

**MAKERERE**



**UNIVERSITY**

**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**TRANSFORMATIONAL LEADERSHIP, WORKFORCE INCLUSION, SHARED  
VALUES AND INNOVATIVE WORK BEHAVIOR, A STUDY OF WORKFORCE IN  
SELECTED TELECOM FIRMS IN UGANDA**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS  
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**PLAN A**

**MARCH, 2022**

## DECLARATION

I, **Namusone Marion** hereby certify that this report is my original work and has never been submitted for any academic award in any institution or University. I have also acknowledged all the referenced work that I referred to while undertaking this study.

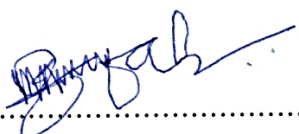
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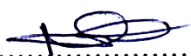
## APPROVAL

We affirm that the report titled, “Transformational Leadership, Workforce Inclusion, Shared Values and Innovative Work Behavior, a study of workforce in selected telecom firms in Uganda”, was prepared with our guidance.

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## **DEDICATION**

This research is dedicated to my late mother Mary Florence Alikwiwanga and Uncle Fredrick Erisa Lubaale, thank you for teaching me the value of education and hard work.

To my Husband, Son and Siblings, thank you for believing in me, I could not have done this, without your persistent motivation, encouragement, love and guidance.

And to God, whom I owe a great sense of gratitude for my life journey and accomplishments.

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To God be the Glory!

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## ABSTRACT

### Introduction

The study was motivated by the need to solve the challenge of low levels of Innovative Workforce Behaviour among some workforce in telecom firms in Uganda which was thought to cause poor customer satisfaction levels, customer churn and increased operational costs. The study aimed at examining the relationship between transformational leadership, workforce inclusion, shared values and innovative work behavior among workforce in selected telecom firms in Uganda.

### Methods

This study used a cross - sectional survey research design with a study population of 1,100 workforce. Using the Krejcie and Morgan's table (1970), a sample of 285 respondents was computed to form the sample size. Out of 285 respondents in the sample, only 232 returned their questionnaire representing a response rate of 81%. Self-administered close ended questionnaires were used for data collection. Through expert judgment, the tool was rated as valid and the Cronbach's alpha indicated reliability of 0.961 for transformational leadership; 0.929 for workforce inclusion; 0.902 for shared values; 0.898 for innovative work behavior. The data were processed using the statistical package for social scientists (SPSS) version 21.

### Results

Descriptive, correlation and regression were carried out to be able to respond to the objectives of the research; to investigate the relationship between transformational leadership and innovative work behavior; workforce inclusion and innovative work behavior; and shared values and innovative work behavior. It was revealed that there is a significant positive relationship between Transformational leadership and innovative work behavior ( $r=.470^{**}$ ); workforce inclusion and innovative work behavior ( $r=.510^{**}$ ), shared values and innovative work behavior ( $r=.595^{**}$ ). Years of service, academic qualification, transformational leadership, workforce inclusion and shared values together predict 40.5% of the variance in innovative work behaviour. It emerged that transformational leadership ( $\beta=.460$ ) was the strongest predictor of innovative work behavior, followed by Shared values ( $\beta=.430$ ) and Workforce Inclusion ( $\beta=.370$ ).

### Conclusion and recommendations

The study concludes that telecom firms that have embraced the use of transformational leadership are likely to register improvements in innovative work behavior. Adopting workforce inclusion in telecom firms is likely to lead to significant improvements in innovative work behavior. Once a telecom firm ensures sharing of values amongst its workforce there are very high possibilities of improving on the state of innovative work behavior.

The study recommends that all telecom firms engage line managers to articulate vision that stimulate workforce for development through coaching and mentoring. This will promote open communication, recognition of talent and encourage the workforce to propose exciting thoughts and accept ideas across workforce regardless of hierarchy. Telecom firms should ensure that their workforce feel valued as a whole person and treated as a family unit; and encourage workforce at the workplace to be transparent with colleagues on challenges encountered at work. Since workforce inclusion, shared values and transformational leadership predict 40.5%, telecoms should continue to monitor other possible determinants of innovative work behaviours.

**Key words: Transformational Leadership, Workforce Inclusion, Shared Values, Innovative Work Behavior, Telecom Firms**

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Innovation is part of the future for business and society at large (Mickahail & Aquino, 2019). To stay competitive, businesses should always continue to innovate (Rock & Grant, 2016). As a process, innovation involves novelty, creativity, research, and organizational tendency to support new ideas to achieving competitive advantages in dynamic contexts (Khan & Nawaz, 2016). Innovative behavior is described by some researchers as 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). Relatedly, DeSpiegelaere, VanGyes and Hootegem (2012) described Innovative work behavior (IWB) as employee behaviour aimed at the generation, introduction and or application (within a role, group or organization) of ideas, processes, products or procedures, intended to benefit the relevant unit of adoption. IWB is about employee behaviour aimed at bringing about innovations. These innovations can be products, processes, procedures or ideas that are new and intended to benefit the relevant unit of adoption (De Spiegelaere, *et al.*, 2012). Thriving of IWB could be linked to presence of transformational leadership (Mittal & Dhār, 2015).

Transformational leadership is defined as behaviors of leaders who motivate followers to perform and identify with organizational goals, interests, and who have the capacity to motivate workforce beyond expected levels of work performance (Irvine, O'Brien, Ravenscroft, *et al.*, 2016). Besides transformational leadership, workforce inclusion is suggested to be linked to IWB (Gil, *et al.*, 2018). Nair and Vohra (2015) note that inclusion is both a process and a condition, and it's defined as an active process of change or integration

as well an outcome, such as a feeling of belonging. In addition to workforce Inclusion, shared values are also pointed out as enablers of IWB (Gupta, Kumar & Singh, 2014). Shared values are considered as the values we hold in common, as communities, cultures and societies, formed through a long-term process of socialization, or over a shorter period of time through shared social and deliberative processes (Kenter, *et al.*, 2015). Shared values encourage an inclusive climate where all social identity groups have the opportunity to be present, to be heard, appreciated and to engage in core activities through collective effort while they nurture IWB of individual workforce to foster organizational success.

To study well the possible links between IWB, shared values, workforce inclusion and transformational leadership, the current study makes specific reference to workforce in selected telecom firms in Uganda. Telecom firms have challenges with low IWB, for instance in the case of Africell Uganda. Africell was established in November 2014, after acquiring majority shares from Orange Telecom. An Interactive Voice Response (IVR) system was created to provide online solutions to customers. Specifically, this was meant to provide convenience to the customers without the need to wait in queue to reduce calls to the customer helpline. However, all the years workforce has failed to improve the IVR system with new service options (*Email dated -July 2017*). In addition, when a customer has called in to speak to a contact center agent (CCA), a ticket to capture customer reason for call, is generated through a complaint management system. Many times, a customer calls 3 to 4 times a day over the same issue that could have been solved on the first call attempt (Report on reasons for Call to the contact center). No attempt has been made to find out why customers make repeat calls for a similar complaint that would have been resolved the first time. This has created long queues, delays, bad customer experience and inefficiency. Furthermore, on 12th November 2019, UCC issued new guidelines for sim card registration and required that at every stage of the registration process, the customer would be sent a

status notification showing progress of the process through system auto generated SMS. However, designing and implementing the notification alerts was not done effectively and SMS alerts were not auto-generated as planned to the disappointment of customers thus generating repeated calls over similar issues (*Email dated 12th January 2020- failed SMS alerts!.*) By 31st January 2020 the technical team had failed to design and implement the auto generated system SMS notification. For MTN, until recently, clients asked MTN to allow them to check data balances remotely and this was not possible. For clients using MIFI, they had to remove the card from the MIFI and put it into the phone and check balance and then put it back. This took more than 4 years to be resolved (2017-2021), this shows a gap in innovation. The leadership gaps in MTN reached an apex with a security raid on the company's data centre, delayed renewal of its operating license and the expulsions of its executives (Biryabarema, 2019). In Airtel Uganda, the instances of outages of network, Airtel Money being off, services being wrongly free and then charging customers unfairly after free services (Maberi, 2021). Despite the fact that workforce have continued to work, low innovative work behaviour has been exhibited. They have not taken the initiative to create solutions that keep customers updated using the existing technologies. Therefore, there is need for alternative ways that can generate solution to the current problem to improve service delivery, reduce turnaround times, effective complaint resolution and compliance and customer retention.

To initiate and sustain IWB among workforce, organizations have to ensure the application of behavioral stimulators in their organizational practices, to determine what factors stimulate the IWB amongst workforce.

## **1.2. Statement of problem**

Innovative Work Behavior is very important for the effectiveness and survival of the organization. An organization that aims at the continuous flow of individual innovation

should ensure that its workforce is both willing and able to innovate (De Jong & Den Hartog, 2010). However, there are low levels of IWB among MTN, Africell, and Airtel Uganda workforce (Biryabarema, 2019; Maberu, 2021; *Africell Uganda Technical Report, 2019*). The Low IWB has caused frustration among customers, increased complaints due to high turnaround times, thus leading to poor customer satisfaction levels, customer churn and increase in operational costs. Overtime, this has affected the company's competitive advantage and threatened the firm's survival in the market. This low IWB could be attributed to limited transformational leadership, limited workforce inclusion and limited shared values (Khalili, 2016; Taylor, Hauer & Hynes, 2018). Few studies have examined the relationship between transformational leadership, workforce inclusion, shared values and IWB (Li, 2010; Khalili, 2016; Montuori & Donnelly, 2018).

### **1.3. Purpose of study**

The purpose of this study was to examine the relationship between transformational leadership, workforce inclusion, shared values and innovative work behavior.

### **1.4. Research objectives**

- i. To investigate the relationship between transformational leadership and innovative work behavior.
- ii. To investigate the relationship between workforce inclusion and innovative work behavior.
- iii. To examine the relationship between shared values and innovative work behavior.

### **1.5. Research questions**

- i. What is the relationship between transformational leadership and innovative work behavior?
- ii. What is the relationship between workforce inclusion and innovative work behavior?
- iii. What is the relationship between shared values and innovative work behavior?

## **1.6. Scope**

### **1.6.1. Conceptual study**

The study establishes the relationship between transformational leadership and workforce inclusion, shared values and Innovative work behavior.

### **1.6.2. Geographical scope**

The study was conducted in selected telecom firms among MTN, Airtel and Africell workforce.

## **1.7. Significance of study**

The study findings will yield valuable information for policy makers and management of telecom firms in Uganda on the adoption of innovative work behavior among their workforce.

The findings on innovative work behavior of workforce will aid management in telecom firms in crafting environments that facilitate workforce to generate and implement ideas at their work place.

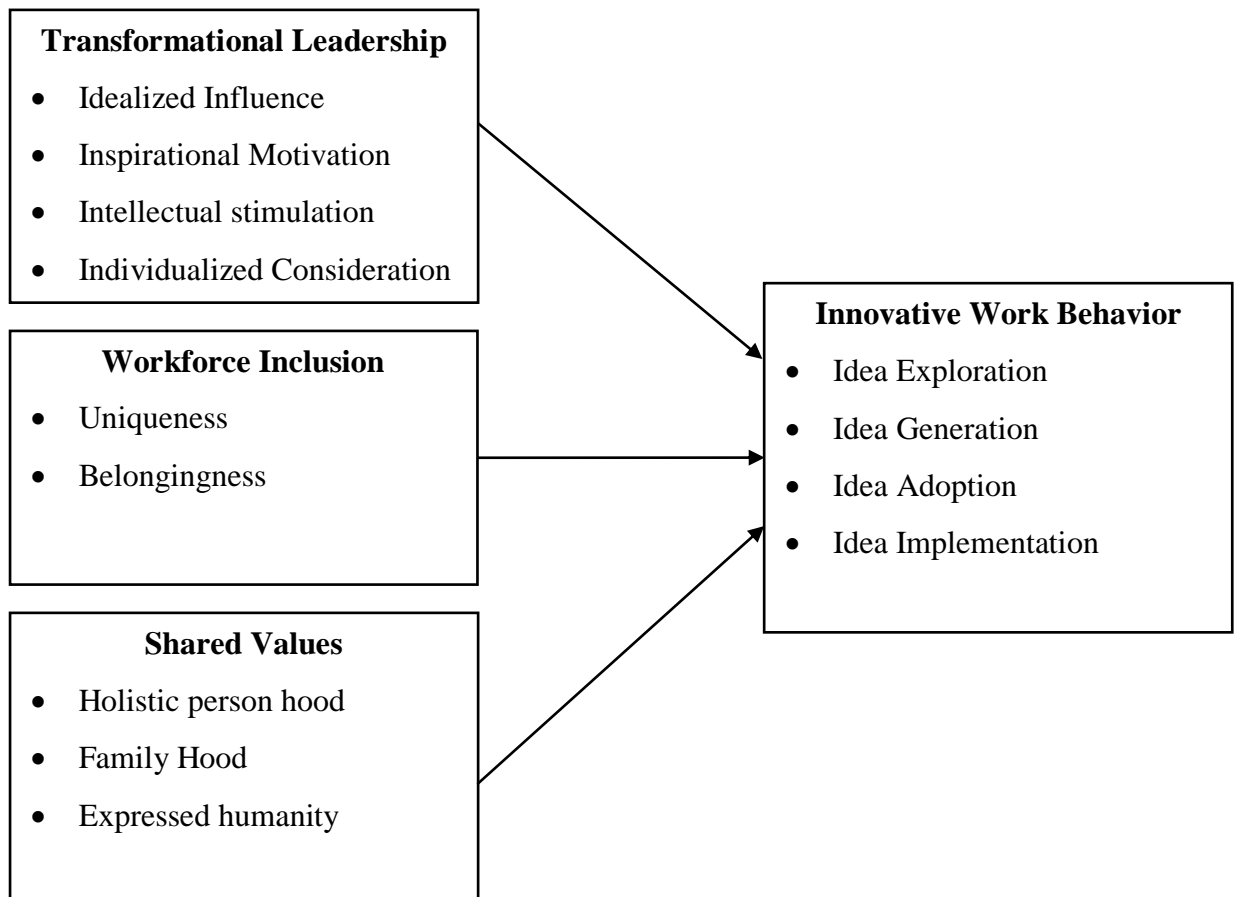
The findings on workforce inclusion in telecom firms will guide executives and managerial teams in designing customized inclusion strategies and plan to maximize the benefits of uniqueness and belongingness in the workplace.

The findings will reveal ways in which management of telecom firms can use shared values

The findings obtained from the study will have a contribution to academic literature extending the knowledge on how transformational leadership in telecom firms drives innovative work behavior among workforce.



## 1.8. Conceptual framework



**Source:** (Adopted from the reviews of literature: Ghafoor, *et al.*, 2011; Anderson, *et al.*, 2014; Bass, 1985; Montuori & Donnelly, 2018; Ferdman, 2017; Nishii, 2013; Sabharwal, 2014; Irvine, *et al.*, 2016; Irvine, *et al.*, 2016; De Jong and Den Hartog, 2010; Gülbahar, 2017). Modified by the researcher.

**Figure 1.1: Conceptual framework**

### 1.8.1. Explanation of conceptual framework

The above figure represents the proposed relationship between transformational leadership (IV), workforce inclusion (IV) and shared values (IV) as independent variables and how they influence innovative work behavior (DV) in the context of workforce in selected telecom firms in Uganda.

The model reveals that transformational leadership leads to innovative work behaviour. Transformational leadership is one established leadership style that promotes idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Khalili, 2016).

It further reveals that workforce inclusion leads to innovative work behavior. This was studied in terms of uniqueness and belongingness (Salib, 2014). According to Ailey, Brown, Friese and Dugan (2016), a culture of inclusion “embraces belongingness and uniqueness: persons perceiving they bring unique perspectives to and are valued members of a group. The inclusion of open-minded discoveries, communicated throughout the organization as part of the team knowledge sharing, drives the entire organization toward a more creative mindset (Friedman, *et al.*, 2016). The introduction of a new diverse working environment potentially enables innovations to grow, enhancing productivity, problem-solving, and securing value for the customer (Faems & Subramanian, 2013).

And lastly shows that shared values lead to innovative work behavior. These were studied in terms of holistic person hood, family hood and expressed humanity (Dutton, *et al.*, 2006). Parker (2008) and Thompson (2008) note that organizations seeking to enhance a culture which promotes individual creativity integrated with effective teamwork to achieve successful innovation processes should seek to expand access to talent and multiple viewpoints offered by members with diverse characteristics.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter contains the review of literature in accordance with the study variables of transformational leadership, workforce inclusion, shared values and innovative work behavior. Theoretical perspectives related to study variables and the relationships they have towards one another has also been reviewed and presented in this chapter. The chapter also presents literature review related to the study from the previous studies carried out by various scholars. The review begins with a description of the relevant theories.

#### **2.1 Theoretical framework**

##### **2.2.1 Transformational leadership theory**

According to Dvir, Eden, Avolio and Shamir (2002), transformational leadership theory is a prominent representative of the new theories that have occupied center stage in leadership research. The transformational theory proposed by Burns (1978) explains that transformational leadership style supports mutual understanding between workforce and management while Burn's (1985) theory explain that interaction between workforces and management is managed in ways that ultimately leads workforce beyond their self-interest in support of organizational targets (Ghafoor, *et al.*, 2011). Burns (1978) notes that transformational leadership theory, focuses upon motivations and values in assessing how a leader approaches power. The transformational leadership theory explains that leaders usually encourage positive behaviors which enables followers to think bigger (Burns, 1978). Such leaders are ethical and people-centric. A transformational leader guides people with the existing values, goals, capabilities and other resources which they follow throughout the organization. Burns originally said that leaders can transform the life of followers by altering their perceptions, aspirations, expectations, values, and so forth. The leader demonstrates,

communicates, and does whatever it takes to get the audience see a vision and exhort them to do things. The theory sets apart from the rest of the leadership theories and asks the most fundamental question of what the ultimate goal of leadership is and why one should be a leader.

Bass (1985) saw these aspects of transformational leadership: (1) Individual consideration, where there is an emphasis on what a group member needs. The leader acts as a role model, mentor, facilitator, or teacher to bring a follower into the group and be motivated to do tasks. (2) Intellectual stimulation is provided by a leader in terms of challenge to the prevailing order, task, and individual. S/he seeks ideas from the group and encourages them to contribute and be independent. The leader often becomes a teacher (3) Inspiration by a leader means giving meaning. This usually involves providing a vision or goal. The group is given a reason or purpose to do a task or even be in the organization. The leader will resort to charismatic approaches in exhorting the group to go forward (4) Idealized influence refers to the leader becoming a full-fledged role model, acting out and displaying ideal traits of honesty, trust, enthusiasm, pride, and so forth. Followers go after a leader because of trust, honesty, and other qualities and the stronger these are, the greater loyalty they have for the leader.

### **2.2.2 The Leader – Member Exchange Theory (LMX theory)**

As cited by Martin, Guillaume, Thomas, Lee and Epitropaki (2016), within the field of leadership, an approach that examines the quality of the relationship between a leader and a follower (Leader-member Exchange Theory- LMX) has been popular (Yammarino, *et al.*, 2005). LMX theory was introduced by Dansereau, Graen and colleagues during the 1970s and was originally referred to as the Vertical Dyad Linkage (VDL) approach. Dansereau, *et al.* (1975) point out that the LMX theory is a relationship centered theory of leadership; the main tenant of LMX theory is that, through different types of exchanges, leaders differentiate

in the way they treat their followers. The theorization is based on the vertical linkages (or relationships) between leader and follower(s) which argued to take place on a daily basis (Osman & Nahar, 2015). The model as it stands describes how effective leadership relationships develop between dyadic “partners” in and between organizations (e.g., leaders and followers, team members and teammates, workforce and their competence networks, joint venture partners, suppliers networks, and so forth) (Graen & Uhl-Bien, 1995).

Accordingly, the theory dictates that effective leadership process is conditional upon the development of mature relationships between leader and followers (Dockery & Steiner, 1990). Such mature relationship is expected to develop in the environment requiring an appreciation for the personal values of group member(s) agreeing to contribute their energy and talents in accomplishing predetermined organizational targets (Burns & Otte, 1999). In high LMX relationships the exchanges are more social in nature involving mutual respect, affect, support and loyalty, and felt obligation (Uhl-Bien & Maslyn, 2003). Trust is at the heart of the LMX construct as LMX has been defined as a trust-building process (Scandura & Pellegrini, 2008). On the other hand, innovation is regarded as a social process in view of the interaction between those who innovate and those who are affected by the innovation (Jain, 2010). In relation to the current study, when workforce perceive that they have been fairly rewarded by their leader, workforce tend to react more innovatively in a higher level of job demand situation (Janssen, 2000). It is also important to further test how this model fits in the telecom sector in Uganda.

## **2.3 Conceptual Review**

### **2.3.2 Transformational Leadership**

Transformational leaders reframe the situation and provide creative insight prompting higher levels of creativity among their subordinates (Henker, Sonnentag & Unger, 2015). As Burns (1978) asserts it also explains the encouraging positive behavior or leadership that enables

followers to think bigger thus making workforce more confident and creative. Transformational leaders are also supportive of their subordinates and act in helping their subordinates to develop their competencies and exceed their self-interests toward the attainment of collective goals (Gil, Rodrigo-Moya & Morcillo-Bellido, 2018). Burns (1978), a political scientist originally developed the concept of transforming leadership in his descriptive research on political leaders. According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation and the transforming approach creates significant change in the life of people and organizations". He considered transformational leadership to be a relationship wherein leaders and followers raise one another to higher levels of motivation. In the 1980s, another researcher, Bass (1985), expanded on Burns' (1978) ideas and made some notable modifications that underlie transforming and transformational leadership; Bass used the term "transformational" instead of "transforming". Transformational leadership style focuses on the development of followers and their needs (Ghafoor, *et al.*, 2011). Montuori and Donnelly (2018) state that these leaders invite everybody to ask what kind of a world they are creating through their thoughts, beliefs, actions, and interactions, and to compare that with the kind of world they would like to create and the kind of person they would like to be.

Judge and Piccolo (2004) state that transformational leaders have been characterized by four separate components or characteristics denoted as the 4 I's of transformational leadership. These four factors include charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Avolio and Bass (2002) promote that the four behavioral components determine the ability of transformational leaders to inspire their followers. Avolio and Bass (2004) describe, "Idealized influence" to reflect that the leader provides followers with a clear sense of purpose that is energizing and serves as a

role model for ethical conduct which builds identification with the leader and his/her articulated vision.

Warrilow (2012) promotes that inspirational motivation refers to the efforts that the leader puts into articulating a vision that inspires and appeals to workforce about future goals that give meaning to the current tasks. Intellectual stimulation is the enhancement of the follower's ability to think own his own related to his work tasks (Ghafoor, *et al.*, 2011). As Avolio and Bass, (2004) add "intellectual stimulation" means that the leader gets followers to question the traditionally and common ways of solving problems; encourages them to question the methods they use to improve on them. Transformation leadership refers to the leaders who develop their followers' potential for work through inspiration, intellectual stimulation, and empowerment, which might help develop innovative work Behavior (Bass & Avolio, 1994). Bass (1985) argues that leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goal attainment, and provide meaning for the task at hand.

As cited by Ghafoor *et al.* (2011), literature defines individualized consideration as the consideration of employee's individuality. Avolio and Bass (2004) also state that, "Individualized consideration" signifies that the leader focuses on understanding the needs of each follower and works continuously to get them to develop to their full potential. Bass, (1998) adds that it involves giving personal attention to followers who seem neglected, treating each follower individually, and helping each follower get what he or she wants. Individualized consideration defines the charisma with which a leader attends to the individual interests of their workforce and poses as a mentor to each follower (Charlotte, Rynetta & William, 2014).

Transformational leadership implies that the leader acts as an ideal who influences through visions, uses inspirational motivation, shows individual consideration and intellectually stimulates followers (Bass & Avolio, 1995). Transformational leaders link priorities of every follower's with the development of the organization (Bass & Avolio, 1994). Transformative leadership is, at its heart, a participatory process of creative collaboration and transformation for mutual benefit (Montuori & Donnelly, 2018).

### **2.3.3 Workforce Inclusion**

Holvino, Ferdman and Merrill-Sands (2004) argue inclusion as equality, justice, and full participation at both the group and individual levels, so that members of different groups not only have equal access to opportunities, decision-making, and positions of power, but they are actively sought out because of their differences. Well as, Thomas and Bendick (2013) propose that inclusion focuses new attention on the policies, practices and climate of the workplace, the workplace culture that shapes the experiences of workforce with those characteristics. Pless and Maak (2004) state that with inclusion people with multiple backgrounds, mindsets and ways of thinking to work effectively together and to perform to their highest potential in order to achieve organizational objectives based on sound principles. Lirio, Lee, Williams, Haugen and Kossek (2008) state inclusion as “when individuals feel a sense of belonging, and inclusive behaviors such as eliciting and valuing contributions from all workforce are part of the daily life in the organization. Therefore, uniqueness and belongingness are distinct elements of work group inclusion (Chung, *et al.*, 2016).

Ferdman (2014) asserts that, the first theme is feeling safe; which Hirak, *et al.* (2012) refer to as the psychological and physical safety associated with sharing different opinions and views from others. A second theme is involvement in the work group and states feeling like an insider and access to critical information and resources. Shore, *et al.* (2011) show that work group inclusion model labels elements of belongingness such as; feeling respected and



valued, which is a third theme and involves being treated as an appreciated and esteemed member of the group and organization. This respect can be for the individual or for an important identity group (Nishii, 2013). A fourth theme, is influence on decision-making, which occurs when workforce believe that their ideas and perspectives are influential, and that they are listened to. This is often cited as a key component of inclusion (Sabharwal, 2014). Authenticity is a fifth theme that describes organizational support of transparency and sharing of valued identities; this is the uniqueness component proposed by Shore *et al.* (2018). Recognizing, honoring, and advancing of diversity is the final theme which occurs when there is fair treatment, sharing of employee differences for mutual learning and growth and top management showing their value for diversity through words and actions (Sabharwal, 2014).

With growing diversity in work organizations, organizational leaders have increasingly become aware of the importance of creating inclusive environments (Nishii & Rich, 2014). Cottrill, Lopez and Hoffman (2014) propose that, leaders of diverse and inclusive organizations must model comfort with diversity, alter rules for acceptable behaviors to ensure wide application, create opportunities for dialogue about and across differences, demonstrate an interest in learning and be authentic about their own challenges and triumphs to encourage authenticity in others. Inclusion must become part of the fabric of the organization in which the climate and practices reflect a value system that embraces equal opportunity at all organizational levels (Shore, *et al.*, 2011). Ferdman (2017) promotes that inclusive organizations and societies, are where people of all identities and many styles can be fully themselves while also contributing to the larger collective, as valued and full members. A key role for organizational leaders which is emphasized, involves addressing discrimination issues in the organization while also supporting and building a pipeline of talent among members of marginalized social groups through inclusive practices (Shore, *et*

*al.*, 2018). Therefore, organizations that seek to enhance inclusion must have a strong and visible commitment among top managers who not only communicate support but walk-the-talk (MorBarak *et al.*, 2016).

Shore, *et al.* (2011) found that uniqueness and belongingness work together to create feelings of inclusion. They add that individuals seek to strike a balance between the need to find similarity and belongingness with others while also maintaining a unique identity. Belongingness and uniqueness are both key elements of inclusion in work groups. Ferdman (2014) suggests that inclusion involves creating full belonging and participation without requiring anyone to give up their differences. He still adds that inclusive groups and organizations provide an opportunity for everyone to belong, to contribute, to feel valued and safe, and to work with others without having to give up or hide important aspects of who they are. Salib (2014) as cited by Vohra, *et al.* (2015) establishes that, ‘belongingness is defined as the need to form and maintain strong, stable interpersonal relationships’. To fulfill a basic need of belonging, individuals seek inclusion to a group where they are accepted and made to feel secure (Sabharwal, 2014). The perception of oneness with or belongingness to an organization is the essence of organizational identification, which reflects the extent to which group membership is incorporated in the self-concept (Ashforth, 2016).

Deane (2013) states that inclusion involves creating, fostering and sustaining practices and conditions that encourage and allow each of us to be fully ourselves – with our differences from similarities to those around us - as we work together. However, Shore *et al.* (2011) asserts that, if members of groups are perceived as too similar, then individuals become interchangeable and the need for uniqueness; uniqueness is defined as the need to maintain a distinctive and differentiated sense of self. Chung, *et al.* (2016) conclude that uniqueness and belongingness are distinct elements of work group inclusion; thus, for individuals,

experiencing inclusion in a group or organization involves being fully part of the whole while retaining a sense of authenticity and uniqueness. We believe this tension between belongingness and uniqueness is an underlying theme in the inclusion literature (Shore *et al.*, 2011).

#### **2.3.4 Shared values**

Rokeach (1973) defined a value as ‘an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.’ In making this distinction, Allport, Vernon and Lindzey (1960) considered a value to be a belief upon which human beings act by preference. Values are stable, individual characteristics (Rokeach, 1973) that serve as behavioral guides, influencing both the choices people make (Rohan, 2000). Values are enduring and it is important to understand values because values make a difference in terms of how people feel about themselves and their work (Rokeach & Ball-Rokeach, 1989). Schein (2010) establishes that values characterize what an organization stands for, qualities worthy of esteem or commitment; and to Bolman and Deal (2008), values convey a sense of identity, from boardroom to factory floor, and help people feel special about what they do. Values form the very core of personality (Posner & Schmidt, 1992).

The term shared values, and related terms such as social values, shared social values, (socio) cultural values and plural values, have been used to indicate a variety of concepts that relate to a sense of importance transcending individual utility, and that express the multidimensionality of values (Kenter *et al.*, 2015). Shared values that people hold together as members of communities (of interest, locally and even as part of the global community), point to something much more powerful than the sum of individual values, that go far beyond what are useful, but limiting, neoclassical economic methods (Irvine *et al.*, 2016). The formation of values that are shared necessitates some form of community interaction or

participation in order to effectively uncover the existent communal/ social values (Pike *et al.*, 2011).

A person's inner self is oriented toward his work and interaction to the community in work environment (Luis, 2010). For the nourishment of the inner life, workforce are searching for a spiritual environment at the workplace where they can find meaning in their work, can work in a community, can have compassion toward others, and can have mystical experiences (Gupta, Kumar & Singh, 2014). Asgari, Ahmadi and Jamali (2015) assert that mutual interconnectedness and trust worthiness between individuals working together in a particular work process, powered by optimism and friendliness of these individuals, form a very motivating culture of the organization. In contribution by Breidahl *et al.* (2018) claim that shared values are conducive to social cohesion, and trust and solidarity in particular. These values include expressed humanity, holistic personhood, and family hood. As a consequence, aspects of social trust, shared values and norms, reciprocity, participation and social networks are considered to be central, in other words main aspects of social cohesion in a community (Thompson, 2018).

Research conducted by Corazzini *et al.* (2019) described personhood as letting people be people. Personhood is described as the quality or condition of well-being an individual person. Although well-being is commonly defined as a state of happiness or content, definitions of well-being in the literature range from well-being as a holistic phenomenon comprising of various predefined dimensions of human life, to a subjective phenomenon comprised of differing personal preferences (Dodge *et al.*, 2012). Personhood could also be considered as a component or dimension of well-being (Edvardsson *et al.*, 2019). Holistic personhood is the realization that apart from being workforce, members of the organization are appreciated for their other roles such as being parents, members of society, and other

partnerships (Simpson, 2012). As stated by Gupta, Kumar and Singh (2014), a workplace is created by firms that offer justice and fairness practices like respect for diversity in cultures, respect for workforce' personal values, employee development programs, employee participation in decision making, impartial behavior from senior workforce, and healthy employer - employee relations.

Shared values are values that convey conceptions of the common good between people and are formed, expressed and assigned through social interactions (Irvine et al., 2016). The theory of collective efficacy assumes that neighborhood residents are committed to the common good of the neighborhood whenever there is a basis of mutual trust, shared values and norms, and social cohesion among neighbors (Simpson, 2012). The ability of a community to self-help, drawing on collective coping capacities of its members that are already being developed in everyday social interactions in the form of shared values and norms, reciprocity norms, social networks, social participation and social trust—resources that can be seen as characteristics of the social structure which norm the social cohesion of a community (Thompson, 2018).

Shared values that people hold together as members of communities, point to something much more powerful. Irvine *et al.* (2016) show that shared values seem to be most clearly centered on issues of fairness, shared responsibility and shared meanings; and they convey conceptions of the common good between people and are formed, expressed and assigned through social interactions (Kenter *et al.*, 2016).

### **2.3.5 Innovative Work Behavior**

‘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’ (Asfar,

Badir & Saeed, 2014). De Spiegelare *et al.* (2014), defines Innovative work behavior as the comprehensive behaviors of employees related to finding, developing, proposing and implementing of generated new ideas in the work place. Innovative work behavior therefore does not only involve generating ideas, but also transforming these ideas into action or concrete innovations (Devloo, *et al.*, 2015).

Organizations that operate in the present quick changing competitive world face an expanding interest to engage in innovative behaviors to create and deliver new products and to gain sustainable competitive advantage (Gülbahar, 2017). Therefore, hiring innovative workforce and promoting an innovative workplace culture is often cited as critical to organizational success (Rubera & Kirca, 2012). Innovation within an organization involves identifying problems, analyzing, idea generation, adoption decision, implementation, and iteration (Anderson, *et al.*, 2014). Where workforce thinks and apply innovative ideas in response to changes in the work environment (Pieterse, *et al.*, 2010). Innovative work behavior includes thinking in alternative ways, searching for improvements, figuring out new ways to accomplish tasks, looking for new technologies, applying new work methods, and investigating and securing resources to make new ideas happen (Gülbahar, 2017).

Creativity as a process of starting new and useful ideas, while innovative work behaviour includes a series of activities aimed at the introduction, development, modification, adoption, and implementation of existing ideas (Wahyudi *et al.*, 2019). The last stage in the innovation process comprises the implementation of new solutions (Kessel, *et al.*, 2012). Therefore, innovative work behavior is inclusive of creativity and execution, the workers who start with original thoughts guarantee that the thought is effectively actualized through co-worker support (Akhtar *et al.*, 2019).

Additionally, De Jong and Den Hartog (2010) assert that IWB is a process composed of four dimensions: exploration, generation, championing, and implementation of ideas which benefit and affect the different levels of the organization. The start of an innovation process often has an element of chance: the discovery of an opportunity or some problem arising. De Jong and Den Hartog (2010), 'identified seven sources of opportunities, including: unexpected successes, failures or events; gaps between 'what is' and 'what should be'; process needs in reaction to identified problems or failure; changes in industrial or market structures; changes in demographics such as labour force composition; changes in perception; and finally, new knowledge.

Idea exploration includes looking for ways to improve current products, services or processes or trying to think about them in alternative ways (Farr & Ford, 1990). According to Kanter (1988) as cited by De Jong and Den Hartog (2010), "The generation of ideas may relate to new products, services or processes, the entry into new markets, improvements in current work processes, or in general terms, solutions to identified problems". Idea championing becomes relevant once an idea has been generated (De Jong & Den Hartog, 2010) Championing includes finding support and building coalitions by expressing enthusiasm and confidence about the success of the innovation, being persistent, and getting the right people involved (Howell, Shea & Higgins, 2005). Coalition building at this stage is the most important way of securing the idea so that the obstacle in front of the use of the idea will be removed (Gülbahar, 2017).

In knowledge-intensive service organizations, it is customary that all knowledge workers can contribute to the innovation process through the innovative work behavior. When the knowledge workers (also defined as those workers who are doing non-repetitive, non-routine work, which entails substantial levels of cognitive activity (Kheng *et al.*, 2013) have decided

to develop, test and commercialize a new service, idea implementation or the application of an idea is taking place. The innovation process generates new knowledge intensively, relying on individual human intelligence and creativity and involving interactive learning. The knowledge that resides in the participants in the innovation effort is not yet codified or codifiable for transfer to others. There need to be close linkages and fast communication between all those involved at every point of the process (Gülbahar, 2017). As a result of social and economic developments, technological developments and transformation of organizational structures and tasks, innovations emerge as an important feature of today's business world (Gülbahar, 2017).

#### **2.4 Transformational leadership and Innovative Work Behavior**

Several authors continue to build on the experience of others with several points of consensus and diversion as time advances on whether and to what extent transformational leadership is linked to innovative workforce behavior. Avolio *et al.* (2009) assert that transformational leadership has been considered to foster pro-organizational employee behavior not only beyond expectations but also beyond self-interest. Related to the above is the argument put forward by Pieterse, *et al.* (2010) that innovation is central to the thinking about transformational leadership.

In addition to the above, transformational leadership has generally been considered more effective than other leadership styles in facilitating employee creativity and organizational innovation (García-Morales *et al.*, 2012). Transformational leaders have the capacity to develop a unique organizational culture that encourages workforce toward innovative work behavior (Aryee *et al.*, 2012). In the achievement of organizational innovation, leadership plays a vital role in building the process, structures and climate for an organization to become innovative and to motivate team expectations toward innovations (Chan *et al.*, 2014). Transformational leaders reframe the situation and provide creative insight prompting higher



levels of creativity among their subordinates (Henker *et al.*, 2015). Furthermore, transformational leaders can enable an environment of creativity conducive to innovative solutions (Mittal & Dhār, 2015). The authors in this context largely agree that transformational leadership is an enabler of Innovative employee behavior. The limitation however is that the statistical association is not presented and neither do they explicitly mention the key elements in transformational leadership that would have the greatest contribution to IWB. Still, the context of telecom does not come out soundly hence pausing a need for further instigation.

While innovations require significant changes in an organization, transformational leadership appears to be the most effective style for promoting innovations in many organizations (Khalili, 2016). Khalili (2016) is supported by Wipulanusat, *et al.* (2017) who further state that transformational leaders are those who inspire subordinates to perform and recognize organizational objectives and goals and have the capability to motivate followers beyond expected levels of work standards. Wipulanusat *et al.* (2017) argue that transformational leadership supports innovation, particularly in times of change. Proper leadership has the potential to promote organizational innovation by motivating workforce and fostering a conducive atmosphere for the development of their creative and innovative skills which eventually lead to enhanced innovation capabilities and superior competitive advantages for the organization (Li, *et al.*, 2017). One of leadership styles considered appropriate to enhance innovation in changing environment is transformational leadership (Wipulanusat *et al.*, 2017). Panuwatwanich *et al.* (2017) and Li *et al.* (2017) present similar ideas to those of Wipulanusat, *et al.*, (2017) regarding transformational leadership and IWB. They however fall short of explaining whether such relationships universally hold for all types of businesses including telecom.

Furthermore, Xenikou (2017) submits that the innovative direction which the transformational leader provides to subordinates facilitates flexibility in information processing, breaking out of perceptual and cognitive frames, and using broad and inclusive social categories, and, therefore, enhances cognitive identification with the organization (i.e., perceptions of similarity among organizational members). More specifically, transformational leaders focus on changing outdated or dysfunctional elements of the organization by stimulating creativity and innovation among followers. Therefore, the above authors provide some insights to the possible links between transformational leadership and IWB. However, the contexts of the studies needs to be proven by having a study in Uganda's context and with fresh evidence, which the current study has provided.

## **2.5 Workforce inclusion and Innovative Work Behavior**

Several authors have attempted to find out the relationship between workforce inclusion and innovative work behavior. For instance, Carmeli *et al.* (2010) note that inclusion practices and climates provide an environment which supports employee growth. Inclusive climate is a collective perception that there are expectations and norms that allow workforce to behave in a manner that is consistent with aspects of their self-concept together with the various identities that they hold, and that they are included in decision making and supported in sharing views that are not part of the status quo (Nishii, 2013). When individual workforce experience inclusion, they feel valued and recognized for their efforts in the organization, this makes them feel safe and open to expressing their ideas and viewpoints (Sabharwal, 2014). Diversity of an employee only provides the opportunity for greater innovation, but without inclusion such a benefit is unlikely (Offerman & Basford, 2014). All the above authors, that is, Carmeli *et al.* (2010), Nishii, (2013), Sabharwal, (2014) and Offerman and Basford (2014) agree that the presence of workforce inclusion is an enabler of IWB.

With growing diversity in work organizations, organizational leaders have increasingly become aware of the importance of creating inclusive environments (Nishii & Rich, 2014). Sabharwal, (2014) considers the degree of successful achievement on: How workforce and their ideas are valued and utilized; how people partner within and across departments; how current workforce feel that they belong and how prospective workforce are attracted to the organization; how people feel connected to each other and to the organization and its goals; and finally, how the organization continuously fosters flexibility, choice, and diversity. Sabharwal (2014) maintains that when, different perspectives are heard, respected, understood, and integrated in the decision-making processes; differences in opinions and voices are further seen as legitimate avenues for problem-solving and improving organizational performance. Therefore, the ideas presented by Nishii and Rich (2014) and Sabharwal (2014) show point's convergences.

In addition, the inclusion of open-minded discoveries, communicated throughout the organization as part of the team knowledge sharing, drives the entire organization toward a more creative mindset (Friedman *et al.*, 2016). Workforce inclusion also promotes the psychological safety; that allows workforce to engage in the type of experimentation that can result in creativity and innovation (Chung *et al.*, 2016). Linked to the above ideas, Cruickshank (2016) argues open innovation creates a new kind of innovation as networks of members interact freely to collaborate on new designs and solutions. As diverse teams build supportive environments and develop relationships across the organization, collaboration increases and problems are solved (Bouncken *et al.*, 2016). Ailey, Brown, Friese and Dugan (2016) assert that, a culture of inclusion "embraces belongingness and uniqueness: persons perceiving they bring unique perspectives to and are valued members of a group". Studies continue to show that teams that support unique traits and perspectives in individuals produce more innovative solutions (Bouncken *et al.*, 2016). Chung *et al.*(2016) found that uniqueness

and belongingness are distinct elements of work group inclusion. This perspective is consistent with Feldman's, (2017) broad definition of inclusion is with this: "In inclusive organizations and societies, people of all identities and many styles can be fully themselves while also contributing to the larger collective, as valued and full members". Sanders (2017) supplements Feldman (2017) by further stating that diversity, transparency, and communication of a shared goal are part of an inclusive culture supportive of innovation.

Furthermore, a safe environment for sharing as well as risk-taking is considered crucial for innovation and creativity in organizations. Flexible groups are able to share multiple perspectives and experiences across the organization, creating an environment rich in creativity and innovation (Taylor *et al.*, 2018). Innovative organizations rely on their leaders to empower their teams and foster a culture of diversity and inclusion (Gil, Rodrigo-Moya & Morcillo-Bellido, 2018). The leader needs to create a work environment of respect that brings together diverse groups where backgrounds, perspectives, and ideas are accepted and valued (Taylor *et al.*, 2018). Innovative work behaviour of workforce is very important for organizational survival and effectiveness (Akhtar *et al.*, 2019).

However, there is no mention of the specific key elements of workforce inclusion that would generate the greatest impact on IWB. Still, the context of these studies is not explicitly in the service sector like the telecom besides not being fully customized to the context of a developing country like Uganda.

## **2.6 Shared Values and Innovative Work Behavior**

The suggestion that shared values and IWB are linked is reviewed by numerous authors, with several notions of arguments. Workforce who share knowledge in organizations, tend to be involved in innovative work behaviors because of compatibility with organizational values so as to create stronger interpersonal relationships and social ties, where workforce can access

and utilize resources embedded in the organization to generate new ideas and apply them to encourage innovative job performance (Li, 2010). Meyer *et al.* (2010) propose that to be engaged in some innovative work behavior, individuals find it essential to have the trust of the co-workers as well as having perceived organizational support. Knowledge is at the core of all innovation efforts (de Sousa *et al.*, 2012). The pieces that factor into innovation include tapping into the passion of the individuals, understanding how it impacts the motivation of both the individual and the team, and putting this knowledge to work within the context of the situation (Gilson *et al.*, 2013). The transfer or exchanges of knowledge sharing by team members promotes innovation processes and supports development among the team members (Hu & Randel, 2014). The authors too acknowledge that shared value in one way or another promote IWB.

Like the above authors, Gupta, Kumar and Singh (2014) argue that organizational values and a sense of community are the most important in terms of the job satisfaction level of workforce. Jones and Mowed (2015) assert that each organization has a personality that includes a shared system of values, beliefs, and assumptions that influence members' behaviors. Therefore, organizational innovation, whether of products or otherwise, are strengthened by individual perspectives and the team's creative environment (Litchfield *et al.*, 2015). Peers and organization should use their values more properly by integrating them in their work. If work is without soul, then life would be withered as well. It will lead them to create a trusting environment, where people will not only start to depend on each other but also rely on their company (Hassan, Nadeem & Akhter, 2016). When work is in line with the employee's self-identity, then the work becomes more meaningful (Tims, Derks & Bakker, 2016). All these authors, notwithstanding their arguments of discussion present the main point that shared values, in their different manifestations are linked to IWB. The only missing association is that we cannot tell with evidence the significance of these said

associations, whether they apply to all sectors including the service sector and whether they explain IWB in the emerging markets countries like Uganda.

Furthermore, workforce whose personal values are more in line with organizational values are able to perform more; so that workforce initiate innovative ideas and implement them in their work (Afsar & Badir, 2016). When alignment with organizational beliefs and values is likely to result in IWB (Afsar & Badir, 2017). When workforce perceive that the employer has fulfilled his or her obligations, they are more likely to perceive an obligation to engage in discretionary and voluntary behaviors such as IWB that may be of benefit to the organization (Afsar & Badir, 2017). All the above assertions point to links between shared values and IWB.

Workforce with high innovative work behaviour can quickly and precisely respond to the work environment, propose new ideas and provide services and products (Afsar *et al.*, 2018). Innovation is a team sport, with the members allowing each player to choose the course (Taylor, *et al.*, 2018). One activity that stimulates innovation and creativity is forming deep connections with people from other origins and cultures (Aquino & Robertson, 2018). The shared culture ensures that individuals understand the expectations of the organization, empowering individuals to make decisions on behalf of the company to best serve the customer and vision of the organization (Taylor *et al.*, 2018). The consistency of individual values and personal goals with the pursuit of organizational values and goals is positively related to value congruence (Afsar & Badir, 2017). When chemistry and bonding of individual values are strong with organizational values, it enhances the behavioral and attitudinal employee's outcomes (Akhtar *et al.*, 2019). So, now the organizations pay greater attention to develop a process and mechanism through which workforce feel the fit between

his values and his organizational values so that they display innovative work behavior (Akhtar *et al.*, 2019).

From the above, it is clear that several authors present different aspects of shared values that influence IWB. And I explored how these conclusions fit among workforce in the selected telecom sector and in the context of Uganda, a low developed country as well as pointing out the statistical significance of the associations.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This section provides the methodology that was followed while conducting the study. It contains research design, study population, sample determination, sources of data, data collection instruments, measurement of variables, validity and reliability, data processing and analysis as well as the ethical considerations and challenges faced during the study.

#### **3.2 Research Design**

This research used a cross - sectional research design, which entailed collecting data from respondents at a specific point in time. This design was adopted because data collected at any one point in time was sufficient enough for the study, not costly to perform, does not require a lot of time and it is easy to gather and assess (Zangirolami, Jorge & Claudio, 2018).

The use of the cross-sectional design included dispatching the questionnaires to the respondents and allowing them time to respond at once without repeating. In regard to the research approach; a quantitative research approach was used because it eases application of statistical tests to make statements about data since the data was expressed in numbers or figures. It was therefore easy to run descriptive statistics, regression analysis, correlations, and frequency counts among others.

#### **3.3 Study Population**

The population of this study comprised of 1,114 respondents across all levels, who are scattered in the different stations of the telecom firms. These majorly included Africell which has 214 work force; MTN has a total of 600 workforce and Airtel a total of 300 workforces (*MTN Internal Human Resource Reports, 2019; Airtel Internal Human Resource Reports, 2019; Africell Internal Human Resource Reports, 2019*). The population entailed workforce at all levels. The study involved only permanent workforce on the basis of the assumption



that they have adequate information about the current state of leadership, workforce inclusion, shared values and innovative work behavior in their respective firms. These provided credible and rich information to inform the study. In addition, they were easily traceable from their work stations.

### **3.4 Sampling Method**

Simple random sampling technique were used by the researcher to identify respondents for the study which gave each individual in the population an equal chance of getting selected to be part of the sample (Frerichs, 2008). This was done by obtaining the workforce number from the human resource departments and company intranets of the 3 firms. The researcher randomly picked the respondents until the sample required for the study was obtained

Stratified random sampling was also used. Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata. Stratified sampling is a selection method where I split the population of 1,114 permanent employees of the 3 telecom firms into 3 stratas; MTN with 600 workforces, Airtel with 300 & Africell with 214 workforces to determine the number of respondents I used based on the sample size of 285 respondents that I had derived from the Krejcie and Morgan's table. These stratas for each telecom determined my respondents' interest that I used for data collection for the study as explained below.

### **3.5 Sample size**

The sample was selected using the Krejcie and Morgan's 1970 table for determining sample size of a known population. Since the total population is 1,114 which is between 1, 000 and 1,200, the number is nearer to 1100. According to Krejcie and Morgan (1970) having a total population of 1,100 gives a sample size of 285. Therefore, the sample size was 285 respondents comprising of workforce from the three telecom firms; Africell Uganda Limited,

MTN Uganda and Airtel Uganda selected from the population of 1,114. The unit of Inquiry were the various individual respondents while the unit of analysis was the workforce.

The following formula was used to calculate the different proportions using Stratified random sampling

**Formula for generating a sample size**

$$(N/T) * S$$

N-individual company population size

T-Total sum of company population size

S – Sample as per Krejcie and Morgan’s 1970 table =285

In this case therefore, the sample size for each company will be determined proportionately as shown below;

Africell Uganda Limited - 214 workforce /1,114\*285 =55(214/1,114\*285 =55)

MTN Uganda Limited –600 workforce/ 1,114\*285=153(600/1,114\*285=153)

Airtel Uganda Limited - 300 workforce /1,114\*285 =77 (300 /1,114\*285=77)

**Table 3.1: Table showing Sample selection**

<b>Company</b>	<b>Population (N)</b>	<b>Sample Size (S)</b>
Africell Uganda Limited	214	55
MTN Uganda Limited	600	153
Airtel Uganda Limited	300	77
<b>Total</b>	1,114	285

*Source: (MTN Internal Human Resource Reports, 2019; Airtel Internal Human Resource Reports, 2019; Africell Internal Human Resource Reports, 2019).*

**3.6 Data collection methods and Instruments**

The researcher collected data using a self-administered close ended questionnaire as a data collection method. This restricted the answers to every question to a degree to which they agreed or disagreed with statements provided to examine the various concepts under study. A

questionnaire is a means of data collection that has gained support from various scholars as being the most appropriate tool in an exploratory research study.

### **3.7 Sources of Data**

The researcher used primary sources of data by collecting data directly from the respondents through the use of a self-administered questionnaires.

### **3.8 Measurement of Variables**

The researcher used a structured self-administered questionnaire instrument in collecting of data. The questionnaire was built on the Likert scale with scales that varied according to a particular measuring tool.

Transformational leadership was measured using the Likert-type scale using a questionnaire adopted from Bass and Avolio, (1995) as cited by Devi and Narayanamma (2016) and was adjusted to suit the study objectives. The respondents were required to respond to questions aimed at examining the four dimensions of Transformational leadership namely Idealized Influence, Inspirational Motivation, Intellectual stimulation and Individualized Consideration. The items were scored on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Workforce inclusion was measured using a Likert-type scale using a questionnaire developed by Salib (2014) and was adjusted to suit the study objectives. The respondents were required to respond to questions aimed at examining the two dimensions of workforce inclusion namely Uniqueness and Belongingness. The items were scored on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Shared values were measured using a tool developed from the work of Dutton, *et al.*, (2006) and was adjusted to suit the study objectives. The respondents were required to respond to questions aimed at examining the three dimensions of shared values namely family hood,

expressed humanity and holistic person hood. The items were scored on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Innovative work behavior was measured using a Likert-type scale using a questionnaire adopted from De Jong (2007) as cited by Khaola (2013). The researcher adjusted it to suit the study objectives. The respondents were required to respond to questions aimed at examining the four dimensions of Innovative work behavior namely Idea Exploration, Idea Generation, Idea Adoption, and Idea Implementation. The items were scored on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

### **3.9 Data Collection Procedure**

A Research Assistant was recruited and trained to help in the distribution of the questionnaire. The researcher and Research Assistant sampled firms and presented their introduction letter from Faculty of Graduate Studies and Research (FGSR) to the respective telecom firms and questionnaires to the respondents to seek permission to participate in the research. The researcher distributed the questionnaires to the sample population and picked them whenever a notice was sent from the firms or the individual workforce who had been given contact details.

### **3.10 Validity and Reliability**

#### **3.10.1 Validity analysis**

Validity shows whether the questionnaire means the researchers questions. Kumar (2011) defines validity as approximate truth of an influence or knowledge claim of relationship based on evidence that supports the interference as being true or correct validity. The questionnaires were mainly adopted from questions that have been used by various scholars who have examined similar variables. In order to establish the validity of the instrument, the questionnaires were given to the supervisors for commentary and to verify its ability to

address the research objectives. The comments obtained were helpful and therefore used to improve on the instrument.

### 3.10.2 Reliability Analysis

Reliability is the degree to which a research tool produces stable and consistent results (Kumar, 2011). According to Shruti and Priya (2016), a questionnaire is considered reliable if independent administration of it or a comparable instrument consistently yields similar results under comparable conditions. The tool was subjected to a Cronbach Alpha test. After data collection, the study used the SPSS software tools for testing reliability and the scores obtained to prove the level of the reliability with a threshold of 0.70 as recommended by Amin (2005).

**Table 3.2: Reliability Statistics**

<b>Variable</b>	<b>Items</b>	<b>Cronbach's alpha</b>
Transformational leadership	19	0.961
Workforce inclusion	14	0.929
Shared values	18	0.902
Innovative work behavior	20	0.898

Source: Primary data

From the table above, it is indicated that all variables scored above the minimum of 0.70 which confirms that the tool was reliable (Amin, 2005).

### 3.11 Data Processing and Analysis

Quantitative Data to be collected from the field were carefully edited, sorted and coded to ensure quality, accuracy and completeness using descriptive and inferential statistics. The data was then be entered in the computer using the statistical package for social scientists (SPSS) version 21 for analysis. Correlation analysis was carried out to ascertain the strength of the relationship between variables. Regression analysis was used to establish variance in the dependent variable that is explained by the independent variable.

### **3.12 Ethical Considerations**

In light of the crucial importance to adhere to ethical norms in research work, this study was carried out with utmost regard to high professional and ethical standards (Shamoo & Resnik, 2009).

The researcher ensured that all the information included is factual. For information that does not belong to the researcher, acknowledgement to the original authors was provided. Throughout the data collection procedure, the principles of objectivity and confidentiality were upheld.

For confidentiality, respondents were not required to provide their names, personal addresses or contacts. The questionnaire was sensitive to cultural and social values of respondents therefore questions were structured and asked with sensitivity to ensure that respondents are comfortable with providing the required information. The respondents were further assured that they were giving information that was strictly for academic purposes and was treated with utmost confidentiality.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS**

#### **4.0 Introduction**

This chapter contains the presentation, analysis and interpretation of findings. The presentation follows the order of the objectives, namely; to investigate the relationship between transformational leadership and innovative work behavior; to investigate the relationship between workforce inclusion and innovative work behavior; and to examine the relationship between shared values and innovative work behavior. It includes descriptive statistics, correlation analysis and regression analysis which findings are presented in line with the outlined objectives above.

#### **4.1 Response rate**

Out of 285 respondents in the sample from the 3 telecom firms namely; Africell, MTN and Airtel, 232 were returned, indicating a response rate of 81%. This response is accounted for by the fact that many of the targeted respondents worked from home and could not be easily accessed due to Covid-19 precautions and safety measures in place at the time of data collection. Nevertheless, the responses obtained are representative of the workforce in the three-telecom firms studied as indicated in Table 4.1: (*Demographic Characteristics*) below.

#### **4.2 Demographic characteristics**

The study explored the demographics to ensure that the actual target were people who actually responded and also to tell how appropriate the respondents were suitable to respond to the study. The demographics included gender, marital status, academic qualifications, years of service and telecom firm. The results obtained are presented as frequencies and percentages in the tables below;

**Table 4.1: Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	108	41.3
Female	124	58.7

Source: Primary Data

#### **4.2.1 Gender**

From table 4.1, regarding gender, results show that males and females were employed in the telecom workforce, with females dominating (59%). This shows that telecom firms are increasingly employing women in their workforce. This in itself is an innovation which embraces inclusion of workforce and has disrupted the traditional setting of men being dominant in most sectors of the economy.

#### **4.2.2 Age**

**Table 3.2: Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
20 -29	71	28.0
30- 39	124	57.3
40 -59	37	14.7

Source: Primary Data

From table 4.2, results show that respondents were across various age groups. However, most respondents were aged 30 to 39 years (57%) and this generation of respondents were born at a time when technology advancement is increasing and being adopted world over; this in itself exposed them to the innovations it brought to the work place. Telecom firms are thus employing workforce across various age groups thus having a good mix of young and mature workforce to complement each other for better business operations.

#### **4.2.3 Marital Status**

**Table 4.3: Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Single	85	36.6
Married	138	59.5
Divorced	3	1.3
Widowed	2	.9
Others	4	1.7

Source: Primary Data



From table 4.3, results show that telecom firms had workforce of varied marital status. While the married workforce who are more responsible and accountable dominated (60%), single workforce was also seen to be large in proportion (37%). This shows that telecom employed more of responsible workforce.

#### 4.2.4 Academic Qualifications

**Table 4.4:** Academic Qualifications

<b>Academic Qualification</b>	<b>Frequency</b>	<b>Percent</b>
O Level	3	1.3
A Level	5	2.2
Diploma	31	13.4
Bachelor's degree	129	55.6
Post graduate diploma	33	14.2
Master' degree	31	13.4

Source: Primary Data

From table 4.4, results show that telecom firms had workforce of varied academic qualifications. It was also noted that almost all workforce were upgrading to higher levels of education. Majority had degrees (56%), master's degree (14%) and diploma (13%). This shows that telecom workforce is educated and are zealous of improving for better service delivery.

#### 4.2.5 Years of service

**Table 4.5:** Years of service

<b>Years of service</b>	<b>Frequency</b>	<b>Percent</b>
1 - 4 years	70	30.2
5 - 8 years	107	46.1
9 - 12 years	41	17.7
13 - 16 years	10	4.3
17 years and above	4	1.7

Source: Primary Data

From table 4.5, results show a mix of experienced and fresh workforce in the telecom sector. Majority had served the telecom for 5 to 8 years (46%), followed by those who had served for 1 to 4 years (30%) and 9 to 12 years (18%). In all, this implies that telecom have both

experienced and new workforce which complement each other. While the young work force are technology savvy which brings innovation to the workplace, it is a sign of low labor turnover, which sustains business continuity and is good for the sector. Still, it was noted that workforce crossed from one telecom to another thus being new in a certain telecom but with several years of experience having worked in another telecom firm, more so in a related department increasing exposure and work diversity.

#### 4.2.6 Telecom Company

**Table 4.6:** Telecom Company

Telecom company	Frequency	Percent
MTN Uganda	103	44.4
Airtel Uganda	74	31.9
Africell	55	23.7
Total	232	100.0

Source: Primary Data

Finally, from table 4.6, results were obtained from all the three telecom firms as planned with MTN Uganda having the largest number of respondents (44%), followed by Airtel (32%) and lastly Africell (24%).

#### 4.3 Descriptive statistics

The study run descriptive statistics for all the variables and constructs as well as the specific questions asked. This was intended to reveal the perceptions on each of the questions set before getting aggregate results describing the actual relationships. As such, mean and standard deviations were used to bring out this information.

##### 4.3.1 Transformational Leadership

Transformational Leadership was explored in terms of Intellectual Stimulation (IS), Inspirational Motivation (IM), Individualized Consideration (IC) and Idealized Influence (II). The results in this table and the subsequent tables in this descriptive results section are interpreted in accordance with the mean (1=strongly disagree, 2=disagree, 3=not sure,

4=agree and 5=strongly agree) and the standard deviation, where the larger the figure 0.5 and above, the more scattered the responses were from the mean. The results of transformational leadership are presented in table 4.7 below;

**Table 4.7: Transformational Leadership**

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Transformational Leadership</b>		
<b>Intellectual Stimulation (IS)</b>		
My supervisor re-examines critical assumptions to question whether they are appropriate	3.74	1.051
My supervisor seeks differing perspectives when solving problems	3.70	1.179
My supervisor gets others to look at problems from many different angles	3.68	1.297
My supervisor suggests new ways of looking at how to complete assignments	3.84	1.095
<b>Mean</b>	<b>3.74</b>	<b>1.16</b>
<b>Inspirational Motivation (IM)</b>		
My supervisor talks optimistically about the future	3.93	.948
My supervisor talks enthusiastically about what needs to be accomplished	3.95	1.072
My supervisor articulates a compelling vision of the Future	3.57	1.204
My supervisor expresses confidence that goals will be achieved	3.97	1.057
My supervisor communicates expectations to the group	3.89	1.208
<b>Mean</b>	<b>3.86</b>	<b>1.10</b>
<b>Individualized Consideration (IC)</b>		
My supervisor spends time teaching and coaching	3.43	1.311
My supervisor treats others as individuals rather than just a member of a group	3.67	1.204
My supervisor considers his/her follower/workforce as having different needs, abilities, and aspirations from others	3.81	1.115
My supervisor listens to the follower's concerns.	4.03	1.095
My supervisor empathizes with the needs of his/ her individual workforce.	3.76	1.185
<b>Mean</b>	<b>3.74</b>	<b>1.182</b>
<b>Idealized Influence (II)</b>		
My supervisor talks about most important values and beliefs	3.51	1.184
My supervisor instills pride in others	3.25	1.347
My supervisor specifies the importance of having a strong sense of purpose	3.72	1.062
My supervisor goes beyond self - interest for the good of the group	3.61	1.274
My leader acts in ways that build his/her follower's respect	3.80	1.134
<b>Mean</b>	<b>3.58</b>	<b>1.20</b>
<b>Overall mean</b>	<b>3.73</b>	<b>1.16</b>

Source: Primary data

### **Transformational Leadership**

From table 4.7, overall, Transformational Leadership indicated a score mean of 3.73(agree) and a very high standard deviation of 1.16. This shows that on average, respondents agreed that there was Transformational Leadership in the telecom but there was a relative difference in perception as explained by the large standard deviation. The highest mean was obtained on “My supervisor listens to the follower's concerns” (4.03) and standard deviation of 1.095. This means that telecom supervisors relatively listened to their followers and addressed their concerns. The lowest mean score was obtained on “My supervisor instills pride in others” with mean of 3.25(not sure) and standard deviation of 1.347.

### **Intellectual Stimulation (IS)**

Intellectual stimulation scored a mean of 3.74 (agree) and standard deviation of 1.16. This shows that there was intellectual stimulation but with sharp contrasts in opinions among respondents given the large standard deviation.

### **Inspirational Motivation (IM)**

Inspirational motivation scored a mean of 3.86 (agree) and standard deviation of 1.10. This shows that there was inspirational motivation among telecom but with highly contrasting opinions thus the high standard deviation.

### **Individualized Consideration (IC)**

Results show that individualized consideration scored mean of 3.74 (agree) and standard deviation of 1.182 (high). This means that telecom exercise individualized consideration but with gaps as indicated by the sharply contrasting views as revealed by the standard deviation.

### **Idealized Influence (II)**

Results show that idealized influence scored a mean of 3.73 (agree) and a standard deviation of 1.16 (high). This shows that there is idealized influence but with a section of the workforce not perceiving it to be in the telecom as explained by the large standard deviation.

### 4.3.2 Workforce Inclusion

This was explored in terms of Uniqueness (UN) and Belongingness (BL). The results obtained are presented in table 4.8 below;

**Table 4.8: Workforce Inclusion**

Variable	Mean	Std. Deviation
<b>Workforce Inclusion</b>		
<b>Uniqueness (UN)</b>		
Workforce in this company are valued for who they are as people not just for the jobs they fill	3.07	1.345
In this company, the unique needs of workforce are met by flexible policies	3.14	1.342
In this company, workforce' differences are respected.	3.22	1.335
My colleagues at work are interested in learning about my unique perspectives	3.52	1.307
This company is characterized by a non-threatening environment in which people can reveal their true selves	3.11	1.467
This company appreciates workforce diversity.	3.41	1.390
My supervisor treats workforce fairly based on their unique characteristics rather than on stereotypes	3.75	1.350
<b>Mean</b>	<b>3.32</b>	<b>1.36</b>
<b>Belongingness (BL)</b>		
I feel I am an' insider' at my workplace	3.24	1.110
My work team makes me believe that I am included in it	3.70	.995
I feel very much a part of my work team	3.86	.943
I have a high sense of belongingness to intergroup relations.	3.66	.944
I feel my ideas are respected regardless of my status in the company.	3.27	1.057
The company makes me feel at home regardless of their level in management hierarchy.	3.31	1.068
My affiliation with work colleagues gives me a sense of Satisfaction.	3.85	.870
<b>Mean</b>	<b>3.56</b>	<b>1.00</b>
<b>Overall mean</b>	<b>3.44</b>	<b>1.18</b>

Source: Primary data

### Workforce Inclusion

Workforce inclusion results from table 4.8 reveal that overall; workforce inclusion scored a mean of 3.44 (not sure) with a standard deviation of 1.18. This shows that the workforce in the telecom cast doubts on whether there is workforce inclusion. However, for some, it exists

and this is explained by the large standard deviation as a result of some respondents who perceived workforce inclusion to exist in the telecom. The highest mean was obtained on “I feel very much a part of my work team” (3.86) and standard deviation of .943. This means that telecom workforce feel included in their work teams. The lowest mean score was obtained on “Workforce in this company are valued for who they are as people not just for the jobs they fill” with mean of 3.07 (not sure) and standard deviation of 1.345.

### **Uniqueness (UN)**

Results in table 4.8 further show that uniqueness scored a mean of 3.32(not sure) and a standard deviation of 1.36, which is high. These results show that uniqueness is not recognized by most workforce thus casting doubts on its existence in the telecom. The large standard deviation however is a pointer that a certain section sees uniqueness in the telecom. Lowest scores were noted on “Workforce in the company being valued for who they were as people not just for the jobs they filled” (mean=3.07, standard deviation =1.345), while highest scores were observed on the question of whether supervisors treated workforce fairly based on their unique characteristics rather than on stereotypes (mean=3.75, standard deviation =1.350). In both cases, the standard deviation was high indicating high degree of divergence in opinions.

### **Belongingness (BL)**

Results in table 4.8 show that a mean of 3.56 (agree) and standard deviation of 1.00 were obtained on belongingness. This shows that most telecom workforce believes there was belongingness, notwithstanding a section that opposed this, hence the large standard deviation.

The study recognized lowest scores on the question of whether they felt they were insiders at the workplace (mean=3.24, standard deviation =1.110) and highest scores on whether they

felt very much a part of the work team (mean=3.86, standard deviation =.943). In both cases, the standard deviation was high indicating a big difference in divergence.

### 4.3.3 Shared Values

The study also explored the shared values. These were explored in terms of Family Hood (FHD), Holistic Personhood (HPH) and Expressed Humanity (EHT). The results obtained are displayed in the table 4.9 below;

**Table 4.9: Shared Values**

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Shared Values</b>		
<b>Family Hood (FHD)</b>		
At my workplace, my colleagues treat each other as one of their own	3.62	1.252
At my workplace, my colleagues see each other as brothers/sisters	3.38	1.215
At my workplace, my supervisor's actions are comparable to a father at home	3.20	1.311
At my workplace, all supervisors at all levels treat subordinates as family members.	2.88	1.199
At my workplace, my supervisor treat subordinates as their children.	2.86	1.370
<b>Mean</b>	<b>3.19</b>	<b>1.27</b>
<b>Holistic Personhood (HPH)</b>		
At my workplace, my colleagues respect the fact that I need time for my family	3.96	1.106
When I am in my company, I feel valued as a whole person.	3.78	1.120
At my workplace, my colleagues tolerate each other's values	4.19	.975
At my workplace, my colleagues are given time to organize meetings that are of their own interests.	3.18	1.384
My other roles such as being a parent are respected at my workplace	3.91	1.191
At my workplace, my colleagues share with each other about their personal plans	3.55	1.226
At my workplace, my colleagues get time to show their other talents such as music, and games	3.00	1.457
<b>Mean</b>	<b>3.65</b>	<b>1.21</b>
<b>Expressed Humanity (EHT)</b>		
At my workplace, my colleagues accept that it is human to make mistakes	3.75	.984
At my workplace, my supervisor allows workforce to make mistakes and learn from them	3.65	1.091
At my workplace, my colleagues honestly reveal to others when they do not know something.	3.80	.895



At my workplace, my colleagues take work related criticisms positively.	3.75	.878
In my company, we are free to express our feelings.	3.23	1.190
At my workplace, it is normal for my colleagues to display their exhaustion	3.52	1.053
<b>Mean</b>	<b>3.62</b>	<b>1.02</b>
<b>Overall mean</b>	<b>3.51</b>	<b>1.16</b>

Source: Primary data

### **Shared Values**

Overall, from table 4.9, results show that shared values scored mean of 3.51 (agree) and standard deviation of 1.16. This shows that most workforce believed that shared values were in the telecom. The lowest score was obtained on “At my workplace, my supervisor treat subordinate’s as their children” with a mean of 2.86 and standard deviation of 1.370. The highest score was obtained on “At my workplace, my colleagues tolerate each other’s values” with a mean of 4.19 and standard deviation of 0.975.

### **Family Hood (FHD)**

Results further show that family hood scored a mean of 3.19 and standard deviation of 1.27. This shows that most workforce disagreed that family hood existed in the telecom. The standard deviation was so high indicating that many of the respondents had contrasting perceptions on family hood.

### **Holistic Personhood (HPH)**

Results also reveal that holistic personhood scored a mean of 3.65 and standard deviation of 1.21. This shows that respondents agreed that there was holistic personhood notwithstanding the high standard deviation showing a section of workforce who were not in agreement with this.

### **Expressed Humanity (EHT)**

Results show that Expressed Humanity scored a mean of 3.62 (agree) and standard deviation of 1.02. This shows that there was expressed humanity. However, the standard deviation was high thus contrasting opinions on the same.

#### **4.3.4 Innovative Work Behaviour**

The study also explored the innovative work behavior as the end result or the dependent variable. This was studied in terms of Idea Exploration (IEX), Idea Generation (IGN), Idea Adoption (IAD) and Idea Implementation (IIM). Results obtained on this are presented in table 4.10 below;

**Table 4.10: Innovative Work Behaviour**

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Innovative Work Behavior</b>		
<b>Idea Exploration (IEX)</b>		
I am always looking for possibilities to improve the existing work processes in my department	3.80	.939
I always recognize opportunities to make a positive difference in my department	3.97	.810
I always make up my mind to find original solutions to work related problems	4.09	.753
I always look for new ways to improve work or new ways to perform tasks	4.14	.657
I always lookout for key figures or people who influence innovations	3.76	1.102
<b>Mean</b>	<b>3.95</b>	<b>0.85</b>
<b>Idea Generation (IGN)</b>		
I am always keen in challenging routine things that do not improve my work department	3.83	.917
I always suggest for new working methods in my department	3.81	.980
I always suggest new working techniques that I feel would improve performance in my department	3.84	.965
I always suggest new instruments that my department can use to reduce operational costs	3.48	1.213
I always contribute novel ideas that move other workforce into action	3.66	1.117
<b>Mean</b>	<b>3.48</b>	<b>0.917</b>
<b>Idea Adoption (IAD)</b>		
I always try to persuade people to support improvements in my company	3.69	1.142
I always communicate to work colleagues about new working methods and techniques	3.75	1.000
I always negotiate with my work colleagues to re-examine their views on a new idea they propose	3.64	1.068
I spend a lot of time building relationships with my work colleagues within my company that help to support new ways of doing things	3.65	1.118
When a colleague comes up with a new idea, I normally encourage him and also ask people to support his idea	4.17	1.334
<b>Mean</b>	<b>3.64</b>	<b>1.132</b>
<b>Idea Implementation (IIM)</b>		
I always operationalize improvements into the workplace	3.86	.887
Innovative ideas are introduced in the work environment in a systematic way	3.06	1.383
I always contribute to the operationalization of new processes into the work place	3.41	1.207
I always routinize new ways of executing tasks at work	3.62	1.049
I always experiment new ways of executing tasks	3.77	1.027
<b>Mean</b>	<b>3.06</b>	<b>0.887</b>
<b>Overall</b>	<b>3.75</b>	<b>1.03</b>

Source: primary data

### **Innovative Work Behaviour**

From table 4.10, overall, results show that innovative work behavior scored a mean of 3.75 (agree) and standard deviation of 1.03. This shows that respondents agreed that there is an innovative work behavior in the telecom firms. There was a high standard deviation hence indicating a sharp contrast in the perceptions on the same. The lowest scores were obtained on “Innovative ideas are introduced in the work environment in a systematic way” with a mean score of 3.06 (not sure) and standard deviation of 1.383. The highest scores were obtained on “When a colleague comes up with a new idea, I normally encourage him and also ask people to support his idea” with a mean score of 4.17 (agree) and standard deviation of 1.334.

### **Idea Exploration (IEX)**

From table 4.10, results show that idea exploration scored a mean of 3.95 (agree) and a standard deviation of 0.85. This means that majority agreed that there is idea exploration in the telecom. The standard deviation however shows that the opinions on this were contrasting sharply.

### **Idea Generation (IGN)**

Results from table 4.10 show that idea generation scored a mean of 3.48 (agree) and a standard deviation of 0.917. This shows that respondents agreed that there was idea generation. This was however not believing by a sizeable section hence the large standard deviation.

### **Idea Adoption (IAD)**

From table 4.10, idea adoption scored a mean of 3.64 (agree) and a standard deviation of 1. This shows that telecom have idea generation embedded. However, there are contrasting opinions given the large standard deviation of 1.132.

## Idea Implementation (IIM)

Idea implementation overall, scored a mean of 3.06 (not sure) and standard deviation of 0.887. This shows that innovative ideas are implemented in the telecom largely not withstanding a section that did not agree with this hence the large standard deviation.

### 4.4 Inferential statistics

The study run inferential statistics to explain the relationships between the study variables using correlation and regression analysis. The results obtained are presented in table 4.11 below;

#### 4.4.1 Correlation analysis

**Table 4.11:** Zero Correlation matrix between Transformational leadership, Workforce inclusion, Shared values and Innovative work behavior

Variables /constructs	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Idealized Influence	1												
2.Inspirational Motivation	.810**	1											
3.Intellectual Stimulation	.763**	.757**	1										
4.Individualized Consideration	.790**	.760**	.776**	1									
<b>5.Transformational Leadership</b>	<b>.928**</b>	<b>.912**</b>	<b>.894**</b>	<b>.913**</b>	<b>1</b>								
6.Uniqueness	.676**	.631**	.591**	.623**	.693**	1							
7.Belongingness	.626**	.592**	.630**	.540**	.653**	.667**	1						
<b>8.Workforce Inclusion</b>	<b>.715**</b>	<b>.671**</b>	<b>.666**</b>	<b>.640**</b>	<b>.739**</b>	<b>.930**</b>	<b>.894**</b>	<b>1</b>					
9.Holistic Personhood	.365**	.390**	.470**	.428**	.449**	.457**	.474**	.509**	1				
10.FamilyHood	.479**	.453**	.419**	.527**	.517**	.524**	.488**	.555**	.469**	1			
11.Expressed Humanity	.509**	.327**	.495**	.487**	.498**	.507**	.552**	.577**	.572**	.447**	1		
<b>12.Shared Values</b>	<b>.546**</b>	<b>.480**</b>	<b>.565**</b>	<b>.586**</b>	<b>.596**</b>	<b>.606**</b>	<b>.616**</b>	<b>.668**</b>	<b>.853**</b>	<b>.780**</b>	<b>.810**</b>	<b>1</b>	
<b>13.Innovative Work Behaviour</b>	<b>.428**</b>	<b>.370**</b>	<b>.507**</b>	<b>.422**</b>	<b>.470**</b>	<b>.438**</b>	<b>.502**</b>	<b>.510**</b>	<b>.451**</b>	<b>.485**</b>	<b>.529**</b>	<b>.595**</b>	<b>1</b>

Source: Primary Data

#### 4.4.2 Correlation between Transformational leadership and innovative work behavior

The first study objective explored the relationship between transformational leadership and innovative work behavior. From table 4.11, results of correlation between transformational

leadership and innovative work behavior indicate that there is a significant positive relationship between transformational leadership and innovative work behavior among workforce in selected telecom firms in Uganda ( $r=.470$ ,  $p<0.01$ ). The results show that changes in transformational leadership are associated with changes in innovative work behavior. This implies that when telecom firms adopt the inspirational, stimulation and motivational leadership styles, they are likely to be more innovative at work. In addition, all the constructs of transformational leadership exhibited positive and significant relationship with innovative work behavior as follows; Intellectual stimulation ( $r=.507$ ,  $p<0.01$ ), Inspirational Motivation ( $r=.370$ ,  $p<0.01$ ), Individualized Consideration ( $r=.422$ ,  $p<0.01$ ); and Idealized Influence ( $r= .428$ ,  $p<0.01$ ).

#### **4.4.3 Correlation between Workforce inclusion and innovative work behavior**

The second study objective explored the relationship between workforce inclusion and innovative work behavior. From table 4.11, results of correlation between workforce inclusion and innovative work behavior indicate that there is a significant positive relationship between workforce inclusion and innovative work behavior among workforce in selected telecom firms in Uganda ( $r=.510$ ,  $p<0.01$ ). This implies that when telecom firms adopt workforce inclusion practices that include full participation and contribution of workforce and utilize their talent and accept their individuality; then workforce shall have a sense of belonging and, improvements associated to innovative work behavior to be achieved. In addition, all the constructs of workforce inclusion exhibited positive and significant relationship with innovative workforce behavior as follows; Uniqueness ( $r=.438$ ,  $p<0.01$ ) and Belongingness ( $r=.502$ ,  $p<0.01$ ).

#### **4.4.4 Correlation between Shared values and innovative work behavior**

The third study objective examined the relationship between shared values and innovative work behavior. From table 4.11, results of correlation between shared values and innovative

work behavior among telecom firms indicate that there is a significant positive relationship between shared values and innovative work behavior among workforce in selected telecom firms in Uganda ( $r=.595$ ,  $p<0.01$ ). This implies that when the telecom use shared values principles such as family hood spirit, improvements in innovative work behavior are likely to occur. In addition, all the constructs of shared values exhibited positive and significant relationship with innovative workforce behavior as follows; Holistic personhood ( $r=.451$ ,  $p<0.01$ ); Family Hood ( $r=.485$ ,  $p<0.01$ ); and Expressed humanity ( $r=.529$ ,  $p<0.01$ ).

#### 4.4.3 Regression analysis

**Table 4.12:** Regression between transformational leadership, workforce inclusion, shared values and innovative work behavior.

	Model 1			Model 2			Model 3			Model 4		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
(Constant)	3.424	0.191		2.293	0.22		2.04	0.2		1.52	0.22	
Academic qualification	0.105	0.038	0.20	0.092	0.03	0.16	0.1	0	0.17	0.09	0.03	0.15
Years of service	-.057	.042	-.088	-.026	.038	-.040	-.018	.036	-.028	-.012	.034	-.018
Transformational Leadership				0.302	0.04	0.46**	0.12	0.1	0.19	0.06	0.05	0.09
Workforce Inclusion							0.26	0.1	0.37**	0.11	0.06	0.16
shared values										0.37	0.06	0.43**
R		.205			.498			.556			.637	
R Square		.042			.248			.309			.405	
R Square Change		.042			.206			.062			.096	
F Change		5.024			62.3			20			36.5	
Sig. F Change		0.007			0.000			0.000			0.000	
Dependent Variable: innovative work behavior N=232; **regression is significant at 0.01												

#### Source: primary data

The results in model 1 indicate that academic qualification and years of service ( $\beta =.20$ ,  $P\geq 0.01$ ,  $-.088$ ,  $P\geq 0.01$ ) do not significantly affect innovative work behaviour accounting for 4.2% of the variance in innovative work behavior (R Squared=.042). This means that both academic qualification and years of service of workforce are not likely to be significant

factors in increasing innovative work behaviour among workforce in the telecom firms studied.

The results in model 2 indicate that transformational leadership contributes 20.6% of variance in innovative work behavior (R Square Change=.206). The results show that transformational leadership is a significant predictor of the innovative work behavior among workforce in the telecom firms studied ( $\beta = .46$ ,  $P \leq 0.01$ ). This means that the existence of transformational leadership is likely to improve significantly on the innovative work behavior of workforce.

The results in model 3 indicate that workforce inclusion contributes 6.2% of the variance in innovative work behavior (R Square change=.062). The results also show that workforce inclusion is a significant predictor of innovative work behavior among workforce in the telecom firms studied ( $\beta = .37$ ,  $P \leq 0.01$ ). This means that improvements in workforce inclusion are likely to lead to significant improvements in innovative work behavior of workforce.

The results in model 4 indicate that shared values contribute 9.6% of the variance in innovative work behavior among the telecom companies studied (R Square change=.096). The results also show that shared values is a significant predictor of innovative work behavior ( $\beta = .43$ ,  $P < 0.01$ ). This means that existence of shared values is likely to lead to improvements in innovative work behavior.

The results overall indicate that transformational leadership, workforce inclusion and shared values explain 40.5% (R Square=.405) of the variations in innovative work behavior. The remaining 59.5% is explained by other variables that were not considered in this study.



## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter contains the summary and discussion of findings, conclusion, recommendations and areas of further study. The presentation is in accordance with the study objectives namely; to investigate the relationship between transformational leadership and innovative work behavior; to investigate the relationship between workforce inclusion and innovative work behavior; and to examine the relationship between shared values and innovative work behavior.

#### **5.2 Discussion of Findings**

##### **5.2.1 Transformational leadership and innovative work behavior**

The first study objective was to explore the relationship between transformational leadership and innovative work behavior. The correlation results confirmed that there is a positive and significant relationship between transformational leadership and innovative work behavior among workforce in the selected telecom firms in Uganda. This implies that when organizations employ ethical and people-centric leaders who use inspirational and motivational leadership style; they provide guidance to workforce to bring the establishment of a sense of purpose into existence, goals, capabilities and other resources. Inspiration by a leader gives meaning to workforce; thus, when workforce follow established structures throughout the organization, they enhance passion at work. This encourages their independent contributions which drive them in exhibiting innovative work behavior.

These findings are supported by the transformational leadership theory where it is noted that leaders usually encourage positive behaviors which enables followers to think bigger (Burns, 1978). Such leaders are ethical and people-centric. Afsar et al, (2014) further confirmed that employee's intrinsic motivational state created through psychological empowerment by

managers is pivotal for creative tasks and innovative work behavior. Other scholars in support of the current study findings include Avolio et al. (2009) who assert that transformational leadership has been considered to foster pro-organizational employee behavior not only beyond expectations but also beyond self-interest. In addition, transformational leadership has generally been considered more effective than other leadership styles in facilitating employee creativity and organizational innovation (García-Morales et al., 2012).

The study further confirmed positive association between idealized influence and innovative work behavior; inspirational motivation and innovative work behavior; intellectual stimulation and innovative work behavior; individualized consideration and innovative work behavior. Transformational leadership implies that the leader acts as an ideal who influences through visions, uses inspirational motivation, shows individual consideration and intellectually stimulates followers (Bass & Avolio, 1995). Contreras et al. (2017) further confirms that transformational leaders build the follower's 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. These leaders boost followers into think outside the box and receive an explorative thinking style. Tahsildari et al. (2014) established that transformational leadership is the 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. Bass (1985) echoes similar constructs and further proposes that followers go after a leader because of trust, honesty, and other qualities and the stronger these are, the greater loyalty they have for the leader. Furthermore, transformational leaders can enable an environment of creativity conducive to innovative solutions (Mittal & Dhār, 2015).

The regression results confirmed that transformational leadership is a significant predictor of innovative work behavior among workforce studied in selected telecom firms in Uganda. Firms that improve transformational leadership through idealized influence, inspirational motivation, intellectual stimulation, individualized consideration find themselves in a better state of innovative work behavior. These relationships are further connected to the LMX theory where it is noted that through different types of exchanges, leaders differentiate in the way they treat their followers (Dansereau, et al., 1975; Osman & Nahar, 2015). Trust is at the heart of the LMX construct as LMX has been defined as a trust-building process (Scandura & Pellegrini, 2008). Tahsildari et al. (2014) further notes that transformational leaders have a compelling vision and serve as an alluring good example for being innovative. On the other hand, innovation is regarded as a social process in view of the interaction between those who innovate and those who are affected by the innovation (Jain, 2010). In light of this, the study findings are aligned with past studies.

### **5.2.2 Workforce inclusion and innovative work behavior**

The second objective explored the relationship between workforce inclusion and innovative work behavior. The correlation analysis confirmed existence of positive and significant relationship between workforce inclusion and innovative work behavior. Still, the positive association observed in the correlation analysis makes it relevant among workforce in the telecom firms studied and their findings related to literature. For instance, Carmeli et al. (2010) note that inclusion practices and climates provide an environment which supports employee growth. In addition, the inclusion of open-minded discoveries, communicated throughout the organization as part of the team knowledge sharing, drives the entire organization toward a more creative mindset (Friedman et al., 2016). It is clear that the current study findings connect well with literature.

The correlation results further confirm a positive and significant relationship between uniqueness and innovative work behavior; and belongingness and innovative work behavior. Similarly, it is stated that when individual workforce experience inclusion, they feel valued and recognized for their efforts in the organization, this makes them feel safe and open to expressing their ideas and viewpoints (Sabharwal, 2014). Individuals feel included when organizations place a high value on both unique characteristics and knowledge each team member brings and a high value on each team member belonging driving innovation (Daya, 2014).

It was additionally revealed in the regression results that workforce inclusion is a significant predictor of innovative work behavior. Firms that improve workforce inclusion through uniqueness and belongingness among individuals seek to strike a balance between the need to find similarity and belongingness with others while also maintaining a unique identity (Shore, *et al.*, 2011). These findings also connect with literature where it is highlighted that flexible groups are able to share multiple perspectives and experiences across the organization, creating an environment rich in creativity and innovation (Taylor *et al.*, 2018). In addition, it is highlighted that leaders need to create work environments of respect that brings together diverse groups where backgrounds, perspectives and ideas are accepted and valued (Taylor *et al.*, 2018). Clearly, there is a connection between the current study findings and findings of prior authors.

### **5.2.3 Shared values and innovative work behavior**

The third objective examined the relationship between shared values and innovative work behavior. Through the correlation analysis, the study has confirmed that there is a positive and significant relationship between values and innovative work behavior among workforce in selected telecom firms in Uganda. In light of this, several authors seem to agree with the current study findings. For instance, workforce who share knowledge in organizations, tend

to be involved in innovative work behaviors because of compatibility with organizational values (Li, 2010). It is also noted that the transfer or exchanges of knowledge sharing by team members promotes innovation processes and supports development among the team members (Hu & Randel, 2014). The pieces that factor into innovation include tapping into the passion of the individuals, understanding how it impacts the motivation of both the individual and the team, and putting this knowledge to work within the context of the situation (Gilson, *et al.*, 2013).

The study has further confirmed the existence of positive and significant relationships between holistic person hood and innovative work behavior; family hood and innovative work behavior; and expressed humanity and innovative work behavior. These findings further reflect what has been documented by Litchfield *et al.* (2015) that organizational innovation, whether of products or otherwise, are strengthened by individual perspectives and the team's creative environment.

The regression results have confirmed that shared values is a relatively significant predictor of innovative work behavior among workforce in the selected telecom firms in Uganda. Therefore, firms that practice and honour holistic person hood family hood and expressed humanity are likely to achieve significant improvements in innovative work behavior. In same way, Afsar and Badir (2016) reveal that workforce whose personal values are more in line with organizational values are able to perform more; so that workforce initiate innovative ideas and implement them in their work. Furthermore, innovation is a team sport, with the members allowing each player to choose the course (Taylor, *et al.*, 2018). Therefore, the findings on how shared values are linked with innovative work behavior among workforce in the selected telecom firms in Uganda connect well with other studies before.

### **5.3 Conclusion**

From the findings and discussions above, the study revealed that transformational leadership is a significant predictor of innovative work behavior among workforce in the selected telecom firms. This means that telecom firms should embrace the use of transformational leadership style by having people centric leaders, who are passionate about work and are role models; to challenge workforce with high standards by communicating clear purpose with optimism, vision, goals and about future goal attainment; this provides meaning for the task at hand. These leaders generate ideas from their workforce to create work improvements, and develop workforce potential through mentor – mentee relationships in a work place.

Transformational leaders use motivational inspiration to energize their subordinates into identifying issues present in business procedures and products and search for new open doors to advance well beyond rivals. Such leadership is likely to register improvements in innovative work behavior among the workforce in the selected telecoms studied.

Furthermore, the findings conclude that adopting workforce inclusion which is a significant predictor of IWB in telecom firms is likely to lead to significant improvements in innovative work behavior among their workforce. Leadership of telecom firms should put in place practices that are geared towards enhancing inclusion of all workforce at all levels. The appreciation of uniqueness and belongingness among their workforce would lead to freedom from stereotyping, transparent conflict resolution practices and full participation among workforce. To fulfill a fundamental human need for belongingness, people choose social identities with particular groups and seek acceptance into those groups. Group members share common goals and values indicating a sense of identity, respect and acceptance, and each members brings knowledge through sharing which leads to idea integration. These in turn is associated with better innovative work behavior.

In addition, it was revealed from the findings that shared values is a significant predictor of IWB among workforce in selected telecom firms. This implies that once a telecom firm ensures sharing of values amongst its workforce; shared values such as holistic person hood allows people in an organization to appreciate one another not just as workforce but individual working in a community with shared goals that create commonality. This could lead to very high possibilities of improving on the state of innovative work behavior. Therefore, the use of holistic personhood, family hood and compassion towards one another brings people in good relationship to allow an atmosphere of creative thinking and this can be linked to influencing better innovative work behavior.

#### **5.4 Recommendations**

According to the study regression results, transformational leadership ( $\beta = 0.46$ ); workforce inclusion ( $\beta = 0.37$ ), and shared values ( $\beta = 0.43$ ). Transformational leadership emerged the strongest predictor of innovative work behavior, followed by shared values and workforce inclusion among workforce in the selected telecom firms. On this basis, the study makes the following recommendations;

The researcher recommends that telecom firms should adopt transformational leadership to be part of policy implementation considering how it drives workforce to exhibit innovative work behavior. This could be done through empowerment of managers through trainings that will stimulate and develop workforce potential. When Supervisors and line managers articulate an inspiring vision, goals and tasks that give purpose to the team, they stimulate workforce to search for development through coaching that is got through mentor – mentee relationships between workforce and the leader. This aligns their needs and inspires the entire workforce to create better opportunities to fuel an environment for innovative work environment.

The researcher recommends that leaders of workforce in selected telecom firms create structures that promote workforce inclusion through; sharing different opinions and views from others to drive psychological and physical safety at work. This give access to critical information and resources to ensure involvement in the work group that creates a sense of feeling like an insider among workforce; engages workforce in decision-making which makes them believe that their ideas and perspectives are influential regardless of rank at work; creates an environments where workforce is listened to without fear of being rejected; enhances transparency and sharing of valued identities in the organization; promotes a culture that ensures fair treatment and honesty by sharing of employee differences for mutual learning and growth and top management showing their value for inclusion through words and action and well as coming up with ideas on making improvements from their learnings.

The researcher recommends that collective values are utilized in facilitating a work environment the breed's cohesion and commonality. Management in telecom firms need to have a clear guided plan on how to build the company value system and philosophy. This should be the norm rather than the exception. When the environment created allows workforce to build flexible relationships, this ensures that workforce feels valued as a whole person by incorporating an ideology of appreciating activities and talents linked to one's dignity, tolerance and respect towards other individual as key in contributing positively to the company. This allows for collectivity in celebrations and handling of challenges which empowers teams to promote humanistic values. Therefore, a nurturing environment allows for family hood that gives accountability in workforce to look at different alternatives of doings things at work. Shared values take long to build, require patience and persistence to be exercised to ensure the intended outcome and endure for a long time as culture when practiced.



## **5.5 Limitations of the study**

- a) During the course of the research study, the researcher lacked cooperation from some respondents because they were not willing to fill in the questionnaire. In both MTN and Airtel, the questionnaires were first sent to the legal team for scrutiny to ensure no questions had legal implications, then they were sent to HR to determine who should respond and finally the respondents were located, majority from their homes as they worked online largely due to Covid-19 restrictions.
- b) Delayed responses as some respondents were busy with less time to fill in the questionnaires. The work from home scheduling made it hard to centralize pick up station for the questionnaires.
- c) Loss of some questionnaires from some respondents' side as some were not returned (misplaced) to the researcher as noted from the response rate.

## **5.6 Areas for further study**

From the above recommendations, the study recommends the following areas for further study;

The research generally focused on the relationship between transformational leadership, workforce inclusion, shared values and innovative work behavior among workforce in selected telecom firms in Uganda, therefore future research could attempt to focus on all telecoms in Uganda which have diverse workforce.

Research results showed that the combined variables in the model could explain 40.5% of the variance in innovative work behavior. This means that the other factors could predict up to 59.5% variance. Researchers could investigate what other factors can predict variance in innovative work behavior.

Also recommended for future study could be the same areas of research interest in other industries that include private companies like banking and insurance, government institution

like the regulatory companies, media companies, ministries and non-governmental organizations.

This research used cross-sectional model of which data is gathered once, future research study should try the use of longitudinal approach to capture changes in attitudes as this would give comprehensive results.

Research could also be done on the role of the line managers in driving workforce innovation behavior in organizations.

Research could be conducted on strategies for creating effective think tanks in the telecom sector.

Research can also be conducted in areas of Workforce diversity, leadership style and promotion of an Inclusive climate by stakeholders and innovation in the telecom sector in Uganda.

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## Appendix I: Questionnaire

### Introduction

Dear Respondent,

I am a student of Makerere University Business School, Pursuing a Masters of Human Resource Management of Makerere University.

I am currently carrying out research on the topic “**Transformational Leadership, Workforce Inclusion, Shared Values and Innovative Work Behavior**” the case of workforce in selected telecom firms. You have been identified as a key and valuable respondent in carrying out this research. This is purely academic research being undertaken. Your responses will be treated with utmost confidentiality and will be purely used for the purpose of this study. It is my humble request that you spare part of your valuable time and answer the following questions.

I appreciate your cooperation.

Namusone Marion

Tel: 0740002010 / 0761000010

### (1) Background Information

In this section, kindly tick where applicable

#### 1. Gender

a) Male	b) Female
1	2

#### 2. Age

20 -29	30- 39	40 -59	60 and above
1	2	3	4

#### 3. Marital status

a) Single	b) Marrie d	c) Divorce d	d) Widowe d	e) Others
1	2	3	4	5

**4. Academic Qualification**

a) O level	b) A level	c) Diploma	d) Bachelor's Degree	e) Post Graduate Diploma	f) Master's Degree	g) Others (Please specify)
1	2	3	4	5	6	

**5. Length of Service / Years of service**

a) 1 - 4 years	b) 5 - 8 years	c) 9 - 12 years	d) 13 - 16 years	e) 17 years and above
1	2	3	4	5

**6. Telecom company**

<b>MTN Uganda</b>	<b>Airtel Uganda</b>	<b>Africell</b>
1	2	3

## TRANSFORMATIONAL LEADERSHIP

The following statements are about Transformational Leadership in your work place. Please read each statement carefully and rate them using the scale below.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Not Sure (NS) = 3, Agree (A) = 4, Strongly Agree (SA) = 5

		SD	D	NS	A	SA
<b>S/N</b>	<b>Intellectual Stimulation (IS)</b>					
<b>IS 1</b>	My supervisor re-examines critical assumptions to question whether they are appropriate	1	2	3	4	5
<b>IS 2</b>	My supervisor seeks differing perspectives when solving problems	1	2	3	4	5
<b>IS 3</b>	My supervisor gets others to look at problems from many different angles	1	2	3	4	5
<b>IS 4</b>	My supervisor suggests new ways of looking at how to complete assignments	1	2	3	4	5
<b>IM</b>	<b>Inspirational Motivation (IM)</b>					
<b>IM 1</b>	My supervisor talks optimistically about the future	1	2	3	4	5
<b>IM 2</b>	My supervisor talks enthusiastically about what needs to be accomplished	1	2	3	4	5
<b>IM 3</b>	My supervisor articulates a compelling vision of the Future	1	2	3	4	5
<b>IM 4</b>	My supervisor expresses confidence that goals will be achieved	1	2	3	4	5
<b>IM 5</b>	My supervisor communicates expectations to the group	1	2	3	4	5
<b>IC</b>	<b>Individualized Consideration (IC)</b>					
<b>IC 1</b>	My supervisor spends time teaching and coaching	1	2	3	4	5
<b>IC 2</b>	My supervisor treats others as individuals rather than just a member of a group	1	2	3	4	5
<b>IC3</b>	My supervisor considers his/her follower/workforce as having different needs, abilities, and aspirations from others	1	2	3	4	5
<b>IC 4</b>	My supervisor listens to the follower's concerns.	1	2	3	4	5
<b>IC 5</b>	My supervisor empathizes with the needs of his/her individual workforce.	1	2	3	4	5
<b>II</b>	<b>Idealized Influence (II)</b>					
<b>II 1</b>	My supervisor talks about most important values and beliefs	1	2	3	4	5
<b>II 2</b>	My supervisor instills pride in others	1	2	3	4	5
<b>II 3</b>	My supervisor specifies the importance of having a strong sense of purpose	1	2	3	4	5
<b>II 4</b>	My supervisor goes beyond self - interest for the good of the group	1	2	3	4	5
<b>II5</b>	My leader acts in ways that build his/her follower's respect	1	2	3	4	5

## WORKFORCE INCLUSION

The following statements are about Workforce inclusion in your work place. Please read each statement carefully and rate them using the scale below.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Not Sure (NS) = 3, Agree (A) = 4, Strongly Agree (SA) = 5

		SD	D	NS	A	SA
<b>S/N</b>	<b>Uniqueness (UN)</b>					
<b>UN 1</b>	Workforce in this company are valued for who they are as people not just for the jobs they fill	1	2	3	4	5
<b>UN 2</b>	In this company, the unique needs of workforce are met by flexible policies	1	2	3	4	5
<b>UN 3</b>	In this company, workforce' differences are respected.	1	2	3	4	5
<b>UN 4</b>	My colleagues at work are interested in learning about my unique perspectives	1	2	3	4	5
<b>UN 5</b>	This company is characterized by a non-threatening environment in which people can reveal their true selves	1	2	3	4	5
<b>UN 6</b>	This company appreciates workforce diversity.	1	2	3	4	5
<b>UN 7</b>	My supervisor treats workforce fairly based on their unique characteristics rather than on stereotypes	1	2	3	4	5
	<b>Belongingness (BL)</b>					
<b>BL 1</b>	I feel I am an' insider' at my workplace	1	2	3	4	5
<b>BL 2</b>	My work team makes me believe that I am included in it	1	2	3	4	5
<b>BL 3</b>	I feel very much a part of my work team	1	2	3	4	5
<b>BL 4</b>	I have a high sense of belongingness to intergroup relations.	1	2	3	4	5
<b>BL 5</b>	I feel my ideas are respected regardless of my status in the company.	1	2	3	4	5
<b>BL 6</b>	The company makes me feel at home regardless of their level in management hierarchy.	1	2	3	4	5
<b>BL 7</b>	My affiliation with work colleagues gives me a sense of Satisfaction.	1	2	3	4	5

## SHARED VALUES

The following statements are about Shared Values in your work place. Please read each statement carefully and rate them using the scale below.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Not Sure (NS) = 3, Agree (A) = 4, Strongly Agree (SA) = 5

		SD	D	NS	A	SA
<b>S/N</b>	<b>Family hood (FHD)</b>					
<b>FHD 1</b>	At my workplace, my colleagues treat each other as one of their own	1	2	3	4	5
<b>FHD 2</b>	At my workplace, my colleagues see each other as brothers/sisters	1	2	3	4	5
<b>FHD 3</b>	At my workplace, my supervisor's actions are comparable to a father at home	1	2	3	4	5
<b>FHD 4</b>	At my workplace, all supervisors at all levels treat subordinates as family members.	1	2	3	4	5
<b>FHD 5</b>	At my workplace, my supervisor treat subordinates as their children.	1	2	3	4	5
	<b>Holistic personhood (HPH)</b>					
<b>HPH 1</b>	At my workplace, my colleagues respect the fact that I need time for my family	1	2	3	4	5
<b>HPH 2</b>	When I am in my company, I feel valued as a whole person.	1	2	3	4	5
<b>HPH 3</b>	At my workplace, my colleagues tolerate each other's values					
<b>HPH 4</b>	At my workplace, my colleagues are given time to organize meetings that are of their own interests.	1	2	3	4	5
<b>HPH 5</b>	My other roles such as being a parent are respected at my workplace	1	2	3	4	5
<b>HPH 6</b>	At my workplace, my colleagues share with each other about their personal plans	1	2	3	4	5
<b>HPH 7</b>	At my workplace, my colleagues get time to show their other talents such as music, and games	1	2	3	4	5
	<b>Expressed Humanity (EHT)</b>	1	2	3	4	5
<b>EHT 1</b>	At my workplace, my colleagues accept that it is human to make mistakes	1	2	3	4	5
<b>EHT 2</b>	At my workplace, my supervisor allows workforce to make mistakes and learn from them	1	2	3	4	5
<b>EHT 3</b>	At my workplace, my colleagues honestly reveal to others when they do not know something.	1	2	3	4	5
<b>EHT 4</b>	At my workplace, my colleagues take work related criticisms positively.	1	2	3	4	5
<b>EHT 5</b>	In my company, we are free to express our feelings.	1	2	3	4	5
<b>EHT 6</b>	At my workplace, it is normal for my colleagues to display their exhaustion	1	2	3	4	5



## INNOVATIVE WORK BEHAVIOUR

The following statements are about Innovative Work Behaviour in your work place. Please read each statement carefully and rate them using the scale below.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Not Sure (NS) = 3, Agree (A) = 4, Strongly Agree (SA) = 5

		SD	D	NS	A	SA
<b>S/N</b>	<b>Idea Exploration (IEX)</b>					
<b>IEX 1</b>	I am always looking for possibilities to improve the existing work processes in my department	1	2	3	4	5
<b>IEX 2</b>	I always recognize opportunities to make a positive difference in my department	1	2	3	4	5
<b>IEX3</b>	I always make up my mind to find original solutions to work related problems	1	2	3	4	5
<b>IEX4</b>	I always look for new ways to improve work or new ways to perform tasks	1	2	3	4	5
<b>IEX5</b>	I always lookout for key figures or people who influence innovations	1	2	3	4	5
	<b>Idea Generation (IGN)</b>					
<b>IGN 1</b>	I am always keen in challenging routine things that do not improve my work department	1	2	3	4	5
<b>IGN 2</b>	I always suggest for new working methods in my department	1	2	3	4	5
<b>IGN 3</b>	I always suggest new working techniques that I feel would improve performance in my department	1	2	3	4	5
<b>IGN 4</b>	I always suggest new instruments that my department can use to reduce operational costs	1	2	3	4	5
<b>IGN 5</b>	I always contribute novel ideas that move other workforce into action	1	2	3	4	5
	<b>Idea Adoption (IAD)</b>					
<b>IAD 1</b>	I always try to persuade people to support improvements in my company	1	2	3	4	5
<b>IAD 2</b>	I always communicate to work colleagues about new working methods and techniques	1	2	3	4	5
<b>IAD 3</b>	I always negotiate with my work colleagues to re-examine their views on a new idea they propose	1	2	3	4	5
<b>IAD 4</b>	I spend a lot of time building relationships with my work colleagues within my company that help to support new ways of doing things	1	2	3	4	5
<b>IAD 5</b>	When a colleague comes up with a new idea, I normally encourage him and also ask people to support his idea	1	2	3	4	5

	<b>Idea Implementation (IIM)</b>					
<b>IIM 1</b>	I always operationalize improvements into the workplace	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>IIM 2</b>	Innovative ideas are introduced in the work environment in a systematic way.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>IIM 3</b>	I always contribute to the operationalization of new processes into the work place.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>IIM 4</b>	I always routinize new ways of executing tasks at work	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>IIM 5</b>	I always experiment new ways of executing tasks	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Thank you very much for your time!**

## Appendix II: Krejcie and Morgan's table of sample determination

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970