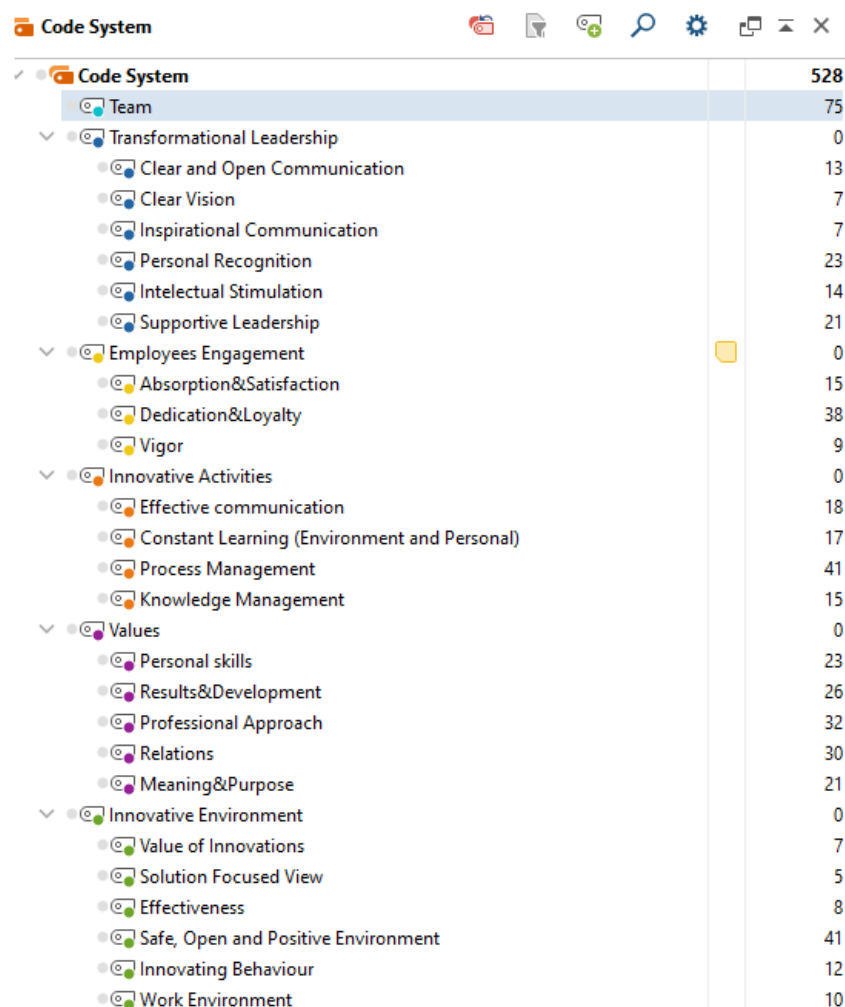**Fig. 39.** Qualitative analysis of the questionnaire. Frequency of codes.

According to the analysis of the questionnaire and interviews, the integrated model of Transformation Leadership Role in Employees Engagement in Innovative Activities in KIC clinic has been created (fig. 40).

Fig. 40. The integrated model of Transformation Leadership Role in Employees Engagement in Innovative Activities in KIC clinic

The leader makes an impact communicating the values, vision, goals, purpose of the organization. Clear communication is essential for employees as the consistency of employees' and organizations' values is the condition to find the meaning and purpose of the organization and personal activity for employees. It helps to have a clear vision, that drives their mindset, helps to see themselves in the organization and fully understand their role, how they work, feel the personal impact and value. The transformational leader makes an impact by empowering the employees to find their meaning and purpose of being in the organization and their role. The professional approach is formulated from the values and approach to clients and team members, including the value of development and relations. The condition of an Open, Safe and Positive Environment is essential for open and clear communication, a sense of trust and initiative, open feedback as the reason for the development and effective innovating.

Personal Recognition and Supportive Leadership were mentioned as the most important elements of the role of transformational leadership. The personal attention of the leader, received feedback and rewards, support in difficult emotionally time, encouragement to look for new ways to participate in activities, look for solutions instead of problems, and development have been indicated as conditions of the employees engagement and environment, where the employees feel supported and valued and wish to be a part of the organization actively participating in its activities and development.

The engaged employees feel the energy even the work is intensive, are dedicated and loyal, and ready to go the extra mile, to do their best. They create an innovative environment, in which looking for new solutions and constant development is implemented in daily innovating behavior that creates awareness of the importance of effectiveness and common results. The engaged employees, guided by the values of the organization, support collaboration instead of competition, which was express as the important element, impacting teamwork. These conditions impact the performance of the team. The team element was extracted as one of the key elements while analyzing the relations between transformational leadership and employees' engagement in innovating activities.

When the organization develops and expands, the question arises of the leader's ability to pay attention personally. The innovative environment, innovative behavior, awareness of the value of development, and orientation to effectiveness and results, help to develop a team that can collaborate, communicate, share information, wish to reach common goals, and are prepared to support and encourage each other. The effectively performing team gets involved in innovative activities, including teamwork, process management, knowledge management, and constant development.

The following key steps were extracted to use the transformational leadership role for the growth of employees engagement in innovative activities in KIC case:

- A clear vision, clear awareness of innovations, and their value are essential to ensure the support for innovations from all team members. Constant attention should be paid to personal recognition, support, and encouragement to development for every individual. This is important for the sense of trust and value, and individual growth.
- The safe, open, and positive environment, based on the organization's values, that is created, is important to be saved and developed. It is important to ensure sharing of ideas, opinions, and feedback, even it is negative, support and encouragement to engage and participate actively in innovative activities.

- The efforts have to be made to grow employees' engagement constantly and to encourage a supportive and positive environment.
- The efforts have been made to encourage the staff to review and develop processes constantly to create value and reach goals.
- The impact of transformational leadership, level of employees' engagement, the satisfaction of teamwork, awareness, and support of innovating activities should be constantly measured with the help of questionnaires. Additional measures based on the received results have to be taken.

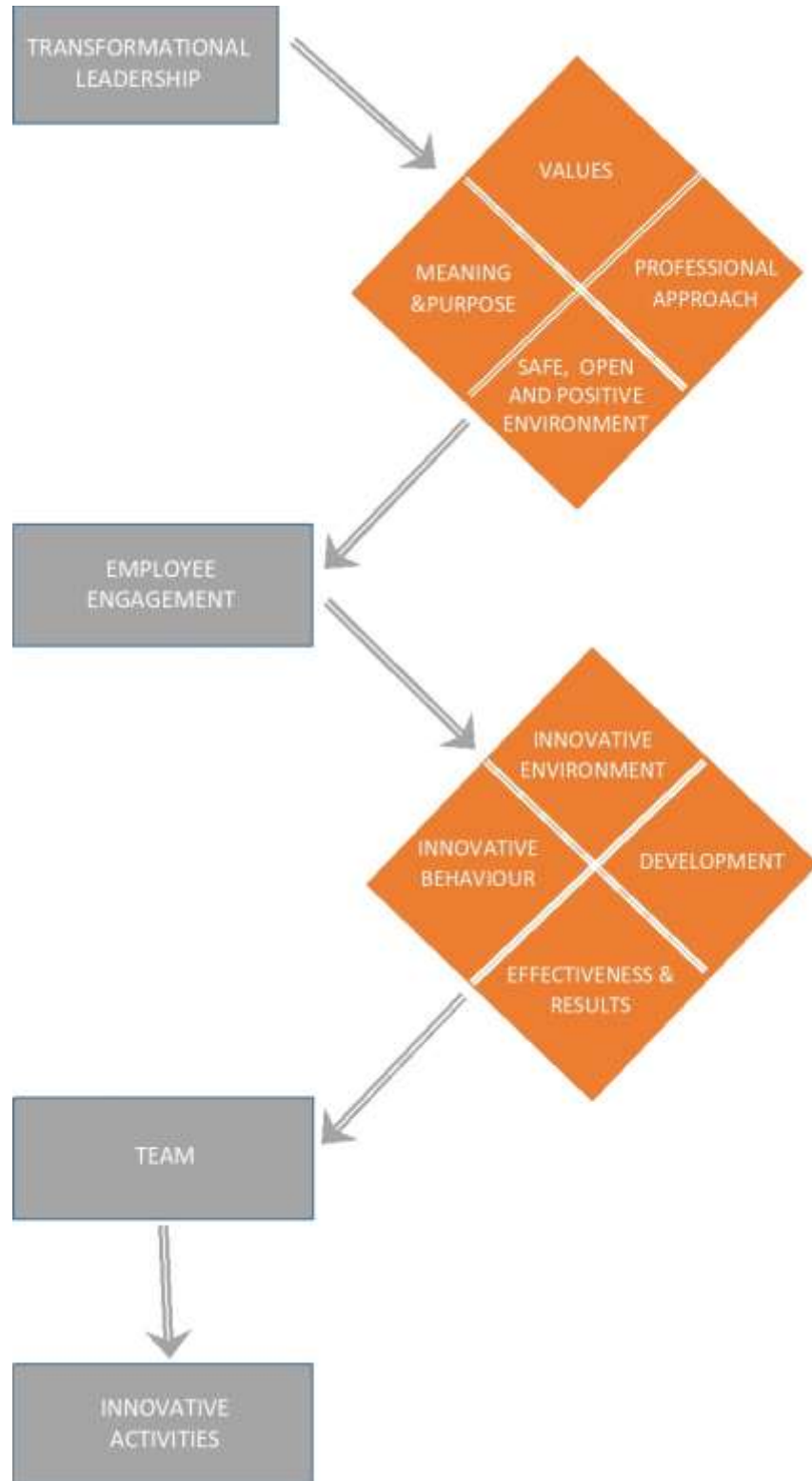The integrated model of Transformation Leadership Role in Employees Engagement in Innovative Activities in KIC clinic shows the importance of transformational leadership for sustainable employee engagement in the context of innovating activities. The leader impact employees' engagement with clear communication of values, vision, goals, personal recognition, supporting and encouraging for the development. The engaged employees participate in the development of daily activities and support changes, they support and encourage each other, create an innovative environment and form an effectively performing team, which could ensure the effectiveness of innovating activities. The role of transformational leadership is crucial to provide a clear vision and strategy, ensure and support employees' engagement, to use employees' potential to do their best through teamwork during innovation processes.

4.5. Guidelines for the growth of team performing

The Team component was extracted in a case study of KIC clinic as an important part of the leadership of innovative activities in close relation to employees' engagement. The engaged employees make an impact for performing of the team in innovative activities.

The role of transformational leadership expands with the goal not only to grow the employees' engagement, but to create the environment for the effective functioning of the team based on the organization's values and vision, including teamwork, communication, knowledge management, and constant learning. "When a team learns together, not only do they perform better, but individual grow more rapidly than they would have otherwise" (Widdowson, 2021)

The other advantage of high performing team is the support and encouragement that team members receive from each other. This was mentioned in KIC case as one of the elements, that create value working in KIC. The role of the leader is to create an environment where support, encouragement, and development, hearing different opinions and looking for common solutions would become daily habits.

These possibilities expand the impact of the leader, as the employees become the advocates of the organization, support values, overcome self-goals, and are ready to cooperate to reach common goals.

The growth of employees' engagement, collaboration, cooperation, support, and encouragement in KIC case was mentioned as the elements important for the long-lasting results and development of innovative activities. The empirical literature argues, that the growth of high-performing teams increases the sense of common vision, grows commitment for the organization, strengthens collaboration, support, and encouragement within team members.

Widdowson (2021) explains the relationship between employees' engagement and sense of well-being, which is directly related to satisfaction of employees. (fig. 41). When the lack of engagement and lack of well-being is noticed, the team is disconnected. When the engagement grows, but the discomfort of well-being is felt, the team is engaged, but anxious. The lack of engagement, but growing comfort let the team feel comfortable, even it is not engaged. The balance of engagement and comfort, that could be reached with clear communication of values and goals, personal recognition, support, encouragement, impact the connection of team members.

Engagement

| | Discomfort and lack of well-being | Engaged but anxious | Connected | Comfort and sense of well-being |
| | | Disconnected | Not engaged but comfortable | |

Lack of engagement
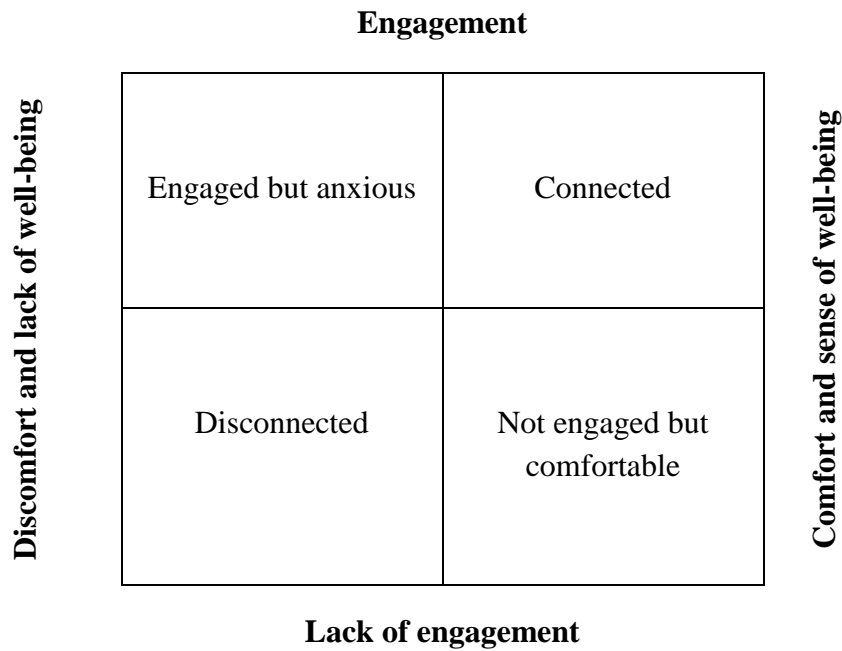
Fig. 41. Relation between employees engagement and well-being (Widdowson, 2021)

The empirical studies confirm the impact of employees' engagement for the team performing in innovative activities. The research for the growth of high-performing teams in innovative activities in KIC case is worth to be performed, as the case study confirms the high importance of teamwork in KIC.

5. Conclusions and recommendations for transformational leadership impact for employees engagement in innovative activities

1. Transformational leadership in empirical studies is agreed to be essential to change and communicate the values, vision, goals and create the environment for the development of organization and implementation of long-term changes and have an impact on employees' engagement.

2. The elements of transformational leadership, such as clear vision, supportive leadership, personal recognition, inspirational communication, and intellectual stimulation, impact the employees' awareness of the values, vision, strategy, and goals of the organization. This helps to find the meaning and purpose of their role and job, create an open, safe and positive environment to strengthen a professional approach to provide a high quality of services and reach the satisfaction of the clients.

3. Empirical studies confirm the impact of employees' engagement on the quality of job, clients' satisfaction, productivity, and profitability. Employees' engagement could be described by vigor, dedication, and loyalty, and absorption, and satisfaction, which is essential criteria for employees' active participation in development processes.

4. The innovative activities could be described with elements of teamwork, constant learning, innovative behavior, and knowledge management.

5. The conceptual model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the links between transformational leadership, employee engagement, and innovative activities, and becomes the empirical foundation to create a methodology for the study case of KIC clinic and provide peculiarity of transformational leadership impact in employees engagement in innovative activities.

6. The personal recognition, emotional support, and encouragement to develop were mentioned as the elements of transformational leadership, that make the biggest impact on employees' engagement in KIC study case.

7. It is important to develop an understanding of why and how employees see the organization and how they feel in it, to implement policies growing employees' engagement, and create an environment when the employees develop the skills to put extra effort into everything they do and support the development of innovative activities.

8. The daily tasks and innovative activities of healthcare employees require a high rate of employees' engagement and teamwork. An Open, safe and positive environment to ensure a sense of trust, collaboration, sharing information, and connections between team members are essential. It is critical to create, implement, and establish a culture, focused on employee engagement in the healthcare organization.

9. The team development, for the growth of collaboration, communication, sharing information, supporting, and encourage each other is crucial. The effectively performing team gets involved in innovative activities, including teamwork, process management, knowledge management, and constant development. The importance of the transformational leadership role for the employees and team engagement was confirmed by the results of the case study in KIC.

10. The integrated model of Transformational Leadership Role in Employees Engagement in Innovative Activities shows the importance for the leader to grow employees' engagement to form a high-performing team, able to develop organizational processes, and actively participate in innovation activities.

11. The impact of transformational leadership, level of employees' engagement, awareness, and support of innovating activities should be constantly measured with the help of created methodology. The research should be expanded for the evaluation of the team performing.

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Appendix 1. Qualitative Analysis.

How would you describe KIC priorities?

Criteria	Description
Professional Approach, quality of services, client satisfaction, proudness	professional approach (Qualitative part 1, Pos. 2)
	the satisfaction of patients. (Qualitative part 2, Pos. 2)
	To attract patients, that would use only KIC services. To have the highest level specialists in all spheres. To provide high-quality services (Qualitative part 3, Pos. 2)
	High quality of services (Qualitative part 4, Pos. 2)
	Patient with a happy smile ;) (Qualitative part 5, Pos. 2)
	High quality of services. Happy patients, that returns and returns for the treatment (Qualitative part 6, Pos. 2)
	Professional approach, (Qualitative part 7, Pos. 2)
	Health - holistic approach to treatment and services provided, aesthetics, quality of services. (Qualitative part 8, Pos. 2)
	Patient. (Qualitative part 10, Pos. 2)
	High quality of all dental services provided. (Qualitative part 11, Pos. 2)
	High quality of services. Professionalism. Satisfaction of patients. (Qualitative part 12, Pos. 2)
	Satisfaction of patients and team. (Qualitative part 13, Pos. 2)
	Professional work. High quality of services. Accuracy. Patients' feeling of satisfaction and trust. (Qualitative part 14, Pos. 2)
	Cozy and friendly environment for staff and patients. (Qualitative part 15, Pos. 2)
	Smiling patient-smiling team (Qualitative part 16, Pos. 2)
	The highest quality of services. Satisfaction of patient. (Qualitative part 17, Pos. 2)
Innovative Environment	constant development with new technologies, (Qualitative part 1, Pos. 2)
	high quality of organizational culture (Qualitative part 7, Pos. 2)
	constant development with new technologies, maximum efforts, and results in all spheres (Qualitative part 1, Pos. 2)
Safe, Open, and Positive Environment	Good atmosphere (Qualitative part 1, Pos. 2)
	Smiling patient-smiling team (Qualitative part 16, Pos. 2)
	Cozy and friendly environment for staff and patients. (Qualitative part 15, Pos. 2)
Employees Engagement, proudness, advocating company	Reputation. (Qualitative part 10, Pos. 2)
	Engagement of staff, responsibility, collaboration. (Qualitative part 9, Pos. 2)
Staff, teamwork,	Maximum efforts and results in all spheres (Qualitative part 1, Pos. 2)
	the feeling of duty, and teamwork. (Qualitative part 7, Pos. 2)
	responsibility, collaboration. (Qualitative part 9, Pos. 2)

	Teamwork.. (Qualitative part 11, Pos. 2) Satisfaction of patients and team. (Qualitative part 13, Pos. 2) Smiling patient-smiling team (Qualitative part 16, Pos. 2)	
Personal skills and feelings	Accuracy. (Qualitative part 14, Pos. 2) the feeling of duty. (Qualitative part 7, Pos. 2) Responsibility. (Qualitative part 11, Pos. 2)	
Financial Results	Profit, (Qualitative part 1, Pos. 2) Quantity of patients (Qualitative part 2, Pos. 2) To reach profit. (Qualitative part 3, Pos. 2) Profit (Qualitative part 10, Pos. 2)	

Criteria, that help to engage

Criteria	Description	Number of results (19 answers received)
Team		9 resp/ 47 perc.
Team	Team members (Qualitative part 1, Pos. 4) Smooth organization of working process within all team members. (Qualitative part 2, Pos. 4) Discussions with colleagues about the medicine news, treatment methods, new services, or new possibilities create a lot of value and wish to go deeper. (Qualitative part 6, Pos. 4) team members that look to one direction (Qualitative part 3, Pos. 4) Team- support, collaboration, friendliness. Leader - inspiration, support, encouragement to think differently, look for solutions, participate in activities. Emotional environment- positivity. (Qualitative part 11, Pos. 4) Good relations with colleagues. The existence of the real team - one for another. (Qualitative part 13, Pos. 4) Common sense of team. Psychological atmosphere. (Qualitative part 15, Pos. 4) Stability of job. Ability to plan jobs. Teamwork, when everything goes smoothly. (Qualitative part 16, Pos. 4) Support of leader and team. Common Goals, the value we create. (Qualitative part 17, Pos. 4)	9 resp./ 47 perc.
Transformational Leadership		11 resp./ 58 perc.
Clear and Open Communication	clear requirements (Qualitative part 6, Pos. 4) Wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4)	4 resp./ 21 perc.

	Trust that I feel from the leader, benevolence, clear information, open communication. (Qualitative part 10, Pos. 4) Common sense of team. Psychological atmosphere. (Qualitative part 15, Pos. 4)	
Leadership by sample	Common sense of team. (Qualitative part 15, Pos. 4) Support of leader and team. Common Goals, the value we create. (Qualitative part 17, Pos. 4)	2 resp./ 11 perc.
Personal Recognition	To win the competitors with experience and high quality, work and receive the award (Qualitative part 7, Pos. 4) the feeling of responsibility, evaluation, and recognition, my wage (Qualitative part 9, Pos. 4) Trust that I feel from the leader, benevolence, clear information, open communication. (Qualitative part 10, Pos. 4) Psychological atmosphere. Wage. (Qualitative part 15, Pos. 4)	4 resp./ 21 perc.
Intellectual Stimulation	Positive environment, and leadership, with the feeling of growth and development. (Qualitative part 6, Pos. 4) Leader - inspiration, support, encouragement to think differently, look for solutions, participate in activities. Emotional environment- positivity. (Qualitative part 11, Pos. 4)	2 resp./ 11 pec.
Supportive Leadership	Work sphere that inspires, leader, that support, team members that look to one direction, duty and other personal skills. (Qualitative part 3, Pos. 4) Leader - inspiration, support, encouragement to think differently, look for solutions, participate in activities. Emotional environment- positivity. (Qualitative part 11, Pos. 4) Support of leader and team. Common Goals, the value we create. (Qualitative part 17, Pos. 4)	3 resp./ 16 perc.
Employees Engagement		6 resp./ 32 perc.
Vigor	Love for my job. Wish to develop. (Qualitative part 14, Pos. 4)	1 resp./ 5 perc.
Dedication&Loyalty	Wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4) The job I like. Good relations with colleagues. The existence of the real team - one for another. (Qualitative part 13, Pos. 4)	2 resp./ 11 perc.
Absorption &Satisfaction	Wish to do my best (Qualitative part 5, Pos. 4) The job I love, feeling of responsibility, evaluation, and recognition, wish to make my best, wage. (Qualitative part 9, Pos. 4) Love for my job. Wish to develop. (Qualitative part 14, Pos. 4)	3 resp./ 16 perc.
Innovative Activities		7 resp./ 37perc.

Effective Communication	Stability, clearness, as little change of assistants as possible (Qualitative part 12, Pos. 4)	1 resp./ 5 perc.
Constant Learning	Discussions with colleagues about the medicine news, treatment methods, new services, or new possibilities create a lot of value and wish to go deeper. (Qualitative part 6, Pos. 4) Wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4) Wish to develop. (Qualitative part 14, Pos. 4)	3 resp./ 16 perc.
Process Management	smoothness of working day. (Qualitative part 1, Pos. 4) Smooth organization of working process within all team members, (Qualitative part 2, Pos. 4) Stability of staff, clear requirements, positive environment, and leadership, with the feeling of growth and development. (Qualitative part 6, Pos. 4) Stability, clearness, as little change of assistants as possible (Qualitative part 12, Pos. 4) Stability of job. Ability to plan jobs. Teamwork, when everything goes smoothly. (Qualitative part 16, Pos. 4)	5 resp./ 26 perc.
Knowledge management	clear information, open communication. (Qualitative part 10, Pos. 4)	1 resp./ 5 perc
Values		
Personal Skills	duty and other personal skills. (Qualitative part 3, Pos. 4) the feeling of responsibility (Qualitative part 9, Pos. 4)	8 resp./ 42 perc.
Results&Development	Results and knowing that they will be rewarded (Qualitative part 4, Pos. 4)	1 resp./ 5 perc.
Relations	Good relations with colleagues. The existence of the real team - one for another. (Qualitative part 13, Pos. 4)	1 resp./ 5 perc.
Meaning&Purpose	Work sphere that inspires, leader, that support, team members that look to one direction, duty and other personal skills. (Qualitative part 3, Pos. 4) Discussions with colleagues about the medicine news, treatment methods, new services, or new possibilities create a lot of value and wish to go deeper. (Qualitative part 6, Pos. 4) Wish to work in an innovative organization, innovate, share ideas, go forward. (Qualitative part 8, Pos. 4) The job I love, feeling of responsibility, evaluation, and recognition, wish to make my best, wage. (Qualitative part 9, Pos. 4) Common Goals, the value we create. (Qualitative part 17, Pos. 4)	5 resp./ 26 perc,.
Innovative Environment		
Value of Innovations	Common Goals, the value we create. (Qualitative part 17, Pos. 4)	1 resp./ 5 perc.

Safe, Open and Positive Environment	emotional status (Qualitative part 1, Pos. 4) Positive environment, and leadership, with the feeling of growth and development. Discussions with colleagues about the medicine news, treatment methods, new services, or new possibilities create a lot of value and wish to go deeper. (Qualitative part 6, Pos. 4) Emotional environment- positivity. (Qualitative part 11, Pos. 4)	3 resp./ 16 perc.
Innovating Behaviour	possibility to participate in development processes (Qualitative part 2, Pos. 4)	1 resp./ 5 perc.
Work Environment	possibility to choose work equipment. (Qualitative part 2, Pos. 4)	1 resp./ 5 perc.

Criteria that causes or could cause a lack of engagement

Criteria	Description	Number of answers (19 answers received)
Team		3 resp./ 16 perc.
Team	Lack of wish to help, focus on the number of jobs, negative emotions, work for others. Lack of communication (Qualitative part 2, Pos. 6) Emotions of people we work with (Qualitative part 11, Pos. 6) Lack of collaboration. Inner competition. (Qualitative part 4, Pos. 6)	3 resp./ 16 perc.
Employees Engagement		2 resp./ 11 perc.
Vigor	Passivity (Qualitative part 15, Pos. 6)	1 resp./ 5 perc.
Dedication&Loyalty	fear to take challenges, make difficult solutions. (Qualitative part 2, Pos. 6)	1 resp./ 5 perc.
Innovative Activities		8 resp/ 42 perc.
Effective Communication	Lack of communication, lack of detailed planning of jobs, fear to take challenges, make difficult solutions. (Qualitative part 2, Pos. 6) Any change of staff (Qualitative part 12, Pos. 6)	2 resp./ 11 perc.
Process Management	Lack of communication, lack of detailed planning of jobs, fear to take challenges, make difficult solutions. (Qualitative part 2, Pos. 6) Lack of time to proceed with everything as needed. (Qualitative part 3, Pos. 6) Mistakes in the timetable. (Qualitative part 4, Pos. 6) Lack of advanced planning. To prepare for solutions to avoid fires. (Qualitative part 6, Pos. 6)	8 resp/ 42 perc.

	Workload- seems too big and intensive. (Qualitative part 9, Pos. 6) Any change of staff (Qualitative part 12, Pos. 6) Any technical troubles. (Qualitative part 14, Pos. 6) Deviation in the time table (Qualitative part 16, Pos. 6)	
Values		2 resp./ 11 perc.
Relations	Lack of collaboration. Inner competition. (Qualitative part 4, Pos. 6) Emotions of people we work with (Qualitative part 11, Pos. 6)	2 resp./ 11 perc.
Innovative Environment		6 resp./ 32 perc.
Effectiveness	Lack of advanced planning. To prepare for solutions to avoid fires. (Qualitative part 6, Pos. 6)	1 resp./ 5 perc.
Safe, Open, and Positive Environment	Negative emotions. Other matters, not related to the job (Qualitative part 1, Pos. 6) Lack of wish to help, focus on the number of jobs, negative emotions, work for others. Lack of communication, lack of detailed planning of jobs, fear to take challenges, make difficult solutions. (Qualitative part 2, Pos. 6) Negative atmosphere (Qualitative part 5, Pos. 6) Emotions of people we work with (Qualitative part 11, Pos. 6) Psychological atmosphere (Qualitative part 13, Pos. 6)	5 resp./ 26 perc.

I value the most at my job

Criteria	Description	Quantity of answers
Team		10 resp/ 63 perc.
Team	Team. Friendliness (Qualitative part 1, Pos. 8) Team members are responsible and professional. (Qualitative part 2, Pos. 8) Colleagues - human, friendly, and understanding. (Qualitative part 5, Pos. 8) Possibility to trust each other. (Qualitative part 6, Pos. 8) friendliness, support from manager and other team members, connection (Qualitative part 7, Pos. 8) People I work with. (Qualitative part 12, Pos. 8) Teamwork, friendliness, benevolence, the feeling of duty, and efforts to do the best we can. (Qualitative part 13, Pos. 8) Teamwork (Qualitative part 14, Pos. 8) Common team spirit results that we create (Qualitative part 15, Pos. 8) Organizational skills of team, teamwork, friendliness, support for new ideas, support during difficult times. Optimism. (Qualitative part 16, Pos. 8)	10 resp/ 63 perc.
Transformational Leadership		9 resp/ 56 perc.
Clear and Open Communication	Devotion and trust of manager- convenience to talk openly and without any fear. Qualitative part 1, Pos. 8)	1 resp/ 6 perc.

Leadership by sample	Devotion and trust of manager- convenience to talk openly and without any fear. (Qualitative part 1, Pos. 8) Management's human approach to staff. (Qualitative part 4, Pos. 8)	2 resp/ 12 perc.
Personal Recognition	I know that manager cares about me. I feel valued and trusted. (Qualitative part 2, Pos. 8) Feeling that I create value, my job is valued. (Qualitative part 4, Pos. 8) Comprehensive assessment (Qualitative part 10, Pos. 9) Feeling that everyone matters. (Qualitative part 11, Pos. 8)	4 resp/25 perc
Intellectual Stimulation	challenges I met, the encouragement I receive (Qualitative part 3, Pos. 8) support for new ideas, support during difficult times. Optimism. (Qualitative part 16, Pos. 8)	2 resp/ 12 perc.
Supportive Leadership	Traditions, friendliness, support from manager and other team members, connection (Qualitative part 7, Pos. 8) Management with care for the employee (Qualitative part 13, Pos. 8) support for new ideas, support during difficult times. (Qualitative part 16, Pos. 8)	3 resp/ 18 perc.
Employees Engagement		3 resp/ 19 perc.
Vigor		
Dedication&Loyalty	challenges I met, the encouragement I receive (Qualitative part 3, Pos. 8) High level of clinic reached. (Qualitative part 9, Pos. 8)	
Absorption &Satisfaction	common team spirit, results that we create (Qualitative part 15, Pos. 8)	
Innovative Activities		5 resp/ 31 perc.
Constant Learning	A place to develop. (Qualitative part 11, Pos. 8)	
Process Management	Processes are in a well-organized manner. The wage is right (Qualitative part 2, Pos. 8) client flow (Qualitative part 3, Pos. 8) Stability. (Qualitative part 4, Pos. 8) Patient flow (Qualitative part 8, Pos. 8)	
Values		10 resp/ 63 perc.
Personal Skills	friendliness, benevolence, the feeling of duty (Qualitative part 13, Pos. 8)	
Results&Development	High level of clinic reached. (Qualitative part 9, Pos. 8)	
Professional Approach	Approach to the patient. (Qualitative part 14, Pos. 8)	
Relations	Devotion and trust of manager- convenience to talk openly and without any fear. Friendliness (Qualitative part 1, Pos. 8) Colleagues - human, friendly, and understanding. (Qualitative part 5, Pos. 8) Possibility to trust each other. (Qualitative part 6, Pos. 8) Traditions, friendliness, support from manager and other team members, connection (Qualitative part 7, Pos. 8) People I work with. (Qualitative part 12, Pos. 8) teamwork, friendliness, support for new ideas, support during difficult times. Optimism. (Qualitative part 16, Pos. 8)	6 resp/ 38 perc.

Meaning&Purpose	Feeling that I create value, my job is valued. (Qualitative part 4, Pos. 8)	
Innovative Environment		10 resp/63 perc.
Work Culture	Traditions, friendliness, support from manager and other team members, connection (Qualitative part 7, Pos. 8)	1 resp/ 6 perc.
Safe, Open, and Positive Environment	Devotion and trust of manager- convenience to talk openly and without any fear. (Qualitative part 1, Pos. 8) psychological climate, client flow, challenges I met, the encouragement I receive (Qualitative part 3, Pos. 8) Psychological atmosphere (Qualitative part 8, Pos. 8) Emotional environment. A place to develop. Feeling that everyone matters. (Qualitative part 11, Pos. 8) Microclimate (Qualitative part 13, Pos. 8) Good atmosphere (Qualitative part 15, Pos. 8) friendliness, support for new ideas, support during difficult times. Optimism. (Qualitative part 16, Pos. 8)	7 resp/ 44 perc.
Innovating Behaviour	Innovative environment. (Qualitative part 8, Pos. 8)	
Work Environment	I have all equipment and materials I ask for and need. Computed Tomography is exclusive. The work environment is beautiful. (Qualitative part 2, Pos. 8) Work conditions - environment, equipment, caring of staff, approach to the patient. (Qualitative part 14, Pos. 8)	2 resp/ 12 perc

I lack at my job.

Criteria	Description	Number of answers (12 answers received)
Team		**3 resp/ 25 perc**
Team	Trust for all team members. (Qualitative part 2, Pos. 10) Principle: Everyone for everyone (Qualitative part 4, Pos. 10) Sometimes just a simple smile. (Qualitative part 11, Pos. 10)	3 resp/ 25 perc
Employees Engagement		**1 resp/ 8 perc**
Dedication&Loyalty	Engagement, open communication. (Qualitative part 9, Pos. 10)	1 resp/ 8 perc
Innovative Activities		**1 resp/ 8 perc**
Process Management	Stability of timetable. (Qualitative part 5, Pos. 10)	1 resp/ 8 perc
Values		**4 resp/ 33 perc**
Professional Approach	Sincere care for every patient. (Qualitative part 8, Pos. 10)	1 resp/ 8 perc.
Relations	Trust for all team members. (Qualitative part 2, Pos. 10) Principle: Everyone for everyone (Qualitative part 4, Pos. 10)	3 resp/ 25 perc.

	Sometimes just a simple smile. (Qualitative part 11, Pos. 10)	
Innovative Environment		**2 resp/ 16 perc**
Safe, Open, and Positive Environment	Trust for all team members. (Qualitative part 2, Pos. 10) Engagement, open communication. (Qualitative part 9, Pos. 10)	2 resp/ 16 perc

Conditions, why I would recommend KIC as the place for a job

Criteria	Description	Number of answers
Team		**6 resp/ 60 perc.**
Team	Good team, possibilities for development (Qualitative part 1, Pos. 12) I wish to work with a perfect team. I would recommend not to everyone. Just for the real good specialist, that would be ready to work in a team and take care about high quality (Qualitative part 2, Pos. 12) Friendly team, clever management (Qualitative part 5, Pos. 12) Perfect team and leader- good emotions, support, the encouragement we receive and share. (Qualitative part 7, Pos. 12) Good team. (Qualitative part 9, Pos. 12) Team (Qualitative part 11, Pos. 12)	6 resp/ 60 perc
Transformational Leadership		**5 resp/ 50 perc**
Clear and Open Communication	clever management (Qualitative part 5, Pos. 12)	1 resp/ 10 perc
Personal Recognition	the good wage at the time (Qualitative part 8, Pos. 12) Manager's efforts to hear and support employees. (Qualitative part 13, Pos. 12)	2 resp/ 20 perc
Clear Vision	Clear goals (Qualitative part 3, Pos. 12)	1 resp/ 10 perc
Intellectual Stimulation	Perfect team and leader- good emotions, support, the encouragement we receive and share. (Qualitative part 7, Pos. 12)	1 resp/ 10 perc
Supportive Leadership	Perfect team and leader- good emotions, support, the encouragement we receive and share (Qualitative part 7, Pos. 12) Manager's efforts to hear and support employees. (Qualitative part 13, Pos. 12)	2 resp/ 20 perc
Employees Engagement		**5 resp/ 50 perc**
Dedication&Loyalty	If I work there, I wish to work with a perfect team. I would recommend not to everyone. Just for the real good specialist, that would be ready to work in a team and take care about high quality (Qualitative part 2, Pos. 12) Constant development and innovative approach (Qualitative part 3, Pos. 12)	5 resp/50 perc.

	Created a clear structure and system. Clear goals. Constant development and innovative approach. Official wage. (Qualitative part 3, Pos. 12)	
	Perfect team and leader- good emotions, support, the encouragement we receive and share. (Qualitative part 7, Pos. 12)	
	Perfect reputation and level of clinic. (Qualitative part 9, Pos. 12)	
Innovative Activities		**3 resp/ 30 perc**
Constant Learning	Constant development and innovative approach (Qualitative part 3, Pos. 12)	1 resp/ 10 perc
Process Management	Created a clear structure and system. Official wage. (Qualitative part 3, Pos. 12) Great flow of patients (Qualitative part 8, Pos. 12) Stability (Qualitative part 11, Pos. 12)	3 resp/ 30 perc
Values		**3 resp/ 30 perc**
Results&Development	possibilities for development (Qualitative part 1, Pos. 12)	1 resp/ 10 perc
Professional Approach	Just for the real good specialist, that would be ready to work in a team and take care about high quality (Qualitative part 2, Pos. 12)	1 resp/ 10 perc
Relations	Human factor- humanity. (Qualitative part 11, Pos. 12)	1 resp/ 10 perc
Innovative Environment		**4 resp/ 40 perc**
Safe, Open, and Positive Environment	Safe and encouraging environment. (Qualitative part 7, Pos. 12)	1 resp/ 10 perc
Work Environment	Work environment (Qualitative part 1, Pos. 12) Innovative environment. Investments in well-being. (Qualitative part 9, Pos. 12) The abundance of work equipment and materials. (Qualitative part 13, Pos. 12)	3 resp/ 30 perc.

Criteria that help to ensure smoothness of innovations in KIC

Indicator	Description	Number of answers
Team		**9 resp/ 64 perc**
Team	Team engagement (Qualitative part 1, Pos. 16) Teamwork (benevolence and support) (Qualitative part 2, Pos. 16) Teamwork - communication. In case smth goes wrong or I have any team member has any doubts, we can ask for additional information, reconfirmation, etc, and receive the answer in a short time. It is very important to know whom to ask or who will know the person who has the required information. (Qualitative part 3, Pos. 16) Experience of the team. (Qualitative part 4, Pos. 16) Everything, including experience and stability of the team, wish to innovate, engagement of all team in the development, wish to continue work in this organization (Qualitative part 5, Pos. 16) Communication, teamwork, Collaboration. (Qualitative part 6, Pos. 16)	9 resp/ 64 perc

	team meetings with the possibility to share information, requirements, and expectations. (Qualitative part 11, Pos. 16) Teamwork. (Qualitative part 14, Pos. 14) Collaboration - willingness to help, support, explain the share of information and experience. (Qualitative part 17, Pos. 12)	
Transformational Leadership		**14 resp/ 100 perc.**
Clear and Open Communication	Smooth communication (Qualitative part 2, Pos. 16) the importance of leadership, the culture of initiative and open communication, management of processes. (Qualitative part 3, Pos. 16) Clear requirements, clear communication of value and goals, clear limits for responsibility. Consultations, support, training. (Qualitative part 8, Pos. 16) encouraging for clear and open communication. Open discussions focus on solutions instead of problems. (Qualitative part 10, Pos. 13) Effectiveness of leadership, planning of innovations and actions, open and clear communications. (Qualitative part 14, Pos. 14)	5 resp/ 36 perc.
Personal Recognition	Feeling of importance, participating in the creation of changes. (Qualitative part 17, Pos. 12)	1 resp/ 7 perc.
Clear Vision	A clear understanding of the value of innovation (Qualitative part 2, Pos. 16-17) Leadership - clear communication, clear understanding of value and impact on goals. (Qualitative part 3, Pos. 16) clear communication of value and goals (Qualitative part 8, Pos. 16) Clear focus and priorities: staff and patients satisfaction. It gives the direction for all innovations. (Qualitative part 13, Pos. 15)	4 resp/ 28 perc.
Inspirational Communication	support, encouragement to go further. (Qualitative part 5, Pos. 16)	1 resp/ 7 perc.
Intellectual Stimulation	Leader's support and encouragement. (Qualitative part 1, Pos. 16) Leadership and management of processes, methods of communications (e-mails, chats, common and individual meetings, training, etc.) (Qualitative part 4, Pos. 16) Leadership encouraging constant development, improvements of work culture and quality. (Qualitative part 9, Pos. 16)	3 resp/ 21 perc.
Supportive Leadership	Leader's support and encouragement. (Qualitative part 1, Pos. 16) support, encouragement to go further. (Qualitative part 5, Pos. 16) support, training. (Qualitative part 8, Pos. 16) Support of leader, encouraging for clear and open communication. (Qualitative part 10, Pos. 13) Leadership, supporting initiatives (Qualitative part 12, Pos. 14)	5 resp/ 36 perc.
Employees Engagement		**3 resp/ 21 perc.**
Dedication&Loyalty	wish to innovate, the engagement of all team in the development, wish to continue work in this organization (Qualitative part 5, Pos. 16)	2 resp/ 14 perc.

	Feeling of importance, participating in the creation of changes. (Qualitative part 17, Pos. 12)	
Absorption &Satisfaction	possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14)	1 resp/ 7 perc.
Innovative Activities		**10 resp/ 71 perc.**
Effective Communication	Smooth communication (Qualitative part 2, Pos. 16) Leadership - clear communication, clear understanding of value and impact on goals. Teamwork - communication. (Qualitative part 3, Pos. 16) Communication, teamwork, Collaboration. (Qualitative part 6, Pos. 16)	3 resp/ 21 perc.
Constant Learning	Constant learning, practice, and experience. (Qualitative part 1, Pos. 16) Consultations, support, training. (Qualitative part 8, Pos. 16) Team's spirit to develop, stay leaders in our sphere. Leadership encouraging constant development, improvements of work culture and quality. (Qualitative part 9, Pos. 16)	3 resp/ 21 perc.
Process Management	Leadership and management of processes, methods of communications (e-mails, chats, common and individual meetings, training, etc.) (Qualitative part 4, Pos. 16) planned actions, the possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14) planning of innovations and actions, open and clear communications. (Qualitative part 14, Pos. 14)	3 resp/ 21 perc.
Knowledge management	In case smth goes wrong or I have any team member has any doubts, we can ask for additional information, reconfirmation, etc, and receive the answer in a short time. It is very important to know whom to ask or who will know the person who has the required information. (Qualitative part 3, Pos. 16) team meetings with the possibility to share information, requirements, and expectations. (Qualitative part 11, Pos. 16)	2 resp/ 14 perc.
Values		**5 resp/ 36 perc.**
Results&Development	the satisfaction of patients - results that we create, support, encouragement to go further. (Qualitative part 5, Pos. 16) Team's spirit to develop, stay leaders in our sphere. Leadership encouraging constant development, improvements of work culture and quality. (Qualitative part 9, Pos. 16)	2 resp/ 14 perc.
Professional Approach	Clear focus and priorities: staff and patients satisfaction. It gives the direction for all innovations. (Qualitative part 13, Pos. 15)	1 resp/ 7 perc.
Relations	Communication, teamwork, Collaboration. (Qualitative part 6, Pos. 16) Collaboration - willingness to help, support, explain the share of information and experience (Qualitative part 17, Pos. 12)	2 resp/ 14 perc.
Innovative Environment		
Value of Innovations	A clear understanding of the value of innovation. Awareness of the additional value of innovation (impact on the result, time of the procedure, simplicity of the process, the satisfaction of patient, wage, etc.) (Qualitative part 2, Pos. 16)	1 resp/ 7 perc.

Work Culture	Ability to manage conflict situations, open discussions, team meetings with the possibility to share information, requirements, and expectations. (Qualitative part 11, Pos. 16)	1 resp/ 7 perc.
Safe, Open, and Positive Environment	the importance of leadership, culture of initiative and open communication, management of processes. (Qualitative part 3, Pos. 16) encouraging for clear and open communication. Open discussions focus on solutions instead of problems. (Qualitative part 10, Pos. 13) Management of emotions. Ability to manage conflict situations, open discussions, team meetings with the possibility to share information, requirements, and expectations. (Qualitative part 11, Pos. 16) possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14)	4 resp/ 29 perc.
Solution Focused View	focus on solutions instead of problems. (Qualitative part 10, Pos. 13)	1 resp/ 7 perc.

How would you describe criteria, that could stop to ensure smoothness of innovations in KIC?

Indicator	Description	Number of answers (14 total)
Team		**3 resp/ 21 perc**
Team	Smooth teamwork between separate groups of staff. (Qualitative part 4, Pos. 18-19) Information and Communication are crucial. It is important to ensure open and clear communication when the new members join us. Professional approach - when we take care of each other, focus on collaboration and teamwork. (Qualitative part 5, Pos. 18) Collaboration. (Qualitative part 10, Pos. 15-16)	3 resp/ 21 perc.
Transformational Leadership		**7 resp/ 50 perc.**
Clear and Open Communication	All communication and inner processes should be perfect. Some spheres related to personal data protection, or services, etc. requires also clear and open communication. (Qualitative part 3, Pos. 19)	1 resp/ 7 perc.
Personal Recognition	When time is tight, everyone is focused on their tasks. It is a risk to feel the lack of attention and collaboration. (Qualitative part 10, Pos. 15-16)	1 resp/ 7 perc.
Clear Vision	It is also important to pay attention to the simplification of the performed procedure, the reduction of the clinic's and the employee's time costs, the increase of the employee's motivation, the added value of the clinic by applying the procedure in the general context of treatment services. (Qualitative part 2, Pos. 19) Information about the value of changes (Qualitative part 6, Pos. 18)	2 resp/ 14 perc.
Inspirational Communication	Personal fear that I won't be able to do or to learn something. (Qualitative part 1, Pos. 18)	1 resp/ 7 perc.

Intellectual Stimulation	Fear of changes. Thinking that we work successfully in the usual ways, under well-described procedures, and can continue to do so. The desire to innovate requires effort, time, learning, resources, and may need to step out of the comfort zone for something to succeed (Qualitative part 2, Pos. 19)	1 resp/ 7 perc.
Supportive Leadership	Support, when the inner power is low (Qualitative part 11, Pos. 18) Leadership, supporting initiatives (Qualitative part 12, Pos. 14)	2 resp/ 14 perc.
Employees Engagement		**5 resp/ 36 perc.**
Vigor	Support, when the inner power is low (Qualitative part 11, Pos. 18)	1 resp/ 7 perc.
Dedication&Loyalty	Every team member should take responsibility (Qualitative part 3, Pos. 19) The engagement of all team members is so important (Qualitative part 9, Pos. 18-19) possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14)	3 resp/ 21 perc.
Absorption &Satisfaction	Fear of changes. Thinking that we work successfully in the usual ways, under well-described procedures, and can continue to do so. The desire to innovate requires effort, time, learning, resources, and may need to step out of the comfort zone for something to succeed (Qualitative part 2, Pos. 19)	1 resp/ 7 perc.
Innovative Activities		**10 resp/ 71 perc.**
Effective Communication	All communication and inner processes should be perfect. Some spheres related to personal data protection, or services, etc. requires also clear and open communication. (Qualitative part 3, Pos. 19) Information and Communication are crucial. It is important to ensure open and clear communication when the new members join us. Professional approach - when we take care of each other, focus on collaboration and teamwork. (Qualitative part 5, Pos. 18) Leadership and communication (Qualitative part 7, Pos. 18) Communication (Qualitative part 8, Pos. 18-19) Development of connection and communication requires time. (Qualitative part 9, Pos. 18-19)	4 resp/ 29 perc.
Constant Learning	Fear of changes. Thinking that we work successfully in the usual ways, under well-described procedures, and can continue to do so. The desire to innovate requires effort, time, learning, resources, and may need to step out of the comfort zone for something to succeed (Qualitative part 2, Pos. 19)	1 resp/ 7 perc.
Process Management	Time to dig deeper. (Qualitative part 1, Pos. 18) The situations that could be managed better, are more related to small misunderstandings when you have to do smth for the first time. In such a situation the need to double-check some actions or some time to practice is normal. (Qualitative part 3, Pos. 18) Lack of time (Qualitative part 8, Pos. 18-19) The engagement of all team members is so important.	6 resp/ 43 perc.

Indicator	Description	Number of answers
	Wish to reject innovations have to be managed every time. Lack of information, lack of time, too intensive workload. Focus on innovations requires time for development. Development of connection and communication requires time. (Qualitative part 9, Pos. 18-19) planned actions (Qualitative part 12, Pos. 14) To avoid technical problems is important to save time and energy. (Qualitative part 14, Pos. 16-17)	
Knowledge management	Information and Communication are crucial. It is important to ensure open and clear communication when the new members join us. Professional approach - when we take care of each other, focus on collaboration and teamwork. (Qualitative part 5, Pos. 18) Importance of clear and full information (Qualitative part 10, Pos. 15-16) Exact information, when quick actions are required. (Qualitative part 14, Pos. 16-17)	3 resp/ 21 perc.
Values		**3 resp/ 21 perc.**
Personal Skills	Patience (Qualitative part 16, Pos. 15)	1 resp/ 7 perc.
Results&Development	Wish to reject innovations have to be managed every time. Lack of information, lack of time, too intensive workload. Focus on innovations requires time for development. Development of connection and communication requires time. (Qualitative part 9, Pos. 18-19)	1 resp/ 7 perc.
Relations	Professional approach - when we take care of each other, focus on collaboration and teamwork. (Qualitative part 5, Pos. 18)	1 resp/ 7 perc.
Innovative Environment		**4 resp/28 perc.**
Value of Innovations	It is also important to pay attention to the simplification of the performed procedure, the reduction of the clinic's and the employee's time costs, the increase of the employee's motivation, the added value of the clinic by applying the procedure in the general context of treatment services. (Qualitative part 2, Pos. 19) Information about the value of changes (Qualitative part 6, Pos. 18)	2 resp/ 14 perc.
Safe, Open, and Positive Environment	possibility to discuss and develop, be involved in processes of innovations from the earliest stages. (Qualitative part 12, Pos. 14)	1 resp/ 7 perc.
Innovating Behaviour	The reluctance of the employee to change something and learn, the reluctance of the clinic managers to change something. (Qualitative part 2, Pos. 19)	1 resp/ 7 perc.
Work Environment	More funds would be needed for innovations and general clinic's needs. (Qualitative part 4, Pos. 18-19)	1 resp/ 7 perc.

How would you describe success factors that help to develop?

Indicator	Description	Number of answers (16 answers received)

Team		6 resp/ 38 perc.
Team	Teamwork (Qualitative part 1, Pos. 20) team. (Qualitative part 5, Pos. 20) trust between team members (Qualitative part 6, Pos. 20) professional team, good feedback. (Qualitative part 9, Pos. 21) Common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17) Team communication (Qualitative part 17, Pos. 15)	6 resp/ 38 perc.
Transformational Leadership		**9 resp/ 56 perc.**
Leadership by sample	Leaders-being part of the team, encouragement (Qualitative part 7, Pos. 20)	1 resp/ 6 perc.
Personal Recognition	good feedback. (Qualitative part 9, Pos. 21) feeling that I matter. (Qualitative part 11, Pos. 20) Then it is important to know expectations for the staff. (Qualitative part 12, Pos. 16-17)	3 resp/ 19 perc.
Clear Vision	strategy (Qualitative part 6, Pos. 20)	1 resp/ 6 perc.
Inspirational Communication	and the manager's encouragement to develop and innovate (Qualitative part 2, Pos. 21) the advice we could get, encouraging to reach more, feeling that I matter. (Qualitative part 11, Pos. 20) support for employee's development (Qualitative part 14, Pos. 19)	3 resp/ 19 perc.
Intellectual Stimulation	support, and encouragement of management. (Qualitative part 4, Pos. 21) Encouraging to improve knowledge, innovate. (Qualitative part 17, Pos. 15)	2 resp/ 13 perc.
Employees Engagement		**7 resp/ 44 perc.**
Dedication&Loyalty	organization name, and goals (Qualitative part 3, Pos. 21) A great number of difficult cases we solve approach to clients (Qualitative part 4, Pos. 21) belief in a job we do, team. (Qualitative part 5, Pos. 20) Common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17)	4 resp/ 25 perc.
Absorption &Satisfaction	Employees wish to develop (Qualitative part 2, Pos. 21) Wish to do the best for everyone encouraging them to reach more (Qualitative part 11, Pos. 20) Encouraging to improve knowledge, innovate. Focus on solutions, not problems. (Qualitative part 17, Pos. 15)	3 resp/ 19 perc.
Innovative Activities		**9 resp/ 56 perc.**

Effective Communication	listening, and understanding- communication (Qualitative part 1, Pos. 20) Collaboration, communication, management (Qualitative part 3, Pos. 21) good communication, and sharing information. (Qualitative part 14, Pos. 19)	3 resp/ 19 perc.
Constant Learning	Employees wish to develop and the manager's encouragement to develop and innovate (financing, sharing of information). (Qualitative part 2, Pos. 21) Innovations, development (Qualitative part 5, Pos. 20) Growing experience, sharing knowledge, system that is created and constant developments to make the work easier, to create a good atmosphere. (Qualitative part 10, Pos. 18) Investitions to innovations, support for employee's development, good communication, and sharing information. (Qualitative part 14, Pos. 19)	3 resp/ 25 perc.
Process Management	Quality, the quantity of job (Qualitative part 8, Pos. 21) It is important to know all steps of changes: what will be changed, when, and how. Then it is important to know methods of implementation and expectations for the staff. (Qualitative part 12, Pos. 16-17)	2 resp/ 13 perc.
Knowledge management	Growing experience, sharing knowledge (Qualitative part 10, Pos. 18) a separate time for information and training is required. (Qualitative part 12, Pos. 16-17) sharing information. (Qualitative part 14, Pos. 19)	3 resp/ 25 perc.
Values		**11 resp/ 69 perc.**
Personal Skills	Responsibility. Feeling of duty, decency, open communication. (Qualitative part 7, Pos. 20) Accuracy for the responsibilities (Qualitative part 12, Pos. 16-17)	2 resp/ 13 perc.
Results&Development	positive feedback from patients. (Qualitative part 1, Pos. 20)	1 resp/ 6 resp.
Professional Approach	A great number of difficult cases we solve approach to clients, (Qualitative part 4, Pos. 21) Quality(Qualitative part 8, Pos. 21)	2 resp/ 13 perc.
Relations	Collaboration, communication (Qualitative part 3, Pos. 21) value for employees, trust between team members and between us and our clients (Qualitative part 6, Pos. 20) open communication, sincerity (Qualitative part 8, Pos. 21) the advice we could get, emotions, good feeling, safety (Qualitative part 11, Pos. 20) Open and clear communication. (Qualitative part 16, Pos. 17)	5 resp/ 31 perc.

Meaning&Purpose	Innovations, development, belief in a job we do, team. (Qualitative part 5, Pos. 20) Ability to succeed in competition - value for employees, strategy (Qualitative part 6, Pos. 20) Common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17)	3 resp/ 19 perc.
Innovative Environment		**10 resp/ 62 perc.**
Value of Innovations	A clear understanding of the additional value of innovations (Qualitative part 2, Pos. 21) It is important to know all steps of changes: what will be changed, when, and how. (Qualitative part 12, Pos. 16-17)	2 resp/ 13 perc.
Effectiveness	the simplicity of procedures, working with new innovative methods, results received, innovative materials, reward. (Qualitative part 2, Pos. 21) constant developments to make the work easier, to create a good atmosphere. (Qualitative part 10, Pos. 18)	2 resp/ 13 perc.
Safe, Open, and Positive Environment	open communication. (Qualitative part 7, Pos. 20) open communication, sincerity (Qualitative part 8, Pos. 21) to create a good atmosphere. (Qualitative part 10, Pos. 18) emotions, good feeling, safety, encouraging to reach more, feeling that I matter. (Qualitative part 11, Pos. 20) Open and clear communication. (Qualitative part 16, Pos. 17)	5 resp/ 31 perc.
Solution Focused View	Common work, common goals, positivity, looking for solutions, support. (Qualitative part 15, Pos. 17) Focus on solutions, not problems. (Qualitative part 17, Pos. 15)	2 resp/ 13 perc.
Innovating Behaviour	A great number of difficult cases we solve (Qualitative part 4, Pos. 21)	1 resp/ 6 perc.

What should be considered or changed to ensure the effectiveness of development in KIC?

Indicator	Description	Number of answers (12 answers received)
Team		**3 resp/ 25 perc.**
Team	Wish to strengthen the team, to take responsibility, to take all duties. (Qualitative part 2, Pos. 25)	3 resp/ 25 perc.

	Only personalities and team as one holding one direction could be the warranty for the success. (Qualitative part 4, Pos. 25) Good time together! To know each other better, to strengthen and renew the connection. (Qualitative part 8, Pos. 25)	
Transformational Leadership		**5 resp/ 42 perc.**
Personal Recognition	Financial additional reward (Qualitative part 3, Pos. 25) the possibility of the manager to share attention with everybody – it is becoming a challenge. (Qualitative part 5, Pos. 24) To hear different opinions and to find common solutions. (Qualitative part 10, Pos. 22) Even more individual approach- to look what everyone likes and is best at. (Qualitative part 11, Pos. 24)	4 resp/ 33 perc
Inspirational Communication	Encourage employees to participate in activities looking as it was their own company. (Qualitative part 9, Pos. 25)	1 resp/ 8 perc.
Employees Engagement		**4 resp/ 33 perc**
Dedication&Loyalty	To hold what is created - strategy, constant development, focus on clients and employees, good and safe atmosphere, that encourages to think, to develop, to feel joy at work even in a hard time. (Qualitative part 1, Pos. 24) Wish to strengthen the team, to take responsibility, to take all duties. To hold quality and precise approach to do the best. (Qualitative part 2, Pos. 25) Higher engagement of the employees. Encourage employees to participate in activities looking as it was their own company. (Qualitative part 9, Pos. 25)	3 resp/ 25 perc.
Absorption &Satisfaction	The approach of employees to KIC should be: what I could give to my organization, not waiting for what I could receive from it. (Qualitative part 6, Pos. 24)	1 resp/ 8 perc.
Innovative Activities		**4 resp/ 33 perc.**
Effective Communication	Strengthen communication - sharing of information. (Qualitative part 14, Pos. 23)	1 resp/ 8 perc.
Constant Learning	To hold what is created - strategy, constant development (Qualitative part 1, Pos. 24)	1 resp/ 8 perc.
Process Management	Additional attention to managing visit time. (Qualitative part 3, Pos. 25)	1 resp/ 8 perc.
Knowledge management	Managing to share information. (Qualitative part 5, Pos. 24)	1 resp/ 8 perc.

Values		6 resp/ 50 perc.
Personal Skills	Even more individual approach- to look what everyone likes and is best at. (Qualitative part 11, Pos. 24)	1 resp/ 8 perc.
Results&Development	Wish to strengthen the team, to take responsibility, to take all duties. To hold quality and precise approach to do the best. (Qualitative part 2, Pos. 25)	1 resp/ 8 perc.
Relations	Only personalities and team as one holding one direction could be the warranty for the success. (Qualitative part 4, Pos. 25) To strengthen good energy, to change the negative approach. (Qualitative part 7, Pos. 24) Good time together! To know each other better, to strengthen and renew the connection. (Qualitative part 8, Pos. 25) To hear different opinions and to find common solutions. (Qualitative part 10, Pos. 22)	4 resp/ 33 perc.
Meaning&Purpose	to find common solutions. (Qualitative part 10, Pos. 22)	1 resp/ 8 perc.
Innovative Environment		**4 resp/ 33 perc.**
Safe, Open, and Positive Environment	To hold what is created – () focus on clients and employees, good and safe atmosphere, that encourages to think, to develop, to feel joy at work even in a hard time. (Qualitative part 1, Pos. 24) To strengthen good energy, to change the negative approach. (Qualitative part 7, Pos. 24) Good time together! To know each other better, to strengthen and renew the connection. (Qualitative part 8, Pos. 25)	3 resp/ 25 perc.
Innovating Behaviour	Higher engagement of the employees. Encourage employees to participate in activities looking as it was their own company. (Qualitative part 9, Pos. 25)	1 resp/ 8 perc.

What would you call the biggest challenge working in KIC?

Indicator	Description	Number of answers (13 answers received)
Team		**1 resp/ 8 perc.**
Team	Teamwork (Qualitative part 12, Pos. 19)	1 resp/ 8 perc.
Employees Engagement		**1 resp/ 8 perc.**

Vigor	The balance between the number of patients, revenues, time, quality, stress, and results. (Qualitative part 3, Pos. 23-24)	1 resp/ 8 perc.
Innovative Activities		**9 resp/ 69 perc.**
Constant Learning	Constant development. It needs quick adaptation, much information to absorb (Qualitative part 5, Pos. 22) Patients with very difficult cases. It's a challenge and on the other side, it's a possibility to develop, go further. No possibilities to stop and rest ;) (Qualitative part 4, Pos. 23)	2 resp/ 16 perc.
Process Management	Innovations and time to understand everything, to learn work quickly (Qualitative part 16, Pos. 19) Work pace and IT knowledge (Qualitative part 14, Pos. 21) Procedures with children (Qualitative part 7, Pos. 22) To be on time with procedures. The balance between the number of patients, revenues, time, quality, stress, and results. (Qualitative part 3, Pos. 23-24) The pace of work. This becomes easier with innovations. (Qualitative part 1, Pos. 22) To sell services (Qualitative part 13, Pos. 20)	6 resp/ 46 perc.
Knowledge management	IT knowledge (Qualitative part 14, Pos. 21) Constant development. It needs quick adaptation, much information to absorb (Qualitative part 5, Pos. 22)	2 resp/ 16 perc.
Values		**3 resp/ 19 perc.**
Results&Development	Innovations if I would feel I can not justify the others. (Qualitative part 11, Pos. 22) To reach the goals we agreed (Qualitative part 9, Pos. 23) The balance between the number of patients, revenues, time, quality, stress, and results. (Qualitative part 3, Pos. 23-24)	3 resp/ 19 perc.
Innovative Environment		**1 resp/ 8 perc.**
Innovating Behaviour	sharing experience, focus on new solutions, and courage to try new ways, new methods of thinking and working. (Qualitative part 12, Pos. 19)	1 resp/ 8 perc.

Additional thoughts that you would like to add

Indicator	Description	Number of answers (9

		answers received)
Team		**3 resp (33 perc.)**
Team	One more time I have received approval on how much development is important in KIC. And this is not only about the service, but also in relations between team members, that my opinion and emotional state matters. (Qualitative part 1, Pos. 26) The question of improved of work environment and team well-being is so much important and inexhaustible (Qualitative part 4, Pos. 27) The team I love the most from all teams I work with! (Qualitative part 7, Pos. 26)	3 resp (33 perc.)
Transformational Leadership		**1 resp (11 perc.)**
Personal Recognition	It is important the employees' support for the initiative, good results, reached goals. (Qualitative part 9, Pos. 27)	1 resp (11 perc.)
Employees Engagement		**2 resp (22 perc.)**
Vigor	I work too short that I would be able to answer some of the questions. Anyway, the enthusiasm is growing ;) (Qualitative part 13, Pos. 23)	1 resp (11 perc.)
Dedication&Loyalty	Everywhere is good, where there are no us. It is important to value what we have. (Qualitative part 11, Pos. 26)	1 resp (11 perc.)
Innovative Activities		**1 resp (11 perc.)**
Process Management	It would be worthful to ask assistants what would help to increase the quality of the job (Qualitative part 2, Pos. 27)	1 resp (11 perc.)
Values		**1 resp (11 perc.)**
Relations	I've missed informal communication… (Qualitative part 14, Pos. 25)	1 resp (11 perc.)
Innovative Environment		**1 resp (11 perc.)**
Work Environment	The question of improved of work environment and team well-being is so much important and inexhaustible (Qualitative part 4, Pos. 27)	1 resp (11 perc.)

Appendix 2. The Researcher's notes

The interviewers were asked to comment on the impact of leadership, employees' engagement, teamwork, and its importance and innovative activities, and related value and problems.

1st interviewer

We will not have a team if every second member would be fully engaged. The results of engagement have not surprised me.

It is important to work and know that all that we create, matters to all members. This inspires us to share information, ideas, think about how we will work after 1 or a few years.

The leader's role is very important for the wide view of long-lasting strategy and communication of it, for the clear awareness why one or another strategical decision has been made. Then the time for the team to step in and work.

It was a challenge to implement the solutions we agreed on during the COVID time. It was really difficult to even physically find any time to think about other solutions or how to develop. However, I understand that there is no way to stop somewhere. The world is moving forward. Everything, that is mentioned in the graphics is important – recognition, evaluation, support. It's complex. And it's like a way of living/working.

2nd interviewer

The role of a leader is to encourage all team members to cooperate. It can not be done by words only. The sample is the most important. And then the team members would behave in the same way.

Trust in our team is very important. And the possibility to share doubts. The development of the ability to hear each other should be developed. We would have fewer misunderstandings.

I would think that leader should help to create the atmosphere to engage and we are responsible for the full engagement. It is more difficult by now when we avoid meeting together.

You have to see the goal clearly and you have to feel the hand on your shoulder or know, that you can talk openly, that you will not be judged, cause you are tired. This is important. This helps to recharge.

3rd interviewer

The fear could come from a sense that I will not deal with a problem, or with the situation, not find the best decision. The trust I feel is important.

We work in a sphere where you can perform a few times better if you work in a good team.

The role of the manager is essential – it gives direction, stops, when the performance does not correlate with our strategy. Nobody likes uncertainty. No matter that we had too much of it during the last period. The importance of clear information, and cooperation. This is important. The results confirm it, do they?

It is important to feel that I can influence the work processes. This is no interest to work differently. The common values are very important. The leader should take care of communicating.

4th interviewer

The sample of engagement lets the members engage. The atmosphere is important. And the atmosphere depends on the values and behavior of the leader.

If I know why I am doing this or that, it becomes much easier and the focus goes on how to make my best to fulfill the task. There is no way to work like robots in the clinic. You have to know even the next step, the next solution in case the first one will not be the best in some situations, that is different every day

It is difficult to think about development when the workload is really big. The holidays and clear head is compulsory at the moment ;)

It is easier to work with team members I trust. Now, when safety is so much important when every small mistake We work according to the strict requirements every day but now doing our best, accuracy, trust, efforts are so much important.

The belief of the team in every step they do is essential – no way to perform without it. It would be a waste of time to work if we would see different goals, forex. to manage the processes accurately for long-lasting results or to finish the day in time

5th interviewer

The engagement seems to be the essential part. The part in the middle. There is no way to survive for any organization without employees' engagement. If I don't care about my job, who is? My personal opinion that I know the job I do and I feel the value that I get in the company I work for are important for me. I think the possibility to share opinion, knowledge, discuss and grow is important for the biggest part of our staff. We have reached it with constant communication and respect.

The success of innovations depends on the success and effective job of all team members. We depend one on another. The last year was especially interesting ;)

The individual conversations with the manager help a lot. Sometimes it is good to know that somebody cares what is important for you. It works as an energizer ;)

The leader cannot do anything alone. But the leader is the person, who helps to see the important things every day. The engagement is directly related to common goals and clear awareness of the value that our work creates – from personal value as wage, recognition, proudness to the emotions, we receive and development, I could get in cooperation with colleagues.

6th interviewer

The leader should be seen and unseen in the organization. I mean the importance of person that you can consult how to perform better or to ask, what the next steps are going to be, the person, who cares about you. On the other hand, the ability to work and make solutions independently is inevitable in our sphere. OK, that means the freedom to perform and the possibility to receive help.

Are we tired of new steps, aren't we? Especially last year, that was long-lasting change and innovations. Maybe this is the reason why the intention to give the ideas is at a lower level? I understand, that we have to go further every day. The support is very important. The support from the manager, knowing that our job makes progress. The support from team members. This is the way to do even more.

7th interviewer

It is important that our staff feel valued and confident. This is the basis to stand on.

We can share thoughts and feelings with a leader, especially in the hardest times. It matters a lot.

I love my job. I do not know what I could be better in life at. The job itself plays the role of resentment for me.

I would agree with the results about overcoming the pandemic situation. We really did well. Caring about each other, the importance to offer help, open discussions, possibility to share the fear, serious approach caring about the safety of employees, when the profit is not a point No. 1. This is important. I wish to continue in this clinic.

I would say that innovations are not the thing I miss a lot ;) The first thought was about additional tasks for implementation, changes, etc. However, then I think about possibilities to make the work easier, possibilities of promotion for our clinic. It is important for me to work with people I am proud of and to work in a clinic that has a good reputation.

8th interviewer

All parts are closely related. When we have clear processes, we have the efficiency of teamwork. It's the sense of knowing where our train is going", the sense of clear direction. And we support and encourage each other during our journey.

Where is the start? The start is what information we receive in the beginning- what is important in this organization. How should I behave to be rewarded? The common approach to the work process, orientation to the patient, relations, team connections. This is important for me, I guess, for all members of our team. This strengthens us.

COVID was the best period to see our possibilities to react as quickly as possible. We did it ;) Anyway, we need to go further.

Appendix 3. Relations of codes