MAKERERE UNIVERSTY

EMPLOYEE VALUE PROPOSITION, TRANSFORMATIONAL LEADERSHIP, EMPLOYEE ENGAGEMENT AND INNOVATIVE WORK BEHAVIOR.

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A RESEARCH DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF HUMAN RESOURCE MANAGEMENT OF MAKERERE UNIVERSITY

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PLAN A

DECLARATION

I, Brian Ssebiragala hereby certify that this dissertation is my original work and has never been submitted for any academic award in any institution or University. Due reference has been made in cases where other scholars' works were used.

Signature: .....

Date: .....03/10/18.....

APPROVAL

This is to certify that this dissertation has been submitted in partial fulfillment of the requirement for the award of Masters of Human Resource Management with our approval as the University supervisors.

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DEDICATION

I dedicate this dissertation to my parents Mr. Peter Lubulwa and Mrs. Sauda Namuswe who have worked tirelessly to see me through to where I am today and to my Supervisors, brothers and friends who have provided me with the motivation and guidance throughout the whole research process through to the writing of the dissertation.

ACKNOWLEDGEMENT

Above all, I thank God Almighty for the life given to me till today and providing me with the strength I needed to complete the course. Secondly, I would like to acknowledge the tireless efforts of my supervisors, Associate Professor. James Kagari and Ms. Ritah Naggayi whose dedication, technical guidance and continuous motivation throughout the whole research period gave me the zeal to move forward till the point of compiling the dissertation. Thank you all and may God reward them richly.

I would like to thank my parents Mrs. Sauda Namuswe and Mr. Peter Lubulwa who have supported me financially, physically and spiritually throughout my course. My brothers especially Alex Bakasambe and Robert Kato, Joel Wasswa and my course mates Beatrice Kentaro, Livingstone Mabaale, Gonzaga Tumwekwase and Elizabeth Nabakka with whom we embarked on this research journey are acknowledged for the completion of my Masters. These have always guided me on areas I seemed stuck and always encouraged me through to the end.

I would also like to acknowledge the Medical Research Council that allowed me to conduct my research in all their four stations. It is very hard to have research carried out in a medical research setting due to the high confidentiality levels the organisation is required to maintain. None the less, they entrusted me with the information I needed and without them my research would not have been possible.

My gratitude also goes to the University for availing me an opportunity to embark on my masters and providing me with the guidance through assigning technically qualified supervisors during the research period. Finally, I also appreciate my statistician for the time input towards analysis of the collected data. His tireless efforts are part of the reasons for the successful completion of my masters' dissertation.

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ABSTRACT

The study was set out to investigate the relationship between employee value proposition, transformational leadership, employee engagement and innovative work behavior. It was directed by four objectives; to establish the relationship between employee value proposition and employee engagement, to establish the relationship between transformational leadership and employee engagement, to establish the relationship between employee engagement and innovative work behavior, to establish the relationship between transformational leadership and innovative work behavior.

A sample of 196 from a population of 400 employees of the Medical Research Council according to Krejcie and Morgan, (1970) table was used. The proportionate stratified random sampling technique was used together with simple random sampling particularly manual lottery method to get a sample from the strata from which data was collected revealing the following results. Correlation results revealed a positive relationship between employee value proposition and employee engagement ($r=.247$, $P\leq.01$), a positive relationship between transformational leadership and employee engagement ($r=.257$, $P\leq.01$), a positive relationship between employee engagement and innovative work behavior ($r=.486$, $P<.01$) and a positive relationship between transformational leadership and innovative work behavior ($r=.154$, $P\leq.05$). Regression results showed the variable in the model predicting only 22.7% on the variance in the dependent variable with employee engagement being the most dominant predictor of innovative work behavior (Beta = .489, $P\leq.00$).

The researcher recommended that organizations focus on identifying more precedent factors of engagement as this is a strong predictor of innovative work behavior. He also recommends more research into other predictors of innovative work behavior because variables in the model according to the regression analysis could only predict innovative work behavior by 22.7%. This could be an area for future research.

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CHAPTER ONE

1.1. Background

In today's highly dynamic business environment, innovation plays a critical role (Afsar, Badir, and saeed, 2014). Innovative work behaviors look at not only constructing ideas but also realization (Devloo, Anseel, De Beuckelare, & Salanova, 2015). Innovative work behaviors encompass a set of activities aimed at recognition, development, modification, adoption and implementation of ideas (Van de Ven, 1986). To stay relevant, organizations develop and implement strategies that precedent innovative behaviors with emphasis put on building engagement, transformational leadership, and employee value proposition.

Employee value proposition expresses reward and benefit, work policies and practices, experienced by staff in return for the skills, capabilities and experience they convey to an organization (Pawar & Charak, 2015). This shows why the total work experience is better than at any other organization (Aloo & Moronge, 2014). Employee value proposition is well explained through the use of social exchange theory. Organizations need to periodically measure the strength of their employee value proposition to effectively enhance employee engagement.

Employee engagement is characterized by vigor, dedication, and absorption, (Aktar, 2016). Engaged employees display creativity about work, efficiently collaborate with colleagues to spend physical, cognitive and emotional energies in their assigned work role (Schaufeli & Bakker, 2008). Abraham (2012) states that, employee engagement results into innovative work behavior among other benefits. Building continuous employee engagement also requires a transformational style of leadership.

Burns (1978) states that transformational leadership occurs when leaders and followers raise one another to higher levels of motivation and morality. Well explained using the leader -member exchange theory, four dimensions of this leadership are emphasized that is; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Employees who have positive interactions with their leaders are highly engaged (Bakker & Schaufeli, 2008) and this precedents employee innovative work behavior.

A case in point is Medical Research Council a recognized centre of excellence for research on HIV in Africa established in 1988. It however had challenges of low levels of innovation which needed to improve if the vision of the organisation was to be achieved. To improve this, leaders were scheduled for a two weeks training in leadership skills, the pay scale was revised even though benefits were not greatly improved and staff involvement in decision-making was adopted. An innovation committee was created to support staff with ideas to craft and promote. Strategic retreats for senior management were introduced during which leaders are tasked to review organization processes and devise better ways of working. Recognition of innovative staff was initiated. Case conferences were introduced where the medical team meet once a month to discuss challenges faced and formulate ideas on how to handle them. From these ideas, fundable proposals are drawn. A case is the Masaka ring study researching on an HIV prevention method of placing a ring with a pill inside the female sex organ. Together with the innovation committee, a research proposal for funding was written and is currently in its 2nd year of operation. Some of the grants won for studies include; EBOVAC study, NCD study and START study among others. The innovative behavior of staff has enabled the organization stay relevant for years winning several awards. To drive and sustain innovative work behaviors among staff, organizations have to incorporate precedent motivators for these behaviors into the day-to-day operations of the organization.

1.2. Statement of Opportunity

With the high level of dynamism in the work environment, organizations are embracing creativity and innovative work behaviors of their employees to succeed and thrive. To sustain these innovative behaviors, organizations have tried to improve their employment practices in alignment to the changes in the labor market. There is a focus on employee value proposition that keeps the employee's engagement levels high. Transformational leadership style when adopted inspires the best out of the employees. All these antecedents satisfy the drive towards innovative work behaviors among employees in consideration of the social exchange theory.

1.3.Purpose of the study

The study sought to investigate the relationship between employee value proposition, transformational leadership, employee engagement and innovative work behavior.

1.4. Objectives

- To examine the relationship between employee value proposition and employee engagement
- To establish the relationship between transformational leadership and employee engagement
- To establish the relationship between employee engagement and innovative work behaviour
- To establish the relationship between transformational leadership and innovative work behaviour

1.5. Research Questions

- What is the relationship between employee value proposition and employee engagement?
- What is relationship between transformational leadership and employee engagement?
- What is a relationship between employee engagement and Innovative work behaviour?
- What is a relationship between transformational leadership and innovative work behaviour?

1.6. Scope

1.6.1. Geographical scope.

The research was carried out at the Medical Research Council. According to anecdotal evidences, the organization is recognized as one of the best purely research centers in Uganda characterized by a lot of innovations in form of research projects and a relatively good reward and package compensation package. Staff from all the four stations were involved in the study. Stations include; Masaka, Entebbe, Kyamulibwa and Mengo.
Each sample according to location has its own unique characteristics and it is on this basis that the selection was made.

1.6.2. Content Scope.

The research mainly focused on the following variables; employee value proposition, transformational leadership, employee engagement and innovative work behavior. The research specifically analyzed precedents that can drive innovative work behavior in this dynamic work environment. It examined how a strong employee value proposition together with transformation leadership could lead to employee engagement manifesting into innovative work behavior. It also assessed the impact of transformational leadership on Innovative work behavior.

1.6.3. Time Scope

The research was transactional in nature and data from the respondents at the Medical Research Council was collected in February 2018.

1.7.Significance

With this study, management will learn that having engagement precedents integrated into the organization policies as well as employing transformational leadership drives innovative work behavior. The findings obtained from this study will have a contribution to academic literature extending the knowledge of innovative work behavior precedented by employee engagement and transformational leadership. The study may also provide a road map for future researchers towards understanding the linkage between employee value proposition, transformational leadership, employee engagement and innovative work behavior. It will guide management in different organizations on the how to building a strategically engaged work force that can exhibit the required work behavior.

1.8. Conceptual Model

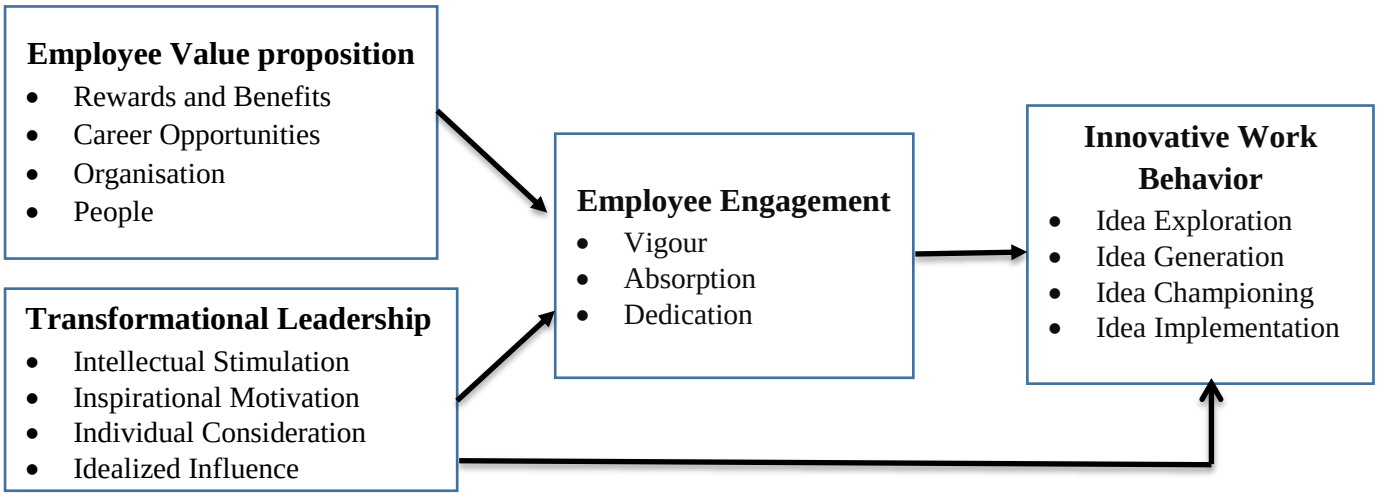

Figure 1: Conceptual Model

From the reviewed literature (Pawar & Charak, 2015: Aloo & Moronge, 2014: Park, & Zhou, 2013: Pedraza, Mesa & Gaviria, 2016: Bezuidenhout & Schultz, 2013: Kroes, 2015: Hayati, Charkhabi & Naami, 2014: Ghadi, Fernando, & Caputi, 2013)

1.9. Explanation of the Conceptual Model

The model reveals that employee value proposition leads to employee engagement which leads to innovative work behavior. This means that when the employee finds the work experience at a particular organization better than in any other organization (Park & Zhou, 2013), it will lead them into being energetic, absorbed and dedication at work hence leading them into finding and implementing better ways of doing work (Aloo & Moronge, 2014, p.9). It further reveals that transformational leadership leads to employee engagement (Yadav, 2015) which leads to innovative work behavior (Kim & Park**,** 2017). This means that having a good leadership approach can lead an employee into having the vigor, resilience and love for their jobs which leads them into finding and implementing innovative ways of doing the work. It lastly shows that transformational leadership directly leads to innovative work behavior (Nijenhuis, 2015). This means that a good leadership approach can lead the employee into finding better ways of working.

CHAPTER TWO

Literature Review

2.1. Introduction

This chapter aims at reviewing the literature relevant to the study. The chapter describes the study variables and how each relates to the other, theories applicable and the research questions or hypothesis.

2.2. Employee Value Proposition

According to the Corporate Leadership Council, (2012) employment availability is proving to be even more challenging in the dynamic, competitive and demanding contemporary business world. This has made it quite challenging for organizations to retain their potential employees. Organizations have currently come up with unique ways among which entails a unique value propositions aimed at not only attracting but retaining the best talent the labor market can offer (Goswami, 2015). Organizations with an effectively managed employee value propositions are able to source from more than 60% of the labor market, while organizations with unmanaged employee value propositions are able to source from only 40% of the labor market that is according to the Corporate Leadership Council survey as cited by (Park & Zhou, 2013). Watson, (2012) emphasizes that employee value proposition is an essential component in the organization's business endeavors aimed at improving the employees' energies to drive activities implementation. Pawar & Charak, (2015, p.891) state that "employee value proposition is the equalization of reward and advantage, work arrangements and hones, experienced by an employee consequently for their work."

The corporate leadership council research, (2016) defines employee value proposition as the arrangement of characteristics that the work market and staff see as the value they increase through joining a particular organization. Employee value proposition clearly depicts justifications as to why the aggregate work experience at a particular organization is superior to that of other organizations. Park, & Zhou, (2013) state that employees tend to reduce their contribution to their organization or disengage totally from it when they perceive their organizations' employee value proposition as being less competitive compared to that of other similar organizations. Aloo & Moronge, (2014, p.4) agree and assert that "it is imperative for human resource managers to understand the importance of certain attributes to employees in order to design and sustain an effective employee value proposition initiative that will attract and retain employees." "Developing, continuously measuring and clearly communicating an employee value proposition are essential and critical steps for organizations that would want to attract, retain, and engage talent" (Watson, 2012, p.1).

There are a number of components of employee value proposition Corporate leadership council, (2015) states five dimension of employee value proposition that is reward, describing a combination of both monetary and nonmonetary investments organizations make to attract, retain and engage the employees needed to operate their businesses successfully. Opportunity comprising of the offers to an employee which can be in form of leadership opportunities, mentoring and sponsorship programs, job security, development, career growth in the organization, support networks and clear career advancement upon joining the organization of choice. Work focusing on both employee and employer expectations regarding job design and content. People looking at the culture of the organization and leadership style of management. Organization focusing on the structures and processes, infrastructures, systems. Willis Towers Watson adds purpose to the components.

Sammer, (2015, p.2) clearly states it that “a good value proposition isn’t simply what you give away, but a deal – a reciprocal arrangement where there is a give/get.” This simply means that employees get something from working for the organization and, in return having the social exchange perspective in consideration, give something back, such as commitment, engagement and productivity among others.

2.3. Employee Engagement

The dynamism and competitiveness in the contemporary era has forced organizations into trying different strategies in order to have an edge over their competitors. “In this context, employee engagement has become a hot topic” (Devi & Narayanamma, 2016, p.91). Kahn (1990) is credited for the initial development, application and use of the engagement theory at the place of work. Khan, (1990) as cited by (Devi & Narayanamma 2016, p.92) explains employee engagement as, “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Aktar, (2016, p.28) states it as “a positive work – related state of mind characterized by vigor, dedication, and absorption.” Ghadi, Fernando and Caputi, (2013) explains vigor as having high energy levels and with a state of mental resilience while performing tasks, that is the willingness to invest extra effort in one’s work, and persistence even when faced with challenges, dedication as high involvement and having a sense of pride and challenge and absorption as intense concentration on and happily engrossed in work. Simply put, it as “a strong bond between oneself and the job responsibility where people fully express themselves physically, cognitively and emotionally at work” (Soieb, Othman & D’Silva, 2013, p.92).

"Every organization desires engaged employees who are energetic, dedicated, and absorbed in their work" (Kim & Park, 2017, p.2). Aktar, (2016) stated that employee engagement is essential to achieving a competitive advantage over other players in the market because of the tremendous impact it has on the employee performance in the modern-day knowledge-based economy. Kim and Park, (2017, p.2) contend to that adding that employee "engagement makes a positive contribution to the fundamental line of any business and is echoed in services they provide to customers and clients."

Employee engagement looks at "the extent of employees' commitment built on their physical, cognitive and emotional attachment with an organization and its value to achieve organizational goal" (Aktar, 2016, p. 28). Kim and Park, (2017, p.4) add, "high energy levels, mental resilience, and voluntary investment of considerable effort in the relevant tasks that they carry out (vigor) are exhibited by highly engaged employees. In addition, engaged employees have a sense of significance, enthusiasm, inspiration, pride, and challenge (dedication), and are deeply engrossed in their work (absorption)."

Employee engagement "is a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (Rao, 2016, p.3). It generally involves winning over hearts that is the emotional commitment and the minds that is the rational commitment of the work force in inspiring ways that drive amazing effort out of them (Rao, 2016). Aktar (2016, p. 29) asserted that "employees with high levels of engagement have the inspiration to develop new knowledge, respond to opportunities, go the extra mile, stand with the company and involved themselves in mentoring and volunteering activities."

This means engaged employees are intellectually stimulated and emotionally inspired and so perform at consistently high levels of productivity and are passionate about the organization.

2.4. Transformational Leadership

*"*Due to the immense contribution it makes to the general well-being of the organization, leadership has been stated as one of the most important aspects of management" (Odumeru & Ifeanyi, 2013, p. 355) *"*Leadership is a process by which a leader influences the thoughts, attitudes, and behaviors of others. It is the ability to get other people to do something significant that they might not otherwise do" (Devi, & Narayanamma, 2016, p. 92).

Transformational leadership is one of the most dominant leadership models in the recent leadership literature associated by numerous employee outcomes (Ghadi, Fernando & Caputi, 2013). Tafvelin, (2013, p. 11) states that "transformational leadership theory is founded on studies of charismatic leadership, which was studied by Weber, who argued that the authority of charismatic leaders depended on their being seen to possess exceptional qualities which made them stand out from others. These leaders often emerge in times of crises and persuade others to follow them."

Burns, (1979) looks at transformational leadership as the process through which leaders and followers closely work assisting each other progress to a higher level of morality and motivation. Leaders usually engage their followers by motivating them through empowerment, trust, learning, and communication. Afsar, Badir and Saeed, (2014, p.1273) contends adding that "transformational leaders inspire through articulating an energizing vision and challenging goals and leaders and followers make each other to advance to a higher level of morality and motivation."

Bass (1985) states that transformational leadership has an addictive effect on followers to go an extra mile doing more than originally intended through "(1) making them more aware of the importance of task outcomes, (2) inducing them to transcend their own self-interests for the sake of the organizations or team and (3) activating their higher order needs" (Ghadi, Fernando & Caputi, 2013, p.534-535). Bass, (1985) explains the leader's effect in creating valuable and positive change in the followers introducing four dimensions of transformational leadership: Idealized influence sometimes stated as charisma according to Odumeru and Ifeanyi, (2013), dealing with building confidence and trust. It looks at the degree to which the leader acts as a role model for their followers; Inspirational motivation, looking into motivating the entire organization. The leader challenges followers to get out of their comfort zones, communicate optimism about future goals, and provide meaning for the task; Intellectual stimulation, emphasizing arousing and changing followers' awareness of problems and their capacity to solve those problems. It deals with inspiring the followers to be innovative and creative never criticizing publicly for the mistakes committed by them; and individualized consideration, involving responding to the specific, unique needs of followers to have them included in the transformation process of the organization. It looks at the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower listening to their concerns and needs (Devi & Narayanama, 2016).

Theorists have several times proposed social exchange theory to be likely capable of giving a deeper insight in regards to how transformational leaders influence organizational outcomes.

2.5. Innovative Work Behavior

"In today's highly competitive and technologically advanced world, innovation plays a critical role" (Afsar, Badir & Saeed, 2014, p.1270). According to Akram et al. (2016), as cited by Alsughayir1, (2017, p.189), "technological advance, global competition, and changes to basic regulations have made it very difficult for organizations to compete successfully in the contemporary business world; therefore, organizational survival in a market-oriented economy is dependent on continuous innovation." To foster innovation and organizational success, innovation by employees happens to be one of the best channels (Van de Ven, 1986). "Innovation has been considered a human behavior since research on innovation spread from administrative science, communications, and anthropology to psychology and sociology in the 1980s" (Doner, 2012, p.11).

Stoffers, Neessen, and Dorp, (2015**)** emphasize that it is vital to continuously improve and promote innovative work behavior to stay relevant in the declining market for products and services there by staying relevant in the industry of operation. "Literature conceptualized innovative work behavior in term of individual's characteristics, behavior, product and trait" (Hanif & Khan, 2016, p.2). Innovative behavior is described by some researchers as the employees' development and implementation of new ideas, products and procedures in the role of work, in the workplace or within the structure of the organization (Pedraza, Mesa & Gaviria, 2016). De Spiegelaere, (2014), defines innovative work behavior as the comprehensive behaviors of employees related to finding, developing, proposing and implementing of the generated new ideas in the workplace.

"Innovative work behavior looks at the recognition of problems, initiation and intentional introduction of new and useful ideas, as well as set of behaviors needed to develop, launch and implement ideas with an aim of enhancing personal and/or business performance" (Afsar, Badir & Saeed, 2014, p.1273).

Nehles, Bondarouk and Nijenhuis, (2017, p.9) agreed to that looking at innovative work behavior in terms of "the development, adoption and implementation of new ideas for products, technologies and work methods by employees."

Innovative work behavior is different from creativity which is all about the production of new and useful ideas concerning products, services, processes and procedures since innovative work behaviors encompasses implementation of these ideas (Afsar, Badir & Saeed, 2014). Innovative work behavior therefore does not only involve generating ideas, but also transforming these ideas into action or concrete innovations (Devloo, et al, 2015). Employees who engage in innovative work behavior eventually improve different aspects of their work environment and are generally willing to take on improvements suggested by colleagues in and outside the organization (Nehles, Bondarouk & Nijenhuis, 2017).

De Jong and den Hartog, (2010) as cited in Dorner, (2012) identified four stages of innovative work behavior that is; Opportunity exploration focusing on discovery of an opportunity or some problem arising. Idea generation looking at merging and reorganization of information and prevailing concepts to solve problems aimed at improving performance. Championing looking at promoting the ideas generated to gain support and coalition building. Idea application that looks at transforming the supported idea into reality. It is after great effort and dedication that ideas come to life.

2.6. Theories to explain the study

2.6.1. Leader – Member Exchange Theory

"Leader-member exchange theory differs from other leadership theories because it does not focus on the specific characteristics of an effective organizational leader. Rather, leader member exchange focuses on the nature and quality of the relationships between a leader and his or her individual subordinates" (Power, 2013, p.1).

Simply put, the leader has to make as many quality relationships as possible increasing the subordinates' sense of job satisfaction and organizational citizenship contributing to increased desired behaviors and productivity attaining organizational goals.

Nijenhuis, (2015) states that the relationship an employee has got with his or her supervisor is normally seen to be an essential component of the direct work environment influencing the employee's envisioning of the possible performance and outcomes of his or her innovative attempts. Leaders and managers influence worker's job satisfaction and motivation through materializing a work- and social environment that antecedents, recognizes and rewards innovative work behavior plus change. Leader-member exchange theory states that subordinates having 'high-quality' relationships with their supervisor are often at times given greater resources, decision-making abilities and freedom in return for high loyalty and commitment. In-group followers enjoy increased job latitude, more open communications, and greater confidence from leaders. This often results in reciprocation from in-group followers, who assume "greater responsibility and commitment to the success of the organization" (p. 2). Relationships with out-group members are typically governed "within the narrow limits of their formal employment contract" (p. 2). Leaders who understand the significance of this theory are empowered with the understanding that they need to avoid the creation of out-groups wherever possible, and maximize the size of the in-group upon which they can rely." (Power, 2013, p.279).

Nijenhuis, (2015) contends stating that those employees having high-quality relationships with their supervisors exhibit innovative work behaviors and these have great confidence that their innovative behavior will result in great performance gains for the organization. This confidence comes about because of supervisors evaluating employees they trust more positively leading to them perceiving new ideas of these trusted and respected subordinates meaningful and significant.

"On the contrary, Leader member exchange theory depicts that low-quality leader-member exchange relationships, characterized by interactions that are formal and impersonal, are more likely to inhibit innovative behavior" (Nijenhuis, 2015, p.18).

2.6.2. Social Exchange Theory

Social exchange theory has been in existence for some time and organizational researchers have been using it and the norm of reciprocity to describe motivations behind employee behaviors and attitudes (Wikhamn & Hall, 2012). "Social exchange theory is one of the most prominent conceptual perspectives on management, as well as related fields like sociology and social psychology." (Academy of management Annals, 2015, p. 2). Kim & Park, (2017, p.3) contend to that and look at it as **"**one of the most influential perspectives for understanding employee behavior in the workplace based on a number of social science disciplines, including management, social psychology, and anthropology."

According to Gichohi and Maku, (2014) as cited by Rao, (2016), employee engagement is a very relevant driver of creativity and innovation at the palace of work. "They opine that the social exchange theory provides theoretical foundation of engagement and creative behavior of employees" (p.3).

West and Turner, (2014, p.166) as cited by Ma, (2016, p.4) states that the "social exchange theory posits that the major force in interpersonal relationships is the satisfaction of both people's self-interest." Social exchange theory comprises of a series of interdependent interactions, contingent and relying on the actions of the other parties in the social relationship there by generating obligations (Wikhamn & Hall, 2012). Corcoran, (2013) contended to that and asserts that social exchange looks at the exchange between two or more actors where each actor offers some good or outcome the other values. There is some degree of mutual dependence for all exchanges, seen by each actor depending on the other partner in order to receive some desired good or outcome.

According to the social exchange theory, employees are given value through empowerment and training and so feel a sense of consideration there by repaying the organization through exhibiting engaged behavior. It is this engaged behavior of employees and feeling of obligation brought about by the advantageous treatment received from their employers that drives the employees into repaying the organization through performing their duties requirement resulting into creativity and innovation (Wikhamn & Hall, 2012).

Engaged and obligated employees are breeders of creative performance and so attract talented people to the organization while disengaged employees are a grave risk to the organization, which can cause both monetary and non-monetary losses. Social exchange theory states that if the organizations can have the three psychological conditions of psychological meaningfulness, psychological safety, and psychological availability fulfilled, employees in exchange exhibit higher level of engagement at their work (Aktar, 2016).

2.7. Relationships between Variables.

2.7.1. Employee Value proposition and Employee Engagement

Employee value proposition has been repeatedly proposed as an antecedent factor for employee engagement and retention in several researches, both of which have a tremendous impact on the performance of the organization (Goswami, 2015).

Aloo and Moronge, (2014) state that there is a positive correlation between employee value proposition and employee engagement as summarized by different academic studies. Park and Zhou, (2013) in their study also acknowledged the fact that different academic studies have recognized the positive correlation between employee value proposition and employee engagement.

Heger, (2007) as cited by Aloo and Moronge, (2014, p.9) "conducted an empirical study using data from 614 respondents, to identify the relationship between strong employment value proposition, an essential component of employer brand, and respondents' level of engagement. The study recognized that employee engagement is largely influenced by an organization's employee value proposition, in that employee value proposition attributes (elements appealing to employees) serve to motivate a firm's workforce."

A survey by Corporate Leadership Council, (2012) as cited by (Park & Zhou, 2013, p.3) established that "employees who perceive their own organizations' employee value proposition to be less competitive than that of other organizations are likely to disengage from their own by either reducing contribution or leaving the organization." Park and Zhou, (2013) built on that and carried out a study in 113 companies which recognized that employees are more actively engaged in decision-making and management process in those organizations that have developed a unique employer brand comprising of a competitive employee value proposition.

The study conducted by Insync revealed that only 33% of employees are enthusiastic and willing to promote their organization while 39% are detractors, 29% are passive and this percentage distribution is attributed to not having a sound employee value proposition strategy (Goswami, 2015). Goswami, (2015) still asserts through research by the Corporate Leadership Council's that a well thought out and strategically planned and executed employee value proposition can improve the commitment and dedication and absorption of new recruits at their jobs which can such employees into acting as advocates for the organization.

This simply means, "If you get the employee value proposition right, you drive a much more positive environment at work" (Watson, 2014, p.1) leading to employee engagement.

Watson (2012, p.2) also states from the "findings from 2012 – 2013 global talent management and rewards study, that the next high- stakes quest: Balancing employer and employee priorities, confirm the issue: Almost three-quarters of employer respondents globally (72%) report problems attracting critical-skill employees, and over half (56%) report problems retaining and engaging them. This is worse in organizations found in fast-growing economies, reporting 82%, and 71% facing challenges of attracting, and retaining critical-skill employees, respectively."

Companies that have adopted a unique employee value proposition are realizing better outcomes. By carefully deciding on the components of the employee value proposition aligning it to the organizational corporate strategy, employee value proposition can be a very powerful tool for organizations to address diverse challenges Park & Zhou, (2013). Employee value proposition has a significant influence on the alignment of external and internal value perceptions on the organization, improving workforce strength, and bringing numerous economic benefits for the employer among which includes employee engagement.

As different components of the employee value proposition have a different impact on both individual and organization performance, organizations need to be clear on the desired outcomes so as to tailor their employee value proposition to drive employee engagement there by achieving the productivity needed.

2.7.2. Employee Engagement and Innovative Work Behavior

With increased dynamism in the business environment, organizations are embracing innovation to succeed and thrive with human resources exhibiting innovative work behavior being the single most important ingredient in the success formula. Research indicates that there is both a direct and indirect cause-effect relationship between employee engagement and organizational innovation. "Studies have further revealed the positive relationship between employee engagement and innovative work behavior" (Rao, 2016, p.1).

The Gallup Organization widely recognized for numerous studies in areas of employee engagement, indicates only a direct cause and effect relationship between employee engagement and organization wide innovation precedented by employee innovative work behavior.

Kim and Park**, (**2017) conducted a study in Korean firms receiving responses from over 400 full time employees of these firms. Statistical results from these responses showed employee engagement having a strong influence on knowledge sharing and innovative work behavior. Results further emphasized how the "effects of organizational procedural justice on employee innovative work behavior and knowledge sharing are stronger when they are mediated by employee work engagement." This implies that when organizations set up and implement transparent and fair procedures in decision-making, employees are more likely and will feel obliged to repay not only by being more engaged in their work but also by facilitating and encouraging knowledge sharing and innovative work behavior.

Katz and Kahn, (1978) as cited by (Rao, 2016) established that apart from joining and staying in the organization plus exhibiting the desired and dependable behaviors, it is important to note that employee engagement precedents the innovative work behaviors. This is because an individual employee goes beyond individual roles to collaborate with colleagues, make suggestions to improve the organization, and work towards improving the organization's standing in the external environment. Aktar, (2016, p.30) stated that, "Engaged employees always hold a positive attitude which encourages the integrative and creative perception to create value to the service enterprises. Thus, the study showed a positive link between employee engagement and innovative work behavior."

Van de Ven, (1986) as cited by Rao, (2016, p.1) established that, “the foundation of innovation are ideas and it is employees who "develop, carry, react to, and modify ideas” seeing them through to implementation there by contributing immensely to the overall productivity of the organization. This is justification as to why organizations with a great desire for innovation are now appreciating employee engagement, characteristics and innovative behaviors as triggers and motivators of innovation.

According to Kim and Park, (2017), engaged employees typically show high energy levels and mental resilience or vigor, dedication, and absorption which contributes immensely to them exhibiting innovative work behaviors. This agrees with the study carried out by Sundaray (2011) as cited by Rao, (2016) whose results exhibited that engaged employees are enthusiastic about their roles and are fully absorbed in them driving into exhibition of innovative work behaviors. Rao, (2016) adds that an analysis into Gallup research also revealed a close relationship between employee engagement and innovation. Engagement and innovation tend to support each other. Engaged staff are more likely to exhibit innovative work behavior and innovative work behavior being more likely to motivate and engage employees.

This Gallup's study, (2015) revealed that highly engaged employees feel themselves part of the organization, feel they have a real stake in the organization, and hence strive to get better ways of implementing activities. Research results by Gichohi and Maku (2014) also established that employee engagement plays a critical antecedent role in creativity and innovation work behaviors exhibition among the organizations’ work force with consideration of the social exchange theory. This agrees with an earlier study carried out by (Langelaan, Bakker, Van Doornen, and Schaufeli, 2006) as cited by Rao, (2016).

The study focused on two big personality factors that is neuroticism and extraversion which revealed that heightened connection between employees and their work triggers creativity and innovative behaviors and a conclusion of employee engagement being one of the key antecedents of creativity and innovation was drawn. Rao, (2016) also showed that employee engagement has a positive relationship with the innovative behavior of employees especially in roles dealing directly with customers. Highly engaged employees at work are more likely to exhibit more innovative behavior during their role performance (Aktar, 2016). Gallup, (2015) reveal that every employee has an inborn capacity for creativity and innovation and engaged employees tend to exhibit the innovative work behaviors to improve management or business processes.

The engaged employees have a positive state of mind helping to broaden their thought-action process into exhibiting innovative work behaviors. This agrees with Agarwal et al., (2012) who also established that engagement has a positive correlation with innovative work behavior with employee engagement mediating the relationship between Leader-Member Exchange. Management has to ensure that the organizations procedures are fair. " If employees perceive the organizational procedures used in the decision-making process to be fair, they are more likely to repay their organization by not only cognitively, emotionally, and physically engaging in their work (i.e., psychological engagement and behavioral engagement) but also forming positive work attitudes and voluntary cooperation toward their organization (i.e., enhancing employee work engagement, encouraging knowledge sharing among employees either within teams or across teams, and facilitating innovative work behavior)" (Kim & Park, 2017, p.3).

Abraham, (2012) as cited by Rao, (2016, p.4) simply put it that employee engagement results into numerous benefits that is “innovation, along with better customer service, productivity, low staff turnover, dedicated workforce, great sense of work commitment, willingness to put extra time in the job, and pride in their work.” More studies had earlier been conducted on the same relationship as cited by Rao, (2016). The results from a study by Rao, (2016) further justify the antecedent role of employee engagement on innovative behavior. Results from this study showed majority (94%) of respondents agreeing to there being a close and positive relationship between employee engagement and innovative behavior. Performance of engaged employees is at a higher level and the great passion they have towards their job drives them into exhibiting innovative work behavior at the place of work. De Spiegelaere, (2014) also carried out an imperial study and added to the literature that confirms employee engagement as a precedent factor for innovative work behavior.

Many scholars and consultants overwhelmingly agree to the fact that engaged employees drive innovative work behavior in organizations. Management of organizations have to come up with working approaches that drive employee engagement because once engaged employees are empowered, they will always seek and implement better ways of implementing activities there by contributing to the effectiveness and efficiency of the organization.

2.7.3. Transformational Leadership and Employee Engagement.

In the contemporary dynamic and competitive work environment, organizations have to move beyond just motivating their employees to generally creating an environment of engagement with leaders at the center of the whole process (Devi & Narayanamma, 2016).

For a deeper analysis into the relationships between transformational leadership and employee engagement, reference is made to the several studies carried out by different scholars. Some have suggested that leadership is one of the most important factors contributing to employee engagement" (Sandwell, 2012, p.18).

"Kahn (1990) proposed that leadership has the greatest potential to influence followers' feelings of psychological safety by providing a supportive environment in which one feels safe to fully engage in a task. Khan and Yadav, (2016) carried out a study on a sample of 25 heads of departments and 175 faculty members and analysis of results revealed that leadership style directly affects employee engagement and the institutional performance. The result established that "an increasing style of leaders who commit to stay with their college, work toward institutions' target success, focus on achieving goals, and also work toward the success of institutional change, appears to influence the value of institutional performance as well as the engagement levels of employees." (p.1).

Dale Carnegie Training, (2012, p.5) revealed that "60% of employees who have confidence in the abilities of senior leaders and think that senior leaders are moving the organization in the right direction are fully engaged, compared with less than a third who disagree with the statement." Khan and Yadav, (2015) contend adding that the personal relationship the employees have with immediate supervisors is also essential in creating the desired employee engagement. The research study emphasized that attitude and actions of the immediate supervisor can either enhance the engagement levels of the employees or breed an atmosphere that disengages individuals. Soieb, Othman and D'Silva, (2013) add that when the leaders adopt a visionary and organic leadership style that is a transformational leadership style, employee engagement is considered as having a positive association with the employees' perception.

A survey done by Devi and Narayanamma, (2016) among 55 subjects in a beverages Company revealed that there is significant and positive correlation between transactional leadership and employee engagement as well as between transformational leadership and employee engagement. The results further revealed that transformational leadership being a better predictor of employee engagement compared to transactional leadership. This agreed with an earlier study by Khan and Yadav, (2015) whose results confirmed that transformational leadership was the most outstanding leadership style among all leadership styles in nurturing the development of employee engagement basing on a research by Kaiser, Hogan, and Craig (2008). According to results from Kaiser, Hogan and Craig (2008) as cited by Khan and Yadav, (2015, p.3), "transformational leadership changes the way followers see themselves-from isolated individuals to members of a larger group. When followers view themselves as members of a team, they tend to sustain group values and goals, and this enriches their motivation to contribute to the greater good. Transformational leaders provide an inspiring vision of goals that can help overcome self-interest and narrow factionalism in institutions." Tafvelin, (2013) established that the experience of having a meaningful job has a mediating role on the effect of transformational leadership on a number of constructs among which included work engagement. This study established that transformational leadership had positive but mostly indirect effects on achievement and engagement.

Bezuidenhout and Schultz, (2013) revealed that transformational leadership engages employees to create, adapt and meet the demands of the forecasted future basing on the research by (University of Adelaide, 2010). Transformational leadership has been recommended as the best leadership style in winning over the hearts and minds of the work force. Bezuidenhout and Schultz, (2013) confirmed basing on the empirical results of the study carried out showing that transformational leadership can be used to effectively drive engagement among employees.

More research and empirical studies on the relationship between transformational leadership on engagement have been conducted and the biggest percentage of results have showed a positive relationship. Stanislavov and Inavov, (2014) as cited by Karim and Haider, (2015) carried out a research to establish the impact of leadership styles on employee's engagement and organizational performance and results revealed that the visionary style that is transformational leadership drives the highest level of engagement in contrast to the commanding styles. Bezuidenhout and Schultz, (2013) concluded that endeavors towards improving employee engagement should be accompanied by an analysis into the leadership style used at the organization and the research recommended transformational leadership style as the best style that can enhance and breed employee engagement in the organization.

However, Evelyn and Elegwa, (2015) slightly differ from all the other scholars based on survey data collected from 252 civil servants in 18 top performing state corporations. "The findings revealed that transformational leadership though positively related to employee engagement in general; the leader behaviors of intellectual stimulation and individualized consideration of supervisor were found to be positive and moderately related to employee engagement. The inspirational motivation was a weak and insignificant component while idealized influence was negatively related to employee engagement" Evelyn and Elegwa, (2015, p.9). This simply means that management should have training programs in place around transformational leadership with emphasis on inspirational motivation, intellectual stimulation and individualized consideration if the leaders are to influence the workforce's engagement levels.

From the researches, studies and surveys above it can be stated that a right leadership style is required for the institution if employee engagement is to be achieved. This means that it is therefore of great significance to have the transformational leadership style in the organization that can create the good, healthy, friendly, supportive and developing environment that breeds employee engagement.

2.7.4. Transformational leadership and innovative work behavior

Several studies investigated the direct and indirect relationship between transformational leadership and innovative work behavior most of which managed to determine a positive relationship between the two constructs (Demeško, 2017). According to Ghadi, Fernando and Caputi, (2013), transformational leadership is one of those dominant models in the contemporary leadership literature linked with several employee outcomes, such as well-being, creativity and innovation, task performance among others. Afsar, Badir and Saeed, (2014, p, 1271) "further confirmed that employee's intrinsic motivational state created through psychological empowerment by managers is pivotal for creative tasks and innovative work behavior."

Tahsildari et al, (2014) established that transformational leadership is best in driving employees into carrying out all activities more inventively reliant on the assumption that their deliberations will prompt innovative conclusions that they want. This simply means that transformational leaders have a compelling vision and serve as an alluring good examples for being innovative (Tahsildari et al, 2014).

Nijenhuis, (2015, p. 19) revealed, “transformational leaders drive employees into exhibiting innovative work behavior through articulating an inspiring vision, stimulating followers into question the status quo allowing their development and alignment of the needs and desires of followers and the firm there by creating motivation.” Transformational leadership is described by self-confidence, inspirational motivation, exciting vision collective sense of mission, heightened awareness of goals and aspiration all which drive intellectual stimulation, intrinsic motivation, support for driving employees into exhibiting innovative work behaviors among. These leaders ensure that individuals challenge the status quo and are stimulated intellectually transcending their own self-gain for a higher collective gain.

According to a research study carried out by Afsar, Badir and Saeed, (2014, p.1270), results revealed that “transformational leadership positively influences innovative work behavior which includes idea generation as well as idea implementation and that the relationship between transformational leadership and innovative work behavior was stronger among employees with a higher interdependent self-construal and a lower independent self-construal.” Demeško, (2017) confirmed a direct relationship between transformational leadership and general innovation by employees in the organization with basis on studies carried out by Crawford, (2001), Aslam and Riaz, (2012) who identified transformational leadership as being a major predictor of employee innovative work behavior. Sharifirad, (2013) also as cited by Demeško, (2017) demonstrated positive relationship between the two constructs that were mediated by the leader’s emphatic listening and perceived psychological safety.

Ahamad and Kasim, (2016, p.284) revealed that “transformational leadership behaviors and determinants related to creativity and innovation in the workplaces, the organization's vision, support innovative work behavior among the employees, encourage and give recognition to the followers”. Contreras et al., (2017) further confirm that transformational leaders build the followers’ capacity to achieve the desired output by promoting their innovation potential through inspirational motivation, individualized consideration, intellectual stimulation and the self-confidence among the organizational members. Transformational leaders impact the breeding of innovative work behaviors among employees through attention to the workers' needs and improvement. Transformational leaders set realistic and challenging goals for their followers trusting them to achieve these goals driving towards situation for increasing innovative work behaviors of the employees.

“In order to enhance innovative work behavior, the organizational culture and with that organizational values and leadership should focus on innovative work behavior” (Stoffers, Neessen & Dorp, 2015, p.199). Conger and Kanungo (1987) as cited by Tahsildari et al., (2014), revealed that transformational leaders improve personal identification of employees and produce solid enthusiastic connection causing employees to change their self-identities leading to innovative behavior. According to Tahsildari et al., (2014, p. 230), transformational leaders use “motivational inspiration to energize their subordinates into identifying issues inside present business procedures and products and search for new open doors to advance well beyond rivals. Inspirational motivation is compelling in the thought era process since transformational leaders encourage subordinates to propose any exciting thought without the fear of their propositions being rejected.

These leaders boost followers into think outside the box and receive an explorative thinking style. Transformational leaders also think about individual requirement and give customized training to each individual.

Transformational leaders likewise indicate compassion and support for followers, which help beat their alarm of testing business as usual, prompting more inventive behavior." It can therefore be stated that the transformational leadership style has a great positive impact on innovative behavior of employees because the leaders have a very vital in generating innovative ideas and implementing them.

2.8. Conclusion

Reference is made to the different empirical studies carried out and surveys carried out over the years. It can be stated that there exists a relationship among the variables of employee value proposition, transformational leadership, employee engagement and innovative work behavior. Some have direct relationships with the others while others have indirect relationships. The research was meant to establish the relationship that exists among the variables and add to the pool of literature that exists about these variables.

CHAPTER THREE

Methodology

3.0. Introduction

This chapter describes the methodology that was used in the study. The methodology comprises of the research design, population, sample, data collection procedures, instruments used, measurement of the research variables, reliability and validity of research tools.

3.1. Research design

The study used a cross-sectional survey research design, which entails analyzing data collected from respondents at a specific point in time. This design was adopted because data collected at one point in time was sufficient enough for my study, not costly to perform, does not require a lot of time and ease of gathering and assessment. A quantitative research approach was used because it eases application of statistical tests in making statements about data since the data is expressed in numbers. It was therefore easy to run descriptive statistics, regression analysis, correlations, frequency counts among others. This means that quantitative data was collected.

3.2. Target population

The target population was composed of 400 respondents across all levels, who are scattered in the different stations of the Medical Research Council according to the February payroll 2018. The population entailed employees at all levels.

3.3. Sampling design

The researcher used the proportionate stratified random sampling technique to identify the necessary respondents for the study because it provides greater precision, smaller error in estimation and works well with populations with a variety of attributes. This was used together with simple random sampling to get a sample from the strata.

In this case, a manual lottery method was used. The mentioned techniques aided quick data collection for the study.

3.4. Target Sample Size

The researcher used the Krejcie and Morgan, (1970) table to determine the relevant sample size. According to Krejcie and Morgan, (1970), having a total population of 400 gives a sample size of 196 at a 95% confidence interval. The researcher used a sample size of 196 respondents across the different levels of seniority as stipulated in the table below;

Table 1: Sample Size

Strata	**Strata Size**	**Calculation**	**Sample size**
Entebbe	200	(200/400)*196	98
Kyamulibwa	50	(50/400)*196	25
Mengo	50	(50/400)*196	25
Masaka	100	(100/400)*196	49
Totals	**400**		**196**

*Formula: (Strata size/total population) * total sample size*

3.5. Data Collection Procedure

The researcher conducted the study using questionnaires as the method of data collection. Close-ended questions restricting respondents to answering them in a restricted way was used. This approach of questions was employed to enable the researcher control the type of data collected from the respondents with the aim of collecting quantitative information. Research proven questionnaires by scholars were used with some adjustment to contain three sections that is; the demographics of the respondents, study objectives and the closed ended questions relevant to the variables of study. The researcher personally administered the questionnaire.

3.6. Measurement of variables

3.6.1. Employee Value Proposition

The researcher measured this variable using a questionnaire adopted from Parreira, (2007) and adjusted it to suit the objectives of the study. It assessed employee value proposition using 19 questions on a six Likert point scale ranging from (1= Not at all Important to 6= Very Important).

3.6.2. Transformational Leadership

The researcher measured this variable using a questionnaire adopted from Bass and Avolio. (1995) as cited by Devi and Narayanamma, (2016) and adjusted it to suit the objectives of the study objectives. It assessed Transformational Leadership using 16 questions on a six Likert point scale ranging from (0= Not at all to 5= frequently if not always)

3.6.3. Employee Engagement

The researcher measured this variable using a questionnaire adopted from chaufeli et al. (2002) as cited by Devi and Narayanamma, (2016) and adjusted it to suit the objectives of the study. It assessed employee engagement using 14 questions on a six Likert point scale ranging from (1= Never to 6= Always or Everyday)

3.6.4. Innovative work behavior

The researcher measured this variable using a questionnaire adopted from De Jong, (2007) as cited by Ouke, (2010) and (Khaola, 2013). The researcher adjusted it to suit the objectives of the study. It assessed employees' Innovative work behavior using 11 questions on a six Likert point scale ranging from (0= Never to 5= Always)

3.7. Validity and reliability of the instruments

3.7.1. Validity of the Research Instrument

The researcher checked for validity of the questionnaires through discussion with the supervisors checking for accuracy of the questions. Most of the questions in the questionnaires were relevant to the study and so were maintained.

3.7.1.1. Factor Analysis

To further validate the instrument and constructs for each variable, a factor analysis was carried out for the independent variables to identify factor structure for each of the variables. It was done to all the items to determine the extent to which items measure the distinct variables. The Varimax method for principal components measurement was used and, only those factors with an Eigen value greater than 1 were retained according to Guttman-Kaiser rule.Those items that were cross loading on others with values exceeding with 0.50 and those whose loading was less than 0.5 were not included in the analysis Results for the factor Analysis were as below;

Table 2:Employee Value Proposition factor Structure

	People	**Career Opportunity**	**The Organisation**	**Rewards**
The quality of the organisation 's managers	.798			
The quality of the co-workers in the organisation	.715			
Whether the work environment is team-oriented and collaborative	.680			
The quality of the organisation 's senior leadership	.667			
Whether working for the organisation provides opportunities to socialize with other employees	.658			
The organisation 's reputation for managing people	.624			
The future career opportunities provided by organisation		.882		
Whether or not employees are rewarded and promoted based on their achievements		.773		
The developmental/ educational opportunities provided by the job and organisation		.770		
The level of stability of the organisation and the job		.591		
The competitive position the organisation holds in their markets			.813	
Whether the work environment is formal or informal			.731	
The level of awareness in the marketplace for the organisation 's brand(s)			.676	
The desirability of the organisation 's industry to me			.594	
Whether or not the organisation 's reputation as an employer has been rated by a third party organisation			.592	
The comprehensiveness of the organisation 's retirement benefits				.739
The amount of holiday/vacation time that employees earn annually				.731
The comprehensiveness of the organisation 's health benefits				.689
The competitiveness of the job's financial compensation package				.618
Eigen value	*3.053*	*2.842*	*2.48*	*2.160*
Variance (%)	*16.07*	*14.96*	*13.05*	*11.367*
Cummulative Variance (%)	*16.07*	*31.02*	*44.08*	*55.44*

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. a.
Rotation converged in 5 iterations.

Results from the table above show the four constructs of employee value proposition as showed in the conceptual framework, People (Eigen value = 3.05, Variance = 16.07%) was the most prominent explaining 16.07% of innovative work behavior. This was followed by Career Opportunity, (Eigen value = 2.84, Variance = 14.96%). Following that was the Organization, (Eigen value = 2.48, Variance = 13.05%). Lastly was the Reward, (Eigen value = 2.16, Variance = 11.36%) contributing 16.9% to the dependent variable. All of the four constructs combined explained approximately 55.44%.

Results also summarize the items measuring each of the constructs in their order of significance showing the magnitude of each item as revealed by the factor loadings with a higher value showing a higher magnitude or level.

Table 3:Transformational Leadership factor Structure

	Idealized Influence	**Inspirational Motivation**	**Intellectual Stimulation**	**Individualized consideration**
The leader instills pride in others for being associated with me	.840			
The leader talks about my most important values and beliefs	.745			
The leader acts in ways that build others' respect for me	.721			
The leader specifies the importance of having a strong sense of purpose	.693			
The leader goes beyond self- interest for the good of the group	.634			
The leader talks enthusiastically about what need to be accomplished		.817		
The leader expresses confidence that goals will be achieved		.794		
The leader talks optimistically about the future		.680		
The leader articulates a compelling vision of the future		.664		
The leader seeks differing perspectives when solving problems			.816	
The leader re-examines critical assumptions to question whether they are appropriate			.796	
The leader gets others to look at problems from many different angles			.762	
The leader suggests new ways of looking at how to complete assignments			.676	
The leader treats others as individuals rather than just as a member of a group				.903
The leader considers an individual as having different needs, abilities, and aspirations from others				.755
The leader spends time teaching and coaching				.556
Eigen value	*3.657*	*3.131*	*3.122*	*2.227*
Variance (%)	*22.858*	*19.570*	*19.511*	*13.917*
Cummulative Variance (%)	*22.858*	*42.428*	*61.939*	*75.856*

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.

Results from the table above show the four constructs of transformational leadership as showed in the conceptual framework, Individualized Influence (Eigen value = *3.657,* Variance = 22.85%) was the most prominent explaining 22.85% of innovative work behavior. This was followed by Inspirational Motivation, (Eigen value = 3.131, Variance = 19.57%). Following that was Intellectual Stimulation, (Eigen value = 3.122, Variance = 19.51%). Lastly was the Individualized Consideration, (Eigen value = 2.227, Variance = 13.91%) contributing 13.91% to the dependent variable. All of the four constructs combined explained approximately 75.85%.

Table 4:Employee Engagement factor Structure

	Absorption	**Dedication**	**Vigor**
I am immersed in my work	.821		
I get carried away when I'm working	.786		
I feel happy when I am working intensely	.767		
When I am working, I forget everything else around me	.750		
Time flies when I'm working	.675		
It is difficult to detach myself from my job	.663		
My job inspires me		.918	
I am enthusiastic about my job		.896	
I am proud on the work that I do		.848	
I find the work that I do full of meaning and purpose		.834	
At my job, I am very resilient, mentally			.843
At my work I always persevere, even when things do not go well			.772
I can continue working for very long periods at a time			.672
At my work, I feel bursting with energy			.586
Eigen value	*3.589*	*3.259*	*2.325*
Variance (%)	*25.64*	*23.28*	*16.61*
Cumulative Variance (%)	*25.64*	*48.92*	*65.53*

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 4 iterations.

Results from the table above show the three constructs of employee engagement as showed in the conceptual framework, Absorption (Eigen value = 3.58, Variance = 25.64%) was the most prominent explaining 25.64% of innovative work behavior. This was followed by Dedication, (Eigen value = 3.25, Variance = 23.28%). Lastly was Vigor, (Eigen value = 2.32, Variance = 16.61%) contributing 16.61% to the dependent variable. All of the three constructs combined explained approximately 65.53%.

Table 5:Innovative Work Behavior Factor Structure

	Idea Generation	**Idea Exploration**	**Idea Implementation**	**Idea Championing**
Find new approaches to execute tasks	.839			
Generate original solutions to problems	.816			
Search out new work method, techniques or instruments	.663			
Pay attention to non-routine issues in your work, department, organization or market place		.921		
Look for opportunities to improve an existing process, technology, product, service or work relationship		.852		
Recognize opportunities to make a positive difference in your work, department, organization or with customers		.660		
Contribute to implementation of new ideas			.760	
Systematically introduce innovative new ideas into work place			.756	
Put effort into development of new things			.691	
Attempt to convince people to support innovative ideas				.791
Encourage key organization members to be enthusiastic about innovative ideas				.696
Eigen value	*3.072*	*2.422*	*1.841*	*1.186*
Variance (%)	*27.928*	*22.022*	*16.733*	*10.780*
Cummulative Variance (%)	*27.928*	*49.950*	*66.683*	*77.463*
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 7 iterations.				

Results from the table above show the four constructs of innovative work behavior as showed in the conceptual framework, idea generation (Eigen value = 3.07, Variance = 27.92%) was the most prominent explaining 27.92% of innovative work behavior.

This was followed by idea exploration, (Eigen value = 2.422, Variance = 22.02%). Third was Idea Implementation (Eigen value = 1.84, Variance = 16.73%). Lastly was Idea Championing, (Eigen value = 1.18, Variance = 10.78%) contributing 10.78% to the dependent variable. All of the four constructs combined explained approximately 77.46%.

3.7.2. Reliability of the Research Instrument

"Reliability, or reproducibility, indicates whether the questionnaire performs consistently" (Greco and Walop, 2010, p.2). Reliability is simply the ability of the questionnaire to produce the same results when given to the same person on two separate occasions. It describes the consistency and the stability of the test results. Reliability was checked through use of the Cronbach alpha testing each section of the questionnaire. This was done to enable the researcher revisit questions that are not relevant eliminating them. Through usage of Statistical Package for Social Scientists, Co-efficiency of Cronbach alpha was measured and questions with alpha coefficient above .70 were will be maintained. The following were the results of the reliability test for each

Table 6: Reliability Test

Variable	Cronbach alpha	N(Number of Items)
Employee Value Proposition	.809	38
Transformational Leadership	.956	20
Engagement	.873	17
Innovative Work Behavior	.894	11

The analysis of the instruments gave a reliability alpha coefficient above .70 for the different variables. This showed that the instruments were reliable and therefore was suitable for usage in the research.

3.8. Data Management and Analysis

3.8.1. Data management

Data management started from designing the questionnaire. Following data collection, the researcher sorted the returned questionnaires. The 181 properly filled questionnaires were coded and entered into the computer for cleaning and later considered for analysis by the researcher using Statistical Package for Social Scientists. The 15 questionnaires were not returned by the respondents.

3.8.2. Data Analysis

The researcher used Statistical Package for Social Scientists to run the data analysis after it had been coded, entered, and cleaned. The Statistical Package for Social Scientists classified and tabulated the data according to the researcher's liking. With the statistical package, the research was able to run regression, correlations among others. The researcher interpreted the results making conclusions to the research questions.

3.9. Ethical Considerations

Before data collection, the researcher wrote to the institution of interest where the data is to be collected attaching all the relevant academic documentation from the university. Some of these included the registration forms and Identity card. The researcher probed for approvals from the institution of interest before commencing of the study. The researcher clearly explained to the respondents the objectives of the study getting their consent before being involved in the study. Finally, identity of the respondents has been protected and high levels of confidentiality maintained throughout the research period. ‘

CHAPTER FOUR

Results

4.0. Introduction

This chapter presents the quantitative results of the study from the collected data addressing the research objectives and answering the research questions. The researcher used regression analysis, correlations, means and standard deviations to arrive at the results. This section includes the demographic characteristics of respondents, descriptive analysis of the respondents' characteristics and the dependent variable, correlations answering the objectives and regression analysis results showing the effects of the variables on the dependent variable.

4.1. Demographic characteristics

The researcher was interested in describing the targeted sample's demographic traits like gender, marital status, age bracket, and years of service with the organization, current level of education and level of employment in the organization were analyzed. The researcher used means, standard deviation and frequency counts to present the results of this analysis. The results were as below:

Table 7: Demographic characteristics

Variable	Category	Frequency (N =181)	Percent
Station	Entebbe	93	51.4
	Mengo	17	12.2
	Masaka	49	27.1
	Kyamulibwa	22	9.4
Gender	Male	93	51.4
	Female	88	48.6
Marital Status	Single	63	34.8
	Married	104	57.5
	Divorced	6	3.3
	Others	8	4.4
Age bracket	Below 20 years	4	2.2
	21-30 years	73	40.3
	31-40 years	63	34.8
	41-50 years	24	13.3
	Above 50 years	17	9.4
Years of service	Less than 1 year	16	8.8
	1-2 years	38	21
	3-4 years	32	17.7
	5-6 years	18	9.9
	7 years and above	77	42.5
Level of education	Certificate	14	7.7
	Diploma	37	20.5
	Degree	66	36.5
	Post Graduate Diploma	16	8.8
	Others	8	4.4
	Masters	40	22.1
Level of Employment	Senior Management	11	6.1
	Middle Management	95	52.5
	Support Staff	75	41.4

Source: Primary Data

4.1.1. Age of Respondents

Results from table 3 revealed that 2.2% were below 20 years, 40.3% were between 21-30 years, 34.8% were between 31-40 years, 13.3% were between 41-50 years and 9.4% were above 50 years. It can be observed that most of the respondents were those aged between 21 and 30 years of age. This implies that majority of the respondents are young

4.1.2. Gender of Respondents

Results from table 3 revealed majority of the respondents were male 51.4%. The female respondents accounted for 48.6% were female.

4.1.3. Marital Status of respondents

Results from table 3 revealed 57.5% of respondents being married, 34.8% were single, 3.3% were divorced and married and 4.4% belonged to the others. The can be observed that majority of the respondents were married and the least number of the respondents were divorced.

4.1.4 Years of Service of respondents

Results from table 3 revealed that respondents that have worked for 7 years and above accounted for 42.5%, 21% had worked between 1-2 years, 17.7% had worked between 3-4 years, 9.9% had worked between 5-6 years and 8.8% had worked for Less than 1 year. The findings reveal majority of the respondents as those that had worked for 7 years and above and the least number of respondents are those that had worked for less than a year.

4.1.5 Current level of education of respondents

The results from table 3 revealed that 36.5% possessed a degree, 22.1% had a masters, 20.5% possessed a diploma, 8.8% possessed a post graduate diploma, 7.7% were at certificate level and 4.4% belonged to the others category. It can be observed that majority of the respondents had a degree and the least number was in the others category.

4.1.6 Level of employment of respondents.

Results from table 3 revealed that 52.5% of the respondents were at middle management, 41.4% were at support level and 6.1% were senior managers. It can be observed that majority of the respondents were middle managers and senior managers were the least among the respondents.

4.2. Descriptive statistics

The tables below show the scores of innovative work behavior and employee engagement with demographic characteristics. The results are as below;

4.2.1. Innovative work behavior and demographic characteristics.

Table 8:Innovative work behavior and demographic characteristics.

Variable	Category	Mean	Standard Deviation	Sig.
Field Station	Entebbe	41.28	10.702	.247
	Mengo	40.56	7.220	
	Masaka	39.51	8.520	
	Kyamulibwa	44.50	8.274	
Gender	Male	42.34	9.475	.080
	Female	39.83	9.694	
Marital Status	Single	39.42	9.952	.322
	Married	41.79	9.537	
	Divorced	43.83	10.420	
	Others	43.75	7.066	
Age bracket	Below 20 years	48.00	5.164	.229
	21-30 years	40.29	9.674	
	31-40 years	42.71	8.605	
	41-50 years	40.00	11.658	
	Above 50 years	38.76	10.189	
Years of service	Less than 1 year	38.38	10.449	.758
	1-2 years	41.19	10.598	
	3-4 years	41.91	8.615	
	5-6 years	42.61	11.753	
	7 years and above	40.89	8.981	
Level of education	Certificate	37.64	10.888	.263
	Diploma	41.16	10.218	
	Degree	39.75	10.524	
	Post Graduate Diploma	42.38	7.365	
	Masters	43.58	7.023	
	Others	43.50	11.326	
Level of Employment	Senior Management	45.73	7.295	.168
	Middle Management	41.46	8.711	
	Support Staff	40.04	10.846	

Source: Primary data

4.2.1.1. Innovative work behavior and field station

The results show that there is no significant difference between the field stations and the innovative work behavior of the employees (Sig ≥ .24). Results further reveal that Kyamulibwa field station registered the highest levels of innovative work behavior (Mean = 44.50, SD = 8.27) and Masaka field station exhibited the lowest levels of innovative work behavior (mean = 39.51, SD = 8.52).

4.2.1.2. Innovative work behavior and gender

The results show that there is no significant difference between the innovative work behavior of the employees and their gender (Sig ≥ .08). Results further reveal that the male exhibited more innovative work behavior (Mean = 42.34, SD = 9.47) than the females who registered (Mean = 39.83, SD = 9.694).

4.2.1.3. Innovative work behavior and marital Status

The results show that there is no significant difference between the innovative work behavior of the employees and their marital status (Sig ≥ .32). Results further reveal that the divorced exhibited more innovative work behavior (Mean = 43.83, S.D = 10.4). The singles registered the lowest levels of innovative work behavior (mean = 39.42, SD = 9.95).

4.2.1.4 Innovative work behavior and Age

The results show that there is no significant difference between the innovative work behavior of the employees and their age (Sig ≥ .22). Results further reveal that individual employees below the age of 20 exhibited the highest levels of innovative work behavior (Mean = 48, SD = 5.164). These were followed by the age group of 31 – 40 (Mean = 42.71, SD = 8.605). The employees above the age of 50 exhibited the lowest levels of innovative work behavior (Mean = 38.76, SD = 10.189).

4.2.1.5 Innovative work behavior and years of service

The results show that there is no significant difference between the innovative work behavior of the employees and their years of service (Sig ≥ .75). Results further reveal that individual employees that had served the organization between 5-6 years exhibited more innovative work behaviors (Mean = 42.61, SD = 11.75) than their counterparts.

Those that had worked for less than a year exhibited the lowest level of innovative work behavior (Mean = 38.38, SD = 10.44) This could mean that the more the employee ages above 50 years the less they exhibit innovative work behavior.

4.2.1.6 Innovative work behavior and level of education

The results show that there is no significant difference between the innovative work behavior of the employees and their level of education (Sig ≥ .26). Results further reveal that individual employees that have a master's level of education exhibited more innovative work behaviors (Mean = 43.58, SD = 7.02) than their counterparts. Those with only a certificate exhibited the lowest levels of innovative work behavior (Mean = 37.64, SD = 10.88).

4.2.1.7 Innovative work behavior and level of employment

The results show that there is no significant difference between the innovative work behavior of the employees and their level of employment (Sig ≥.16). Results further reveal more innovative work behavior is exhibited at senior management level (Mean = 45.73, SD = 7.29). The support staff level exhibited the lowest innovative work behavior (Mean 40.4, SD = 10.84). This could imply that the more the staff rise up the ranks in the organization, the more innovative they become seeing the generated ideas through to realization.

4.2.2. Engagement and demographic characteristics.

Table 9: Engagement and demographic characteristics

Variable	Category	Mean	Standard Deviation	Sig.
Field Station	Entebbe	83.97	12.360	.403
	Mengo	81.81	12.486	
	Masaka	80.96	11.411	
	Kyamulibwa	85.05	8.588	
Gender	Male	83.45	9.794	.669
	Female	82.70	13.531	
Marital Status	Single	81.02	12.535	.047
	Married	83.30	11.317	
	Divorced	90.83	10.323	
	Others	90.62	5.370	
Age bracket	Below 20 years	85.50	11.446	.628
	21-30 years	81.54	12.113	
	31-40 years	83.57	12.104	
	41-50 years	84.17	11.937	
	Above 50 years	85.76	8.159	
Years of service	Less than 1 year	81.94	10.605	.708
	1-2 years	83.49	12.326	
	3-4 years	83.00	14.085	
	5-6 years	81.94	12.080	
	7 years and above	83.20	10.583	
Level of education	Certificate	78.64	13.351	.411
	Diploma	84.73	11.925	
	Degree	82.42	11.354	
	Post Graduate Diploma	81.69	14.943	
	Masters	83.67	10.371	
	Others	88.62	9.782	
Level of Employment	Senior Management	85.36	11.290	.662
	Middle Management	82.44	10.835	
	Support Staff	83.57	12.887	

4.2.2.1. Engagement and field station

The results show that there is no significant difference between the field stations and the engagement of the employees (Sig ≥ .40). Results further reveal that Kyamulibwa field station registered the highest levels of engagement (Mean = 85.05, SD = 8.58) and Masaka field station exhibited the lowest levels of engagement (mean = 80.96, SD = 11.41).

4.2.2.2. Engagement and gender

The results show that there is no significant difference between the engagement of the employees and their gender (Sig ≥ .66). Results further reveal that the male exhibited more engagement (Mean = 83.45, SD = 9.79) than the females who registered (Mean = 82.70, SD = 13.53).

4.2.2.3. Engagement and marital Status

The results show that there is a significant difference between the engagement of the employees and their marital status (Sig ≥ .04). Results further reveal that the divorced employees are more engaged than others (Mean = 90.83, S.D = 10.32). The singles registered the lowest levels of engagement (mean = 81.02, SD = 12.53).

4.2.2.4. Engagement and age

The results show that there is no significant difference between the innovative work behavior of the employees and their age (Sig ≥ .62). Results further reveal that individual employees above the age of 50 exhibited the highest levels of engagement (Mean = 85.76, SD = 8.15). The employees in age bracket 20-30 years exhibited the lowest levels of engagement (Mean = 81.54, SD = 12.11).

4.2.2.5. Engagement and years of service

The results show that there is no significant difference between the innovative work behavior of the employees and their years of service (Sig ≥ .70). Results further reveal that individual employees that had served the organization between 1-2 years exhibited more engagement (Mean = 83.49, SD = 12.32) than their counterparts. Those that had worked for 5-6 years exhibited the lowest level of engagement (Mean = 81.94, SD = 12.08)

4.2.2.6. Engagement and level of education

The results show that there is no significant difference between the innovative work behavior of the employees and their level of education (Sig ≥ .41). Results further reveal that individual employees that have other's level of education exhibited more engagement levels (Mean = 88.62, SD = 9.78) than their counterparts. Those with only a certificate exhibited the lowest levels of engagement (Mean = 78.64, SD = 13.35).

4.2.2.7. Innovative work behavior and level of employment

The results show that there is no significant difference between the innovative work behavior of the employees and their level of employment (Sig ≥.66). Results further reveal more engagement is exhibited at senior management level (Mean = 85.36, SD = 11.29). The middle management level exhibited the lowest level of engagement (Mean 82.44, SD = 10.83).

4.3. Correlation Results

Table 10: Pearson Correlation coefficients between Major Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Gender (1)	1																				
Marital status (2)	.032	1																			
Age (3)	.003	.335**	1																		
Years of service (4)	.024	.173*	.455**	1																	
Education level (5)	-.057	.053	.162*	.206**	1																
Level of Employment (6)	-.015	-.096	-.131	-.202**	-.385**	1															
Employee Value proposition (7)	**.014**	**-.016**	**-.043**	**-.028**	**.007**	**.127**	**1**														
Rewards (8)	-.006	-.012	-.058	-.049	-.129	.157*	.623**	1													
The organization (9)	.033	-.051	-.091	-.058	.036	.038	.687**	.255**	1												
CareerOpportunities (10)	.038	-.016	-.018	-.055	.133	.112	.719**	.245**	.293**	1											
People (11)	-.037	.043	.059	.099	-.055	.039	.654**	.252**	.252**	.317**	1										
Transformational Leadership (12)	**.058**	**.052**	**-.037**	**-.151***	**.018**	**.043**	**.247****	**.107**	**.150***	**.310****	**.067**	**1**									
Intellectual Stimulation (13)	-.058	.076	-.083	-.147*	-.016	.013	.155*	.030	.087	.212**	.068	.837**	1								
Inspirational Motivation (14)	.054	.024	.019	-.089	.003	.079	.196**	.053	.139	.242**	.067	.869**	.681**	1							
Individualized consideration (15)	.148*	.040	-.034	-.149*	.125	.012	.241**	.105	.145	.317**	.051	.819**	.534**	.594**	1						
Idealized Influence (16)	.043	.037	-.028	-.125	-.060	.045	.241**	.169*	.138	.275**	.045	.880**	.655**	.712**	.622**	1					
Employee Engagement (17)	**-.025**	**.205****	**.100**	**.031**	**.073**	**-.005**	**.247****	**.103**	**.235****	**.173***	**.140**	**.257****	**.237****	**.178***	**.227****	**.228****	**1**				
Absorption (18)	.027	.129	.040	-.020	.123	.031	.127	.036	.185*	.094	.009	.251**	.210**	.139	.248**	.248**	.781**	1			
Dedication (19)	-.037	.120	.101	.072	-.047	-.019	.191*	.119	.073	.137	.194**	.157*	.148*	.170*	.117	.104	.675**	.228**	1		
Vigor (20)	-.053	.215**	.085	.022	.081	-.030	.242**	.080	.270**	.162*	.122	.157*	.167*	.084	.131	.147*	.774**	.462**	.301**	1	
Innovative Work Behavior (21)	-.146	.134	-.033	.074	.139	-.129	.076	.087	.154*	.001	-.043	.154*	.148*	.056	.137	.176*	.486**	.414**	.258**	.410**	1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

4.3.1 Relationship between Innovative Work Behavior and the control variables

The study adopted four control variables which include, gender, marital status, age, education level and level employment. A correlation analysis between Innovative Work Behavior and the control variables indicates that none of the control variables had a significant relationship with Innovative Work Behavior. This implies that the Innovative Work Behavior of the employees did not necessarily vary with any of their demographic characteristics.

4.3.2. Relationship between employee value proposition and employee engagement.

Table 14 shows a positive relationship between employee value proposition and employee engagement ($r=.247$, $P\leq.01$). This implies that a good employee value proposition breeds highly energetic, dedicated and absorbed employees. Organizations should focus on providing a great work experience for the employee in order to have employees that harness themselves with the job and be present physically, emotionally and intellectually while at it.

4.3.3. The relationship between transformational leadership and employee engagement

Results from table 14 show a positive relationship between transformational leadership and employee engagement ($r =.257$, $P \leq.01$). The results imply that when leaders adopt the inspirational, stimulation and motivational leadership style, the employees are likely to have the vigor, dedication and absorption at work which greatly and positively influences the job outcomes.

4.3.4. The relationship between employee engagement and innovative work behavior

Results from table 14 show a positive significant relationship between employee engagement and innovative work behavior ($r =.486$, $P \leq.01$). This implies that when employees have the vigor, dedication and absorption for the job, they are very likely to be innovative seeing these generated ideas into realization.

4.3.5. The relationship between transformational leadership and innovative work behavior

Results from table 14 show a significant relationship between transformational leadership and innovative work behavior ($r = .154$, $P \leq .05$). This implies that when organizations have inspirational and motivational leaders, they are very likely to have innovative employees who work towards implementing their generated ideas.

4.4. Regression Analysis.

Regression analysis is the predictive potential of the variables on the dependent variable. The Researcher used a multiple regression since the outcome was continuous in nature and below are the results:

Table 11: Hierarchical Regression model for Innovative Work Behavior

	Model 1			Model 2			Model 3			Model 4		
	B	**Std. Error**	**Beta**	**B**	**Std. Error**	**Beta**	**B**	**Std. Error**	**Beta**	**B**	**Std. Error**	**Beta**
(Constant)	4.084	.519		3.377	.796		3.305	.789		1.609	.744	
Gender	-.269*	.133	-.149*	-.271*	.133	-.150*	-.288*	.132	-.160*	-.251*	.117	-.139*
Marital status	.206*	.098	.163*	.205*	.098	.162*	.190	.098	.150	.082	.088	.065
Age	-.136	.078	-.150	-.133	.078	-.146	-.136	.077	-.150	-.155*	.069	-.171*
Years of service	.051	.052	.082	.051	.052	.081	.068	.052	.109	.066	.046	.105
Education	.067	.054	.099	.063	.054	.093	.057	.054	.085	.042	.048	.062
Level of Employment	-.121	.124	-.079	-.143	.125	-.092	-.144	.124	-.093	-.146	.110	-.095
Employee Value proposition				.150	.128	.087	.084	.131	.048	-.080	.119	-.046
Transformational Leadership							.130*	.063	.157*	.051	.057	.061
Employee Engagement										.619**	.091	.474**
R Square		0.079			0.086			0.108			0.299	
Adjusted Square		0.046			0.048			0.066			0.262	
R Square Change		0.079			0.007			0.022			0.191	
F Change		2.444			1.374			4.262			46.124	
Sig (F Change)		0.027			0.243			0.040			0.000	

**. Correlation is significant at the 0.01 level.

*. Correlation is significant at the 0.05 level.

Source: Primary Data

Results from the table above reveal the following. Model 1 the demographic factors have a significant predictive power of 7.9% with marital status having more contribution than other factors. Model 2 shows that addition of employee value proposition accounts for a 0.7% reduction of variance explained by the model. The model shows no significant relationship between employee value proposition and innovative work behavior (beta = .087, Sig = .243). The addition of transformational leadership to the model reveals an increase to 2.2% variability in innovative work behavior (beta = .157, Sig = .040). The model reveals a positive relationship between transformational leadership and innovative work behavior. Model 4 shows that addition of employee engagement to the model accounts for an increase to 19.9% to the model (beta = .474, Sig = .000) showing a strong positive relationship between employee engagement and innovative work behavior. It can be concluded that employee engagement is the strongest predictor of innovative work behavior.

Table 12:Multiple Regression.

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.993	.656		1.513	.132
Employee Value proposition	-.095	.120	-.055	-.792	.429
Transformational Leadership	.035	.057	.042	.609	.543
Employee Engagement	.638	.091	.489	7.029	.000
R Square	0.24		F Statistic	18.414	
Adjusted R Square	0.227		Sig	0.000	

Results from the above regression analysis show that the predictors in the model can explain 22.7% of the variance in innovative work behavior (Adjusted R Square = .227) with the demographic factors controlled. This means that other factors outside the scope of the study can predict up to 77.3% variance. Results further show employee engagement as the strongest predictor of innovative work behavior (Beta = .489, P ≤.00).

Employee value proposition was the weakest predicting innovative work behavior (Beta= -.055, P ≥.429). The regression model was also found to be well specified (F Statistic= 18.414, p ≤.01), meaning that most of the variables were appropriate predictors of innovative work behavior

4.4.1. Test for Mediation

The conceptual framework depicted that Employee Engagement as mediating variable and as such a test for mediation of Employee Engagement on the relationship between Innovative Work Behavior and each of Employee Value Proposition and Transformational leadership as shown in tables 13 and 14 belo;

Table 13: *Testing mediation of Employee Engagement on the relationship between Employee Value Proposition and Innovative Work Behavior*

```
**************************************************************************
Mode   : Test for mediation of Employee Engagement
    Y  : Innovative Work Behavior
    X  : Employee Value Proposition
    M  : Employee Engagement

Sample
Size:  179

**************************************************************************
OUTCOME VARIABLE:
 Employee Engagement

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .2468      .0609      .4540    11.4782     1.0000   177.0000      .0009
```

```
Model
              coeff         se          t          p       LLCI       ULCI
constant     3.2658      .4978     6.5607      .0000     2.2835     4.2482
X             .3269      .0965     3.3879      .0009      .1365      .5173

************************************************************************
OUTCOME VARIABLE:
 INNWBR

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4882      .2383      .6318    27.5344     2.0000   176.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .9782      .6548     1.4939      .1370     -.3141     2.2705
X            -.0807      .1175     -.6874      .4927     -.3126      .1511
M             .6500      .0887     7.3300      .0000      .4750      .8250

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
     -.0807      .1175     -.6874      .4927     -.3126      .1511

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
M          .2125      .0736      .0926      .3833

*********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************

OUTCOME VARIABLE:
 Employee Engagement

              Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant     3.2658     3.2248      .5125     2.1399     4.1519
X             .3269      .3346      .0980      .1582      .5422

----------

OUTCOME VARIABLE:
 Innovative work Behavior

              Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant      .9782      .9527      .6896     -.5019     2.2362
X            -.0807     -.0755      .1272     -.2981      .2049
M             .6500      .6496      .0891      .4745      .8228

************************************************************************
```

The results in table 13 above show that in the regression model of Employee Engagement on employee value proposition, employee value proposition, was found to have a significant positive effect on Employee Engagement (Beta = .327, p=.000). Furthermore, in the regression of Innovative Work Behavior on both of employee value proposition and Employee Engagement, employee value proposition was not found to have a significant effect on Innovative Work Behavior (Beta = -.087, p=.493). However, Employee Engagement had a significant positive effect on Innovative Work Behavior (Beta = .650, p=.000). Since both a-path and is significant and not b-path, mediation effect was tested using the bootstrapping method with the bias corrected confidence interval Hayes (2018). The mediation analysis results confirmed existence of a mediation effect of Employee Engagement on the relation between employee value proposition and Innovative Work Behavior (Beta = .093, CI = .383). Furthermore, since the direct effect of employee value proposition on Innovative Work Behavior when controlling for Employee Engagement was not significant, it implies that the mediation effect was full. In other words, the effect of employee value proposition on Innovative Work Behavior is fully indirect through Employee Engagement.

Table 14: *Test for medication of the Employee Engagement on the relationship between transformational leadership and Innovative Work Behavior*

```
**************************************************************************
Model  : Test for mediation of Employee Engagement
    Y  : Innovative Work Behavior
    X  : Transformational Leadership
    M  : Employee Engagement

Sample
Size:  179

**************************************************************************
OUTCOME VARIABLE:
 Employee Engagement

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .2568      .0659      .4515    12.4962     1.0000   177.0000      .0005

Model
```

```
              coeff         se          t          p       LLCI       ULCI
constant     4.4073      .1598    27.5772      .0000     4.0919     4.7227
X             .1621      .0459     3.5350      .0005      .0716      .2527

************************************************************************
OUTCOME VARIABLE:
 Innovative Work Behavior

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4870      .2372      .6328    27.3656     2.0000   176.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .6044      .4354     1.3880      .1669     -.2550     1.4637
X             .0260      .0562      .4634      .6437     -.0848      .1369
M             .6244      .0890     7.0169      .0000      .4488      .8000

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .0260      .0562      .4634      .6437     -.0848      .1369

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
M          .1012      .0331      .0442      .1744

************ BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************

OUTCOME VARIABLE:
 Employee Engagement

              Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant     4.4073     4.3984      .1750     4.0259     4.7212
X             .1621      .1643      .0477      .0752      .2635

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OUTCOME VARIABLE:
 Innovative Work Behavior

              Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant      .6044      .6046      .4474     -.2707     1.5039
X             .0260      .0277      .0492     -.0675      .1241
M             .6244      .6231      .0912      .4402      .7965

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The results in table 14 above show that in the regression model of Employee Engagement on Transformational Leadership, Transformational Leadership, was found to have a significant positive effect on Employee Engagement (Beta = .1621, p=.000). Furthermore, in the regression of Innovative Work Behavior on both of Transformational Leadership and Employee Engagement, Transformational Leadership was not found to have a significant effect on Innovative Work Behavior (Beta = .026, p=.244). However, Employee Engagement had a significant positive effect on Innovative Work Behavior (Beta = .624, p=.000). Since both the a-path and is significant and not the b-path, mediation effect was tested using the bootstrapping method with the bias corrected confidence interval Hayes (2018). The mediation analysis results confirmed existence of a mediation effect of Employee Engagement on the relation between Transformational Leadership and Innovative Work Behavior (Beta = .044, CI = .174), since the confidence interval of the indirect effect does not include a zero. Furthermore, since the direct effect of Transformational Leadership on Innovative Work Behavior when controlling for Employee Engagement was not significant, it implies that the mediation effect was full. In other words, the effect of Transformational Leadership on Innovative Work Behavior is fully indirect through Employee Engagement.

CHAPTER FIVE

Discussions, Conclusions and Recommendations

5.0. Introduction

This chapter presents a discussion of the findings obtained in chapter four. It is divided into three parts. The first part is on the discussion of the findings, the second part provides the conclusion and the third provides the recommendations and areas of further research.

5.1. Discussion

This part discusses the questions of the study stated in chapter one. It looks at the possible explanations of the results with various views or comparison to results from other scholars. Below are the hypotheses and their discussions.

5.1.1. The relationship between employee value proposition and employee engagement

The results from the correlation and regression tables revealed that there is a positive significant relationship between employee value proposition and employee engagement. This implies that organizations providing a good employee value proposition to the staff are guaranteed of high energy levels, dedication and absorption from the employees. Employees harness themselves to their work roles expressing themselves physically, cognitively, and emotionally during role performances when they find the work experience at the organization very compelling and satisfying.

The results from the analysis are in consistence with the results of a survey by Corporate Leadership Council, (2012) as cited by Park and Zhou, (2013, p.3) which revealed that “employees who find their own organizations’ employee value proposition being less competitive than other organizations are most likely to disengage from their own through decreasing their contribution or exiting the organization.”

The results also match with those of Heger, (2007) as cited by Aloo and Moronge, (2014, p.9) “who conducted an empirical study using data from 614 respondents, to identify the relationship between a strong employment value proposition and respondents’ level of engagement. The study recognized that employee engagement is largely influenced by an organization’s employee value proposition.”

5.1.2. The relationship between transformational leadership and employee engagement

The results from the correlation and regression tables revealed that there is a positive significant relationship between employee engagement and innovative work behavior. This implies that organizations that have transformational leaders are more likely to have dedicated employees with high energy levels and absorption to the job. This becomes a push factor for them to express themselves physically, cognitively, and emotionally when executing tasks (Devi & Narayanamma 2016).

The results agree with Devi and Narayanamma, (2016) whose findings revealed that there is significant positive correlation between transformational leadership and employee engagement with transformational leadership being a better predictor of employee engagement compared to transactional leadership. The results are also in tandem with Ghadi, Fernando & Caputi, (2013) whose study results from structural equation modelling reveal that the transformational leadership style influences followers’ attributes of work engagement. The results are also in agreement with Bezuidenhout and Schultz, (2013) who confirmed basing on the empirical results of the study carried out showing that transformational leadership can be used to effectively drive engagement among employees.

The results also match with those of Karim and Haider, (2015) whose research results showed that transformational leadership style has a stronger and positive relationship with job satisfaction and employee engagement stating that leaders can influence engagement, satisfaction, commitment, and performance and productivity levels by embracing the most suitable leadership styles with their employees.

5.1.3. The relationship between employee engagement and Innovative work behavior

The results from the correlation and regression tables revealed that there is a strong positive significant relationship between employee engagement and innovative work behavior. Results from the regression tables also show engagement as the highest predictor of innovative work behavior. This implies that organizations that desire their employees to exhibit innovative work behavior should capitalize on the precedent factors of employee engagement as this highly breeds the innovative work behaviors among employees.

These results are in line with Kim and Park, (2017) who established that engaged employees typically show high energy levels and mental resilience or vigor, dedication, and absorption, which contributes immensely to them exhibiting innovative work behaviors. The results also agree with Rao, (2016) who concluded through 94% of the study respondents agreeing to there being a close and positive relationship between employee engagement and innovative work behavior. It also agrees with results from the Gallup's study, (2015) that revealed that highly engaged employees feel themselves part of the organization, feel they have a real stake in the organization, and hence strive to get better ways of implementing activities. This study further reveal that every employee has an inborn capacity for creativity and innovation and engaged employees tend to exhibit the innovative work behaviors to improve management or business processes.

The results are also in line with Gichohi and Maku (2014) who established that employee engagement plays a critical antecedent role in creativity and innovation work behaviors exhibition among the organizations' work force with consideration of the social exchange theory. The results also agree with Agarwal et al., (2012) who also established that engagement has a positive correlation with innovative work behavior with employee engagement mediating the relationship between Leader-Member Exchange. It also agrees with De Spiegelaere, (2014) whose imperial study confirmed employee engagement as a precedent factor for innovative work behavior among employees.

The results also show that the marital status of an employee has a significant relationship with employee engagement. It shows that divorced employee exhibit more engagement than others. It also shows that married employees exhibit more engagement than the single employees which agrees with Sunita, Bhavana & Vikas, (2015). This could be an area of further research.

5.1.4. The relationship between transformational leadership and innovative work behavior

The results from the correlation and regression tables revealed that there is a positive significant relationship between transformational leadership and innovative work behavior This implies that organizations employing an inspirational and motivational leadership style would drive employees into exhibiting innovative work behavior.

The findings are in line with earlier studies of Basu and Green, (1997) and Bass, (1999) as cited by (Nijenhuis, 2015, p. 19) who revealed, "transformational leaders drive employees into exhibiting innovative work behavior through articulating an inspiring vision, stimulating followers into question the status quo allowing their development and alignment of the needs and desires of followers and the firm there by creating motivation."

The results also contend with Demeško, (2017) who confirmed a direct relationship between transformational leadership and general innovation by employees in the organization with basis on studies carried out by Crawford, (2001), Aslam and Riaz, (2012) who identified transformational leadership as being a major predictor of employee innovative work behavior.

The results match with Tahsildari et al., (2014) who revealed that transformational leaders improve personal identification of employees and produce solid enthusiastic connection causing employees to change their self-identities leading to innovative behavior. "motivational inspiration to energize their subordinates into identifying issues inside present business procedures and products and search for new open doors to advance well beyond rivals. Inspirational motivation is compelling in the thought era process since transformational leaders encourage subordinates to propose any exciting thought without the fear of their propositions being rejected. The results also agree with results by Afsar, Badir and Saeed, (2014, p.1270), who revealed that "transformational leadership positively influences innovative work behavior which includes idea generation as well as idea implementation and that the relationship between transformational leadership and innovative work behavior was stronger among employees with a higher interdependent self-construal and a lower independent self-construal."

5.2. Conclusion

The purpose of the study was to investigate the relationship between employee value proposition, transformational leadership, employee engagement and innovative work behavior. Some conclusions were drawn from the study despite some limitations encountered. The research results revealed all four positive relationships between variables.

The results showed a strong positive relationship between employee value proposition and employee engagement. This means that organizations with a good employee value proposition for their employees are more likely to high and energetic, absorbed and dedicated work force.

Results also revealed a strong positive relationship between transformational leadership and employee engagement. This means that organizations that have inspirational and motivational leaders are more likely to have a dedicated work force.

Results further revealed a strong positive relationship between employee engagement and innovative work behavior. This means that energetic and dedicated employees are more likely to exhibit innovative work behavior seeing ideas through to realization.

Finally, the results revealed that there is a positive relationship between transformational leadership and innovative work behavior. This means that having inspirational and motivational leaders may guarantee innovative work behaviors among employees. Organizations should employ transformational leadership approach if they desire to see employees exhibiting innovative work behaviors.

The result from the regression analysis showed that employee engagement was the strongest predictor of innovative work behavior and so organizations should determine and focus more on precedent factors of engagement among which includes transformational and a good employee value proposition to motivate employees into exhibiting the desired innovative work behavior.

5.3. Recommendations

The researcher recommends that organizations develop, articulate, communicate and occasionally revise their employee value proposition to give the employees the best work experience. They should occasionally match the employee value proposition with the attributes employees view as important.

They should occasionally carry out salary and benefits surveys to keep their compensation packages competitive. They should provide development and training opportunities to the employees there by finding the work experience at the organization competitive. With a competitive employee value proposition, employees feel an obligation to give back to the organization through a number of ways one of them being engagement while at their jobs because the organization provides them with the best work experience compared to others having the social exchange theory in mind.

The researcher recommends that organizations adopt a transformational style of leadership. This could be done through training their leaders into those that inspire the best results out of their employees. More to that these leaders should create structures that promote open communication, learning, and empowerment, recognition. The leader should provide ongoing support, mentoring, coaching and provide inspiring, clear and inspirational objectives that the employees should work towards achieving. This leadership style inspires the best out of employees keeping them energetic, absorbed and dedicated to the job manifesting into organization wide performance.

The researcher recommends that organizations focus their attention to ensuring the employee engagement levels are high if they desire their employees to exhibit the innovative work behaviors. They could work on having career development opportunities for the employees, a fair or competitive pay structure, adopt a learning culture, ensure transparency and honesty, effective communication structures, employee recognition. These and many more others would drive employee engagement at the place of working consideration of the social exchange theory. An energetic, absorbed and dedicated employee is more likely to exhibit innovative work behaviors which has a positive effect on the overall performance of the organization.

5.4. Limitations

During the course of the research, the researcher encountered a few limitations. The following are the limitations encountered;

Delayed responses by some of the respondents. Some respondents had very busy schedules and so had no or less time to fill in the questionnaires. The researcher continuously had to remind them to spare time to fill the questionnaires to contribute to the study. This caused delays in receiving the filled questionnaires back.

Heavy cost. The researcher incurred heavy costs that arose from bulk printing, transport, airtime data entry and analysis among others. The researcher had to always reprint drafts of the proposal and dissertation for discussion with the supervisor and this also a lot to the heavy costs incurred in printing.

Loss of some questionnaires from the respondents' side. Some respondents lost the questionnaires and so did not return them. Most of these were those respondents that had delayed with the questionnaires. Most of them at a later stage just informed the researcher that they had misplaced the questionnaire. The researcher printed out and provided most of them with other copies.

Unwillingness to participate in the study. Some respondents were not willing to participate in the study. Many of the selected respondents did not want to release such information in fear of their supervisors. The researcher had to explain to them about the confidentiality component of the study until most of them accepted to fill the questionnaire.

5.5. Areas for further research

Future researchers can be conducted on the relationship of the marital status of the employees on their engagement levels as results showed a significant relationship between the two.

Future researchers could also replicate the study employee value proposition predicting innovative work behavior.

Research results showed that the combined variables in the model could explain 22.7% of the variance in innovative work behavior. This means that other factors could predict up to 77.3% variance. Researchers could investigate what other factors can predict variance in innovative work behavior.

Few researchers have researched on employee value proposition and its effects. That could be a possible area of research for future studies

Research could also be done on the effects of innovative work behavior of employees on the general performance of the organization.

Results from the demographic characteristics revealed that the older the employees get the less they exhibit innovative work behavior. Future research could be done in this areas to establish the cause of the decline in desired behavior with age.

Results also showed that male employees exhibit more innovative work behavior than their female counterparts. Research could be done in this areas to establish what causes this difference.

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Appendix A: Questionnaire

QUESTIONNAIRE FOR A STUDY ON EMPLOYEE VALUE PROPOSITION, TRANSFORMATIONAL LEADERSHIP, EMPLOYEE ENGAGEMENT AND INNOVATIVE WORK BEHAVIOUR

MAKERERE UNIVERSITY BUSINESS SCHOOL

Graduate and Research Centre

P.O. Box 1337 Kampala

Masters of Human Resource Management

Dear respondent,

I am conducting a survey about "**Employee Value Proposition, Transformational Leadership, Employee Engagement and Innovative Work Behavior**" as part of the requirements for the award of a Masters of Human Resource Management - Makerere University. You have been selected as a resourceful respondent to this survey. Kindly fill this questionnaire in contribution to the survey. Results will be used for academic purposes and your responses will be treated with the utmost confidentiality. For any enquiries, please you can reach me through my cell phone, 0785215249 or e-mail address; brianvaleck@gmail.com

Thank you.

Brian Ssebiragala

Researcher

SECTION A: <u>PERSONAL DATA</u>

Please tick (√) where appropriate

1. Gender

a) Male ☐ b) Female ☐

2. Marital status

a) Single ☐ b) Married ☐ c) Divorced ☐

d) Others ☐

3. Age bracket of the respondents

a) Below 20 years ☐ b) 21-30 years ☐ c) 31-40years ☐

d) 41-50 years ☐ e) Above 50 years ☐

4. Years of service

a) Less than 1 year ☐ b) 1-2 years ☐ c) 3-4years ☐ d) 5-6 years ☐

e) 7 and above ☐

5. Current level of education

a) Certificate ☐ b) Diploma ☐ c) Degree ☐ d) Post Graduate Diploma ☐

d) Masters ☐ e) Others ☐

6. Level of Employment

a) Senior management level ☐ b) Middle management level ☐ c) Support staff ☐

Employee Value Proposition Questionnaire

Firstly, please rate (circle) how important the following are to your employment experience on a scale of 1 to 6, where 1 = not at all important and 6 = very important. Choose between 'No' and Yes if the organization provides it or not.

Rewards	Not at all Important	Not very Important	Neutral	Somewhat Important	Important	Very Important	Yes	No
The competitiveness of the job's financial compensation package	1	2	3	4	5	6		
The comprehensiveness of the organisation 's retirement benefits	1	2	3	4	5	6		
The comprehensiveness of the organisation 's health benefits	1	2	3	4	5	6		
The amount of holiday/vacation time that employees earn annually	1	2	3	4	5	6		
Career Opportunity								
The developmental/ educational opportunities provided by the job and organization	1	2	3	4	5	6		
The future career opportunities provided by organization	1	2	3	4	5	6		
Whether or not employees are rewarded and promoted based on their achievements	1	2	3	4	5	6		
The level of stability of the organisation and the job	1	2	3	4	5	6		
The Organisation								
Whether or not the organisation 's reputation as an employer has been rated by a third party organization	1	2	3	4	5	6		
The desirability of the organisation 's industry to me	1	2	3	4	5	6		
Whether the work environment is formal or informal	1	2	3	4	5	6		
The competitive position the organisation holds in their markets	1	2	3	4	5	6		

The level of awareness in the marketplace for the organisation 's brand(s)	1	2	3	4	5	6		
The People								
Whether working for the organisation provides opportunities to socialize with other employees	1	2	3	4	5	6		
Whether the work environment is team-oriented and collaborative	1	2	3	4	5	6		
The quality of the co-workers in the organisation	1	2	3	4	5	6		
The quality of the organisation 's managers	1	2	3	4	5	6		
The organisation 's reputation for managing people	1	2	3	4	5	6		
The quality of the organisation 's senior leadership	1	2	3	4	5	6		

Source: Parreira, (2007) – Adjusted

Transformational Leadership questionnaire

The following 16 statements are about how you feel about the leadership style of your supervisor. Please read each statement carefully and decide if you ever feel like the leaders does any of the following activities or behaves in any of the following ways. If you do not see any of the activates or behavior in them, circle the '0' (zero) in the space after the statement. If you feel they exhibit such behavior, indicate how often by circling the number (from 1 to 5) that best describes how frequently they do or exhibit it.

Intellectual Stimulation	**Not at all**	**Once in a While**	**Some times**	**Fairly Often**	**More Often**	**Always**
The leader re-examines critical assumptions to question whether they are appropriate	0	1	2	3	4	5
The leader seeks differing perspectives when solving problems	0	1	2	3	4	5
The leader gets others to look at problems from many different angles	0	1	2	3	4	5
The leader suggests new ways of looking at how to complete assignments	0	1	2	3	4	5
Inspirational Motivation						
The leader talks optimistically about the future	0	1	2	3	4	5
The leader talks enthusiastically about what need to be accomplished	0	1	2	3	4	5
The leader articulates a compelling vision of the future	0	1	2	3	4	5
The leader expresses confidence that goals will be achieved	0	1	2	3	4	5
Individualized consideration						
The leader spends time teaching and coaching	0	1	2	3	4	5

The leader treats others as individuals rather than just as a member of a group	0	1	2	3	4	5
The leader considers an individual as having different needs, abilities, and aspirations from others	0	1	2	3	4	5
Idealized Influence						
The leader talks about my most important values and beliefs	0	1	2	3	4	5
The leader instills pride in others for being associated with me	0	1	2	3	4	5
The leader specifies the importance of having a strong sense of purpose	0	1	2	3	4	5
The leader goes beyond self- interest for the good of the group	0	1	2	3	4	5
The leader acts in ways that build others' respect for me	0	1	2	3	4	5

Source: Bass and Avolio. (1995) as cited by Devi and Narayanamma, (2016) – Adjusted

Assessing Engagement

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, circle the '1' (one) in the space after the statement. If you have had this feeling, indicate how often you feel it by circling the number (from 2 to 6) that best describes how frequently you feel that way.

Vigor	**Never** **1**	**Rarely** **2** **A few times a year or less**	**Sometimes** **3** **A few times a month**	**Often** **4** **Once a week**	**Very often** **5** **A few times a week**	**Always** **6** **Every day**
At my work, I feel bursting with energy	1	2	3	4	5	6
I can continue working for very long periods at a time	1	2	3	4	5	6
At my job, I am very resilient, mentally	1	2	3	4	5	6
At my work I always persevere, even when things do not go well	1	2	3	4	5	6
Dedication						
I find the work that I do full of meaning and purpose	1	2	3	4	5	6
I am enthusiastic about my job	1	2	3	4	5	6
My job inspires me	1	2	3	4	5	6
I am proud on the work that I do	1	2	3	4	5	6
Absorption					5	6
Time flies when I'm working	1	2	3	4	5	6

When I am working, I forget everything else around me	1	2	3	4	5	6
I feel happy when I am working intensely	1	2	3	4	5	6
I am immersed in my work	1	2	3	4	5	6
I get carried away when I'm working	1	2	3	4	5	6
It is difficult to detach myself from my job	1	2	3	4	5	6

Source: Schaufeli et al. (2002) as cited by Devi and Narayanamma, (2016) – Adjusted

Innovative Work Behavior questionnaire

The following statements are about how you feel about innovative work behavior at work. Please read each statement carefully and decide if you ever act in this way while at your job. If you have never acted in the stated way, circle the '0' (zero) in the space after the statement. If you have acted in the stated way, indicate how often you act in the stated way by circling the number (from 1 to 5) that best describes how frequently you feel that way.

Idea Exploration	**Never**	**Once in a While**	**Some times**	**Fairly Often**	**Often**	**Always**
Look for opportunities to improve an existing process, technology, product, service or work relationship	0	1	2	3	4	5
Recognize opportunities to make a positive difference in your work, department, organization or with customers	0	1	2	3	4	5
Pay attention to non-routine issues in your work, department, organization or market place	0	1	2	3	4	5
Idea Generation						
Search out new work method, techniques or instruments	0	1	2	3	4	5
Generate original solutions to problems	0	1	2	3	4	5
Find new approaches to execute tasks	0	1	2	3	4	5
Idea Championing						
Encourage key organization members to be enthusiastic about innovative ideas	0	1	2	3	4	5
Attempt to convince people to support innovative ideas	0	1	2	3	4	5

Idea Implementation						
Systematically introduce innovative new ideas into work place	0	1	2	3	4	5
Contribute to implementation of new ideas	0	1	2	3	4	5
Put effort into development of new things	0	1	2	3	4	5

Source: De Jong, (2007) as cited by Oukes, (2010) – Adjusted