

**CREATIVE CLIMATE, EMPLOYEE ENGAGEMENT AND EMPLOYEE
INNOVATIVE BEHAVIOR AT UGANDA REVENUE AUTHORITY**

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DECLARATION

I hereby declare that, this study concept entitled “creative climate, employee engagement and employee innovative behavior at URA” is my authentic work and has by no means been submitted by any person to Uganda Christian University or some other academic institution for any award.

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APPROVAL

I declare that, this research proposal on –Creative Climate, Employee Engagement and Employee Innovative Behavior at URA has been compiled by Ampurira Petronella Kezia, Reg. No. J22M15/027 under my supervision and guidance.



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LIST OF ABBREVIATIONS & ACRONYMS

GDP Gross Domestic Product

ICT Information and Communication Technology

OECD Organization of Economic Cooperation and Development

POS Perceived Organizational Support

R&D Research and Development

SET Social Exchange Theory

URA Uganda Revenue Authority

WWII World War II

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ABSTRACT

This study examined how employee engagement, innovative behavior, and the creative climate at the Uganda Revenue Authority (URA) interact, guided by the ideas of social exchange theory. The specific goals of the study were to: (i) assess the importance of the relationship between employee engagement and a work environment that fosters creativity; (ii) look into the relationship between employee commitment and innovative workplace practices; and (iii) determine whether creative climate acts as a mediating factor in the relationship between engagement oriented practices and a creatively supportive innovative climate.

To execute this study, the researchers of this paper had chosen a cross-sectional design and through simple random sampling, they had collected the views of a sample of 480 URA employees. The method divided into two types of data collection: questionnaires (receiving a 82.9% rate for the response) and interview guides (managed to come back with an 86.6% response rate). To be precise, the data of a numerical nature throughout the study was the main subject of the statistical description and regression, but the qualitative answers were used in the content and thematic analysis. The findings of the research show that the coefficients for both the relations of creative climate with engagement and engagement with innovation are significant points undertaken that signify the increase in the rates of the target variables (engagement, and innovative behavior) when the predictor variables (creative climate, and engagement) increase by 1 respectively, i.e., for the first coefficient, 0.360/($b=0.360$) and for the second, 0.401 ($b=0.401$). In addition to the main conclusions, the study emphasized how employee engagement acts as a mediator in the relationship between innovative behavior and a creative organizational climate. The discussion reinforced this relationship, emphasizing that elements such as employee involvement, autonomy, and mutual trust are crucial drivers of engagement and innovation. The research concluded that at URA, fostering innovation and engagement is unfeasible without an environment that aligns with both creativity and employee needs. Consequently, the study recommends that URA leadership cultivate a culture that nurtures creativity—empowering employees with the freedom and resources necessary to generate and implement new ideas, thereby enhancing the organization's adaptability and long-term growth.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Park et al. (2013) emphasized that in today's complex and turbulent organizational environments and situations, only organizations that are fully innovative can resist the competition. To be prepared for the 21st-century challenges and keep implementing innovations regularly and constantly, the employees involved need to be those who are genuinely engaged in embracing innovative work behaviors (De Jong & Den Hartog, 2010; Janssen, 2000). Innovative organizational behavior depends significantly on a creative climate that supports individuals, through autonomy, necessary resources, and leaders as well as colleagues' encouragement.

Conversely, Social Exchange Theory denotes that workers are likely to reciprocate the way they are treated by their superiors (Agyemang, 2013). It is when they perceive their managers as treating them favorably that the workers are induced to respond in kind, such as by generating and applying new ideas in the organization (Agyemang, 2013; Eisenberger et al., 2001). Also, Gichohi (2014) affirms that employee engagement plays a very significant role in workplace innovation and creativity. Through engagement, individuals are more likely not only to meet the minimum standards but also to help facilitate the organization to develop new behaviors. The making of an attempt at knowing how the climate, employee commitment, and innovation are interconnected forms part of the Uganda Revenue Authority subject matter.

The dependent variable in this study is innovative behavior, whereas the independent variables are employee engagement and the creative climate. The research's fundamental components are outlined in this chapter, including the problem statement, introduction, study purpose, objectives, research questions, hypotheses, conceptual framework, significance, justification, scope, and definitions of important terms.

1.2 Background of the Study

Here, the study's historical context—which details the development of innovative behavior at the global, continental, and national levels—is made available and expanded upon. It also offers the conceptual foundation, which is the clear identification of the study's core elements, as well as the theoretical backdrop, which are the presumptions of the theory underpinning the inquiry. In order to place the research problem in the perspective of how employee engagement and the creative climate have influenced the inventive behavior of URA employees, a contextual backdrop is provided at the end.

1.2.1 Historical Background

Present-day companies are increasingly concentrated on utilizing the inventive capacities of their workforce so as to position themselves as competitive and trailblazing actors in the market. By being innovative, workers drive the organization forward and, thus, through their creative thinking, derive new products, services, and production processes that are more efficient (De Jong & Den Hartog, 2007). The writing resolves that innovativeness of employees is a close correlate of the successfulness of an organization (Axtell et al., 2000). Nevertheless, for the creation of new ideas to be successful, the staff should always be ready and willing to put the ideas forward (De Jong & Den Hartog, 2007). Science has proven how employees are the beacons for the organization driving innovation, and thus, their innovative behaviors are fundamental in enhancing organizational innovation outcomes. That's why it is vital for companies to devise ways to motivate employees to innovate and also foster a culture of innovative behaviors at the workplace. The global state of affairs, with the ever-increasing knowledge-based economy and the opening up of more and more sectors of science and technology, make it possible for organizations to face a challenging and hostile business environment that is more uncertain and has more fierce competition than ever before.

Moreover, to remain ahead of competitors, companies should continually depend on their workforce to come up with new ideas, be it in technology, e-commerce, new work practices, or streamlined operations (Shalley & Gilson, 2004). The term "killed"

refers to the way we tap into a person's skills, creativity, and knowledge to develop new, useful and valuable products, methods, and ideas that can truly benefit an organization (Zhou & Shalley, 2003). This process is influenced by how different individuals interact with each other and the social context they find themselves in (Woodman et al., 1993). Studying the evolution of employee creativity in the USA encompasses important periods of time, the Industrial Revolution being at the heart of it, and also includes various regions of the United States that have been intensely influenced by global interactions with the rest of the world during the early 20th century.

This revolution industrialized societies from agrarian cultures. Still more the post-WWII Era (1940s-1950s), saw the explosion of technological invention and economic development and innovation became the prime driving force, with research and development (R&D) activities emerging. Thus, laborers increasingly participated in specialized work in new industries (Tsegaye, 2020). The Sub-Saharan Africa, worker innovative behavior has been shaped by interplay of historic, economic, social, and technology forces.

African nations that emerged from the colonial era (pre-20th century) lacked access to education, and the colonial era's resources frequently prevented the indigenous population from engaging in innovative activity. Sub-Saharan Africa, in contrast, started to slowly embrace information and communication technologies (ICT) towards the end of the 20th century. Attitudes toward innovation were impacted by this greater accessibility and connectedness (Medase & Savin, 2023). This is also true in Uganda, where market reforms and globalization in the late 20th and early 21st centuries have recognized the importance of innovation and entrepreneurship as components of economic progress.

More particularly, the rise in entrepreneurship and start-ups that has led to the establishment of vibrant entrepreneurial ecosystem, particularly in urban centers, that has led to an innovation culture. Technology, agriculture, and other start-ups are on the rise (Namono, et al., 2021). The innovation Hubs and Incubators on the local

level have triggered the establishment of innovation hubs and incubators in a number of the cities which have, in return, provided support and resources to potential entrepreneurs.

Innovation hubs essentially function as collaboration centers, skill development centers, and networking centers. As of 2010, some of the leading innovation spaces that encourage individual creativity in Uganda include Hive CoLabs; Microsoft Innovation Centre and iLab@MAK, which is located in Makerere University's College of Computing and Information Sciences; Outbox, specifically targeting web and mobile entrepreneurs; Angels Hub, who acquired Mara LaunchPad incubation space in September 2013; the @TheHub co-working facility; FinAfrica, with training focus; the Center for Innovations and Professional Skills Development (CiPSD); and the RAN Innovation Lab at Makerere University. By creating a motivational creative environment and employee inspiration, organizational leaders can make employees feel comfortable to be innovative. Organizational innovation climate, as stated by Amabile (1996), is the shared perception by employees regarding the extent of encouragement of innovation and creativity in the workplace.

According to Tao Yongmei (2012), employees' collective perceptions reflect how well an organization fosters an environment conducive to learning and innovation—factors that shape both individual and organizational innovation outcomes. As Ma Yueting (2009) notes, an innovation-oriented organizational climate—characterized by elements such as advocacy, market focus, critical inquiry, encouragement, training, open communication, collaboration, resource availability, role modeling, and empowerment—plays a pivotal role in shaping employees' capacity for innovation, the way people behave and perform at work is deeply influenced by the environment around them. This organizational atmosphere shapes their attitudes, beliefs, motivations, and values. One important element in this dynamic is psychological capital, which plays a crucial role in linking a supportive climate for innovation to the innovative behaviors of employees. (Zhen Mei-rong et al., 2012). Supporting this, LianXin (2013) found that an organizational climate that encourages innovation significantly enhances individuals' propensity to engage in innovative actions.

1.2.2 Theoretical Background the Social Exchange Theory (SET)

Social Exchange Theory suggests that organizational relationships are built on reciprocal transactions between parties—such as those between supervisors and subordinates or among colleagues (Colquitt, 2001). These exchanges often involve compensation or other valued benefits in return for employee services. Employees evaluate the fairness of these exchanges, and their perceptions—whether positive or negative—can significantly shape their attitudes and behaviors at work (Konovsky & Pugh, 1994).

According to Aryee et al. (2002) and Colquitt (2001), employees assess fairness from three key angles: first, there's distributive justice, which focuses on how fair the outcomes appear; then we have procedural justice, which looks at the fairness of the processes and policies in place within the organization; and lastly, interactional justice, which highlights the quality of the interpersonal treatment employees receive from their supervisors and coworkers. These perceptions are closely tied to the concept of Perceived Organizational Support (POS).

(POS) is the perceived support between an employee and the entity employing that individual according to Eisenberger et al. (1986). Adversely, POS influences the morale and mood of an employee, thereby influencing attitudes and Behaviors linked to innovation.

According to the paragraph above, Social Exchange Theory views an employee's behavior as a result of how the management or organization treats them (Agyemang, 2013). Benefits offered by an employer encourage employees to act in ways that are desired by the company and are therefore seen favorably, such as coming up with and putting into practice new ideas (Agyemang, 2013; Eisenberger, et al., 2001). To sustain innovation, new ideas must be developed; therefore, employees must believe that the business encourages innovative behaviors and that workplace interactions are fair in order to support and enhance inventive behaviors (Coakes & Smith, 2007).

Social Exchange Theory operates on the principle that interactions between parties are reciprocal—each side provides benefits in response to what it has received,

aligning with the norm of reciprocity (Coyle-Shapiro & Shore, 2007). In this context, employee creativity is more likely to thrive when the organization cultivates a supportive and rewarding environment.

1.2.3 Conceptual Background

The main ideas of the study are examined in this part. Practically speaking, inventive behavior includes a variety of actions like coming up with ideas, looking into possibilities, promoting ideas, and putting them into action (West & Farr, 1989; Jong & Kemp, 2003). Idea generation is the process of coming up with fresh, practical concepts in a variety of fields, frequently as a result of gaps, difficulties, inconsistencies, or new trends in the workplace (Janssen, 2000). The process of looking for novel ways to improve current goods, procedures, or services or approaching them from a different perspective is known as idea exploration (Basadur, 2004). Promoting and nurturing an idea through igniting passion, forming alliances, exhibiting faith in its success, overcoming setbacks, and involving important stakeholders is known as concept championing (Howell, Shea & Higgins, 2005). Idea champions are essential to conquering organizational barriers and implementing innovative ideas. Idea implementation is the process of executing the nurtured idea and integrating new innovations into the organization's daily operations (de Jong & den Hartog, 2010).

Employee engagement has been defined otherwise. Men (2015) has defined it as a positive emotional connection employees have with their company and values. He mentions that engagement is all about having energy, being fully absorbed, getting involved, feeling effective, showing vigor, being dedicated, having enthusiasm, and maintaining a positive attitude. All of these factors really boost employee performance

As Isaksen et al. (2001) have written, members share shared perceptions of expectations for behavior in an organization, called the organizational climate. Climate can be understood as the consistent patterns of behavior, attitudes, and emotions that define life within an organization (Isaksen et al., 2001). Watkin and

Hubbard (2003) defines climate as employees' perceptions of the environment that they have and how things should be done at work. Similarly, Schneider (1987) imagines climate as the overall agreement among organizational members concerning what is most critical to organizational success.

1.2.4 Contextual Background

The Uganda Revenue Authority (URA) is a government agency set up by the Parliament of Uganda. It functions under the Ministry of Finance, Planning, and Economic Development. It's empowered with core mandate within the territorial limits of Uganda to enforce, assess, collect, and account for various types of taxes. Established in 1991, the Authority is headquartered in Nakawa, Kampala. The URA with the inclusion of non-tax revenues is charged with the administration of Central Government Tax Revenue and advises the government on policies concerning all sources of revenue. URA is mandated to mobilize revenue for national development in a manner that ensures fair allocation and efficiency. Strategic considerations, however, revolve around instilling a culture of tax compliance through the provision of reliable services, leadership development, and the forging of strategic partnerships to improve the Authority's performance.

1.3 Problem Statement

According to studies in educational science, novel work activities involve the intentional generation of new ideas, their introduction, and their application into a particular work role to somehow enhance the role flexibility of the employees and the organization at large (Janssen, 2000). According to De Jong and Den Hartong (2010), one has to be in continuous innovation to face the challenges of the 21st century. Therefore, an employee must be innovative to carry out any work method supporting task accomplishment. But this may not have been the case as the URA officials have continually failed in creative thinking; process management; quick, accurate responses to customer needs; enhancement of service quality; use of technology; data analytics; deepening of research; and integrity and patriotism. Performance has been affected in the Uganda Revenue Authority, though it collects on average 47% of the national budget; the tax-to-GDP ratio stands at 13%, which is below the 16% level in

Sub-Saharan Africa and much below the OECD at 34.3% (Rumanyika, 2021). This is due to a narrow tax base where a small percentage of the population and corporate entities bear the bulk of the tax burden, tax evasion and avoidance where high net worth individuals and multinational corporations often use complex structures, special purpose vehicles and tax treaties to avoid paying tax and lastly tax exemptions and incentives where the government frequently offers tax holidays and exemptions to attract investors with revenue foregone amounting to over 1% of GDP in some financial years. Amabile (1997) and Slatten and Mehmrtoglu (2011) offer possibilities that the lowered tendency for innovative behavior within organizations is connected to the existing creative climate among employees, as well as to their engagement levels. However, there is scarce information as to how such elements affect the URA specifically, above all rendering this study more necessary to investigate the relation of creative climate and employee engagement to innovative behavior in the Uganda Revenue Authority.

1.4 Objectives of the Research

The aim of this research is to achieve a range of specific and general objectives.

1.4.1 General Objective

The main aim of the study was to dive into how innovative behavior, employee engagement, and the creative climate are connected within the Uganda Revenue Authority (URA).

1.4.2 Specific Objectives

- i. To assess the nature of the relationship between employee engagement and the creative climate.
- ii. To examine how employee engagement influences innovative behavior.
- iii. To analyze the mediating effect of creative climate on the link between employee engagement and innovative behavior.

1.5 Research Questions

- i. What's the connection between employee engagement and the creative climate?

- ii. In what ways does employee engagement influence innovative behavior?
- iii. To what extent does climate creative mediate the connection between employee engagement and employee innovative behavior?

1.6 Significance of the Study

1.6.1 Researchers

This study is definitely going to add to our growing understanding of creative climate, employee engagement, and innovative behavior in the workplace.

1.6.2 Management

The findings from this study will assist URA and other government agencies in understanding what motivates employees to be more innovative in their roles.

1.6.3 Policy Makers

The results of the study will equip policymakers with the essential information they need to shape effective policies, particularly with regard to employee innovativeness and the implementation of these policies.

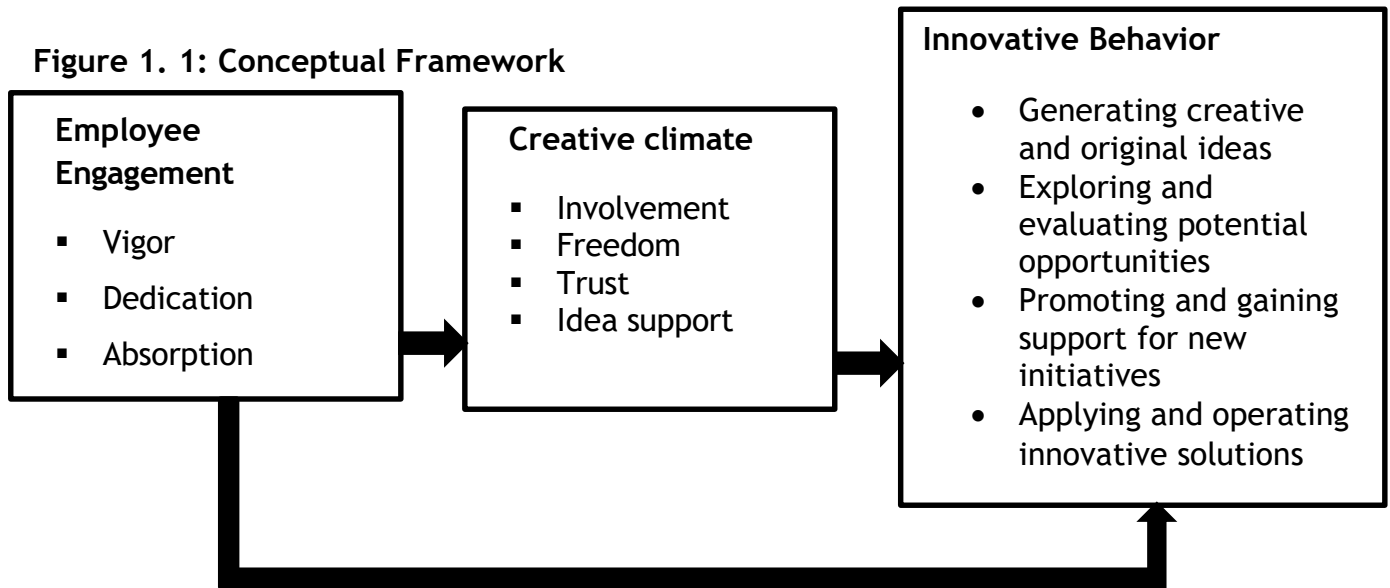
1.7 Conceptual Framework

INDEPENDENT
VARIABLES

MEDIATOR

DEPENDENT VARIABLES

Figure 1. 1: Conceptual Framework



Source: Adapted from the literature, Jassen, 2000; Isaken&Ekvall, 2007 (Innovative behavior); Schaufeli, 2013 (Employee engagement); Rasulzada & Dackert, 2009(creative climate).

1.8 Justification of Study

Significant gaps remain in the research on innovative behavior, as noted by Alessa and Durugbo (2022), prompting the need to explore the connections between creative climate, employee engagement, and innovative behaviors. A number of researchers have explored the connections between these variables (Isaksen & Ekvall, 2010), with many studies focusing on innovative behavior as the main outcome, like the work done by Scott and Bruce (1994). However, a lot of this research has taken place in developed countries, often missing out on the distinct contexts of developing nations such as Uganda, particularly regarding the Uganda Revenue Authority. Moreover, there is a pressing need to further examine these relationships within the revenue sector, as they have not been thoroughly conceptualized or empirically studied.

As a result, there is limited insight into how creative climate, employee engagement, and innovative behavior interact in the context of revenue-generating organizations.

1.9 Scope of Study

1.9.1 Geographical Scope

The research took place at the Uganda Revenue Authority (URA) Headquarters in Kampala, which exists at Plot M193/M194 in the Nakawa Industrial Area, P.O. Box 7279. The research focused on URA employees, who are encouraged to leverage creativity and innovation as strategic tools for enhancing the organization's performance. This culture of innovation contributes significantly to employee engagement and organizational development.

1.9.2 Content Scope

The study aimed to delve into how the creative atmosphere and employee engagement impact innovative behavior at the Uganda Revenue Authority. This topic was chosen because the organization's leaders have the ability to tap into their employees' potential by fostering a supportive work environment—one that genuinely promotes both productivity and innovation.

1.10 Operational Definitions of Key Terms and Concepts

1.10.1 Employee Innovative Behaviors

Employee innovative behavior is the process which individuals within an organization conceive, refine, advocate for, and implement new ideas—whether related to products, workflows, or procedures—within their specific roles, teams, or departments (Paruzel, Schmidt, & Maier, 2023).

1.10.2 Creative Climate

An important consideration for any firm is not merely to have a creative climate but also to apply the creativity of its employees wisely. The term "creative climate" describes the "inner" environment in which the seeds of ideas are planted and nurtured (da Silva Veiga, & Cortez, (2022).

1.10.3 Employee Engagement

In the context of this study, employee engagement is defined as the extent to which an individual is committed to and actively contributes toward achieving the organization's objectives. It is reflected in various employee attributes—including emotional investment in the organization, enthusiasm for their role, and a sense of connection with their team (Pincus, 2023).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter examined studies about innovative employee conduct together with workplace involvement and creative environments. The study examined existing research which examined how employee inventive actions interact with creative workplace atmospheres and how creative climate links with innovative behavior as well as the combined effects of these elements on inventive employee conduct.

2.2 Explanation of the Variables

2.2.1 Employee Innovative Behavior

One can think of innovative behavior of an employee as the true essence of any high-performing organization. In particular, human capital drives industries of knowledge, of which educational institutions are a great example (Ali & Qiu, 2023), with intangible assets constituting the very lifeblood of organizational competitiveness, particularly when it comes to being competitive with the "less is more" strategy. Direct competition across a global spectrum for the best and brightest intangible talents necessitates organizations drawing from the brightest ideas of the workforce in all jobs, across all levels of hierarchy. Oftentimes, it is the frontline workers who interface with customers daily who realize the need for change and bring process improvement to light; these might be overlooked by managers or those formally in charge of innovation. The fundamental means for an organization to sustain itself as a competitive entity is, thus, through a process known as creative destruction, wherein at all times outdated capabilities are being discarded for the purpose of developing new ones.

2.2.2 Employee Engagement

They say that employee engagement really lies at the core of the relationship between workers and their employers. In a growing list, Ariawaty (2020) emphasizes that employee engagement is building more and more recognition as one of those strategies for organizational enhancement and gaining a competitive edge in today's dynamic work environments. According to a 2015 Gallup study, employees engaged

with innovation are said to support the advancement and sustenance of innovative ventures; organizations with innovation on their agenda have come to realize that it is the traits and behaviors of employees that give rise to and nurture innovative actions (Gallup, 2015). Definitions of the term employee engagement are countless; for example, Men (2015) defines it as a good attitude that employees have toward their organization and what it stands for. Energy, enthusiasm, dedication, and a positive mindset can really boost an employee's performance. When these elements come together, they act like a catalyst, driving individuals to achieve more and excel in their roles.

2.2.3 Creative Climate

Following the high levels of globalization, organizations are being compelled to devise means of enhancing their competitiveness with their employees so as to meet the demands of the market and the changing cultural environments (Briscoe & Schuler, 2023). Attracting the right people with right skills is key in enhancing the success of organization and elevating high-performance levels of the organization. The essence of organizations in becoming creative and innovative is very critical in determining the organizations' success. Hence, having an environment that encourages creativity is becoming critical through which organizations and their members create lustful impacts and value to those they serve and other stakeholders (Briscoe & Schuler, 2023). Research has it that organizations that craft meaningfully creative working environments register higher levels of higher performance thus leading employees to become more committed to their jobs becoming satisfied hence culminating in general increased performance of the organization.

In the intersection of organizational climate and innovation, Vivi and Wilmar (2022) view climate as a property of organizations that includes collective attitudes, emotions, and behaviors that define organizational life, existing independent of individual members' perceptions and interpretations. A creative climate fosters an environment whereby individuals are encouraged to develop ideas that would produce efficacy for the organization. At the same time, it also provides a supportive atmosphere for members to implement these ideas more effectively (Febriani, 2020).

Moreover, findings from the study carried out on idea generation by middle managers emphasized that several dimensions of organizational climate have a significant impact on their motivation to engage in creative thinking and develop radical product innovations that contribute to organizational improvement (Shah & Ali, 2011).

A creative work environment is understood as a social environment within the organization that encourages generation of new ideas that propel the organization to greater performance levels (Christian, Garza & Slaughter, 2023). Such environments are influenced by many factors within the organization that operate at different levels ranging from individual to team dynamics and the entire culture and climate of the organization. Scholars have distinguished mechanisms of differentiating a creative working environment from that one which appears to be less creative to employees. These include the way managers behave, time for provision of creativity, conflict resolution and management across the entire organization and the differing levels of employees' participation in decision making, the presence of a process encouraging creativity and also significant and meaningful positive relationships

Hence, these are grouped by scholars in form of: 1) leadership behaviors, 2) team climate, social interactions and norms, 3) communication and collaboration processes, and 4) the design of work and jobs.

The Influence of a Leader's Behaviour on a Creative Work Environment.

Research has it that the nature of the leader's behaviour either encourages or discourages employees' creativity in the organization and further has a lustful impact on the behaviour of the team members that he leads to engage in creativity and innovation. Particular leadership behaviours like the way leaders communicate to their employees, letting them participate in goal setting, providing coaching and development programs and providing feedback to employees all are modelling factors that encourage creativity (Edmondson & Schein, 2022). Managers that provide training insinuate employees to exhibit performing behaviour that facilitate creativity. Additionally, leaders that encourage employees to go an extra mile in terms of seeking training from outside the organization are perceived positively by employees

hence increasing their chances of showing and engaging in creative ideas that benefit the organization.

Besides, the leader's behaviour has a high likelihood of creating and encouraging a climate that enable employees to become engaged in innovation and creativity in the organization (Isaksen & Akkermans, 2022). One particular behaviour is the level of interaction between leaders and those that they lead. Engaging in meaningful interactions with their subordinates they lead results in invocation and creativity at the workplace hence leading to high levels of performance. Managers that also give feedback to employees during their interactions help employees to learn, develop and improve on their innovative ideas hence leading to creativity and innovation.

Team Climate as an Influence on the Creative Work Environment

Team climate is the reflection of the organizational climate and culture, at the level of the team. As such it is influenced by the same factors, and manifests in the recurring patterns of behaviour, attitudes, and feelings that characterize life in the organization. A number of studies have sought to identify the climate and dimensions of culture that contribute to a creative work environment (May, Gilson & Harter, 2021). These studies identified a consistent set of interactional dimensions including: risk-taking, freedom, work challenge, openness, trust, support, intellectual orientation, intrinsic involvement, and activity/experimentation.

One of the characteristics identified as important within a creative work environment is psychological safety, described as an environmental condition in which people believe that others in their group will respond positively when they speak up to report mistakes, offer opinions, or propose new ideas. Edmondson and Mogel of (2022) proposed that psychological safety is crucial for creativity in organizations because creativity involves so much risk-taking, experimentation and frequent failure. Indeed, the social psychology of creativity has received the greatest volume of work and has generated the most significant application in terms of the creative work environment (Hennessey & Amabile 2010).

Shuck, Rocco & Albornoz (2022) noted that managers that encourage their subordinates to take on risk taking ventures enable employees to become creative. Managers that do not judge those that they lead for doing mistakes become an enabler in encouraging such employees to take on challenging tasks that compel them to generate new ideas. Such new ideas result in formation of processes and products through try and error method. Once employees know that creativity is actually valued in the organization, they are likely to experiment and emulate from those that have generated new ideas for purposes of fitting in the creative working environment and thus they find means of getting in touch with external factors to enhance creativity.

Communication and Collaboration Processes

Researchers have it that communication is a very vital element in enhancing creativity in the organization at different levels (Monge, Cozzens & Contractor, 2022). The above scholars noted that communication enables employees to engage in creative and innovative ideas through interactions made, they are able to emulate knowledge and skills that help them in becoming creative at their jobs found that group communication was positively related to the generation of innovative ideas. Similarly, communications with other groups have been identified as important with scholars contending that interactions with other functional areas enhanced the creativity of marketing campaigns. Consistent interactions with others in and outside the organization without any bias or discrimination has been termed as a precursor necessary for enabling a creative learning and working environment which in the end influences employee innovative behavior.

2.3. Related Literature

2.3.1 Employee Engagement and Employee Innovative Behavior.

A wealth of research has delved into the idea of employee engagement, highlighted by a special issue in 2015 that emphasized its increasing significance in the field (Darmaki & Omar, 2020). A lot of researchers have pointed out the strong and important connection between how engaged employees are and their tendency to be innovative. It is widely suggested that the positive emotional experiences associated

with engagement—often driven by factors such as job autonomy, effective strategy implementation, and the perceived value of benefits—play a crucial role in fostering innovation. Stimulates innovation while engendering a positive attitude toward job openings and positive emotions related to creativity. These situations allow workers to develop innovative ways of serving their customers and convert these methods from commitment into job satisfaction (Cintana & Nur, 2024). Reinforcing these claims are Pedraza, Mesa, and Gaviria (2016), who found that engagement strongly affects business practice, especially in design, development, and execution of services. At that point, however, innovative behavior is derived from employees' feelings of responsibility, autonomy, and belonging. Vazirani (2007) argues that, engaged employees consistently perform top-notch work by taking their talents and exercising them by passion to drive that creativity, innovation that must further organizational development. However, despite a mounting literature on the convergence of employee engagement on innovative behaviors (Islam, 2023), no significant study has adequately put forth a positive correlation between the two. For one thing, Insyra's (2022) study didn't address the relationship. Further, while studies on innovative behaviors and employee engagement have been carried out in sectors such as hospitality, concentrating on frontline employees (Slatten & Mehmetoglu, 2011b), the specific link between employee engagement and innovative behavior within educational settings—such as among teaching professionals—has yet to be thoroughly investigated.

Research has it that good organizational innovation climate enhances employee engagement and lead employees to exhibit a moderating employee innovative behaviour hence leading to job satisfaction and increased employee performance (Abbas., Zhuo., Manzoor & Ullah, 2022). The organizational culture that entices employees to become engaged increases their likelihood of exhibiting and engaging in innovative behaviours. Anderson, Potočnik, Bledow, Hulsheger & Rosing, (2023) argued that the increase and decrease of employee innovation is heavily dependent on the overall organizational ability to create an engaging environment that make them innovative. Organizations that establish clear open communication channels,

exchange of information learnt, recognize promotion through hard work, encouragement of innovative ideas from their senior leaders and availing time conducive to employee innovation have higher chances of registering high performance from employees. Many scholars have scholarly, empirically tested and confirmed the positive impact of employee engagement on employee individual innovation (Liu F, 2022). An organizational innovation environment is conspicuously associated with engagement of employees to their jobs and innovation performance. When employees are encouraged by the organization's leaders and feel the organization's support for their innovative behavior, they would show a stronger willingness to become engaged at work and become innovative by exhibiting creative ideas that lead the organization to be ahead of other organization in innovation of processes and products.

However, even in the same organizational innovative climate, different employees with different personal traits would display different level of employee engagement behavior. Under the situations that are full of uncertainty and risk, we expect that a key personal trait is individual's creative self-efficacy, which refers to "the belief one has to exhibit engagement behaviours so as to produce creative outcomes". Research has found that individual self-efficacy is a key factor in connecting external environment to individual behavior and innovation (Zhou, et al., 2022). Therefore, our expectation is for employees who have higher level of employee engagement, organizational innovative climate will be more likely to have positive effect on their innovative behaviour and those with low levels of engagement will have their innovative behaviours deteriorate.

Employees' attitude and behavior depend to a large extent on whether the climate of their organization is inclusive and stimulating. As a form of organizational climate, organizational innovation is shaped by its policies, processes, and rewards that enhance employee engagement and the degree of organizational support for innovation perceived by employees. Chang, Tang, Cheng & Chen, (2022) found that employees' perception of the work environment will affect their intrinsic motivations, leading to differences in individual behavior. *Organizational shared perception of

innovation support formed by the members is behavior-oriented*. If employees perceive that organization provides the resources and help they need for innovation, they tend to generate innovative behaviors and become engaged to their daily tasks (Yan & Zhang, 2023).

2.3.2 Creative Climate and Employee Engagement

Vivi & Efendi (2023) stated that many researchers believe organizational climate prepares innovative behavior and that a climate that supports innovation fosters

innovative behavior among employees of innovative organizations. There is the theory that creativity and innovation are spontaneous, mostly depend on employee engagement, and that such engagement, in turn, produces positive consequences for the employee as well as the organization. Li and Zheng (2014) postulate that the level of creativity and innovation in an organization may also be affected by other factors that include characteristics of the jobs or characteristics of the organization. In this sense, therefore, the engagement of employees comes into play due to the personal beliefs employees have about themselves in respect to their function within the organization.

To maximize performance, managers must ensure that they manage resources well, including people (Cintana & Nur, 2024). Engaged employees generate a vast amount of creative ideas as part of their everyday work (Harter et al., 2003). Meanwhile, innovation increasingly is viewed as the primary vehicle through which organizations provide meaningful value for their different stakeholders (Amabile & Khair, 2008; George & Zhou, 2001). In a similar vein, others have argued that the higher the employee engagement of an organization (Gallup, 2015) and the level of innovation, the stronger the performance outcomes. This means that innovative organizations must create work environments that foster innovative behavior and employee engagement as a strategic objective.

However, two key issues regarding the relationship between employee engagement and creativity have yet to yield consistent results. The first central controversy

concerns whether positive or negative engagement behaviours more effectively facilitate creativity (Lu, Wirtz, Kunz, Paluch, Gruber, Martins & Patterson, 2020). Some studies suggest that positive engagement behaviours enhance creativity. For instance, Abele's research indicates that individuals experiencing positive moods tend to demonstrate greater cognitive fluency to innovative ideas compared to those in negative moods. Conversely, other studies argue that negative emotional status can foster greater creativity than positive or neutral emotions. Despite these contributions, the literature has yet to reach a consensus on the precise nature of the engagement-creativity relationship, suggesting the need for a deeper exploration of contextual and individual factors that may influence these dynamics.

The second issue that has not yet been resolved rotates on the ways through which engagement impacts creativity. While motivation is looked at as the primary way of connecting engagement to creative innovation, (Nasifoglu, Ozturen & Bayighomog (2020) notes that empirical evidence remains inconclusive. For instance, some studies emphasize the mediating role of work engagement, while others point to intellectual flexibility or divergent thinking as key processes. Furthermore, other researchers have highlighted the vitality of other mediators such as intrinsic motivation, but these research findings have not been systematically and conceptually integrated into existing theoretical underpinnings (Conroy, Becker & Menges, 2023). To address these gaps, it is important to look at the different avenues that may explain how engagement behaviours influence creative processes. This approach would help in giving a clear understanding of the role between engagement status, contextual factors, and a creative environment to foster innovation.

However, there is a lack of consensus on the differing effects of positive versus negative engagement behaviors on creative performance. While some studies suggest that positive engagement behaviors enhance creativity and negative engagement behaviors hinder it, others provide conflicting evidence. For instance, Isen found that positive engagement behaviors stimulate greater creativity compared to negative engagement behaviors. It is reported that positive emotions, coupled with a high openness trait, contribute to better creative performance in virtual settings (Liu &

Zhou, 2022). Chuang et al. highlighted that individuals who frequently engage in positive helping behaviors at work may better manage their job roles well and even become creative hence leading to higher job satisfaction and enhanced creative performance.

On a different note, other studies present empirical evidence that negative affect may contribute more to creative performance than positive or neutral affect. For example, fear has been shown to enhance creativity Neuber, Englitz, Schulte, Forthmann & Holling (2023), and negative emotions such as disappointment and guilt can positively influence learning and knowledge acquisition, benefiting creative performance as staff get to learn from such scenarios. Some studies suggest that both positive and negative emotions can enhance creative performance at different stages of the creative process. Researchers observed that, in certain situations—such as market decision-making—individuals experiencing negative affect are capable of generating solutions with highly creative insights, while those with positive affect often make superficial decisions lacking creativity. Roskes examined how both external and internal constraints can influence creative performance, either positively or negatively, depending on motivational factors

Some studies suggest that affective arousal levels may play a more critical role than valence (positive vs. negative) in influencing creativity, as highlighted in Watson and Tellegen's classification of affect (Wang, Zhu, Dormann, Song & Bakker, 2022). However, the findings remain inconclusive. Martindale and Greenough hinted on the pivotal role of emotional arousal in enhancing a creativity relationship. Meanwhile, Amabile looked at chances of developing a U-shaped relationship, wherein extreme levels of positive or negative affect enhance creativity, while moderate levels may fail to sufficiently activate the cognitive and intellectual resources required for creative output and innovation. Additionally, it is interesting to note that moderate levels of affect maximize creativity. Despite the well-documented link between affect and creativity, the exact nature of this relationship remains ambiguous which the study investigating to establish the relationship (

2.3.3 Mediating effect of Creative Climate in the relationship between Employee Engagement and Employee Innovative Behavior.

While there's been a lot of research on how employee engagement influences employee innovation, there hasn't been much direct investigation into how creative climate plays a mediating role in this relationship. This study aims to fill that gap and add to the growing understanding of this important topic.

While prior research—such as that by Peng and Chen (2023) and Pattnaik and Sahoo (2021)—has examined mediators like team psychological capital and learning climate, few studies have directly tested creative climate as a mediating variable in this specific context. Recent work by Husin et al. (2021) and Iddagoda and Opatha (2020) further emphasizes the need for empirical validation of creative climate's mediating role in linking engagement behavioral factors to innovative outcomes, particularly in underexplored institutional settings.

The research conducted by Peng and Chen (2023) in Taiwan's IT sector demonstrated that team psychological capital together with creative climate directly influence engagement behaviors and innovative practices. Team psychological capital functions as an important connector which unites the team engagement behaviors with team innovativeness. Creative climate functioned as a mediator which linked team's engagement behaviors to employee innovation and team psychological capital to employee creativity. The study found that team psychological capital influenced the relationship between work engagement and employee innovation by enhancing the creative impact of a working environment that is free of idea generation through higher levels of team PsyCap. Pattnaik and Sahoo (2021) conducted research to analyze the relationship between employee engagement and innovation alongside task performance in an Indian software development company. Their quantitative research revealed that employee creativity plays a partial role in connecting engagement to task performance. Additionally, they discovered that perceived workplace autonomy influences the relationship between engagement and creativity, suggesting that when employees feel autonomous, they exhibit engagement behaviors that result in innovation outcomes.

Employees play a critical role in the generation and implementation of unique ideas that increase the competitive advantage of the business and therefore, organizational factors are at the fore front in influencing a creative environment that enables employees to become engaged in innovative behaviors at the workplace. These factors include leadership, freedom, resources, time availability (Bibi, Khan, Garavelli, Natalicchio & Capolupo, 2021). Creative work environment is envisaged in form of encouraging teams to be innovative, be independent, and aspire to do challenging work with supervisory and sufficient resources availed to them. According to the research by the above scholars, communication predicted greatly in creating a creative climate as supervisors give feedback on the ideas generated by the employees. Secondly, freedom at work was associated with fostering creativity and also linked to the independence of the employees to taken on risking tasks which enabled them to become creative, innovative and explore their potentials in their respective fields by finding lasting solutions to the problems at hand. Hence, this study is addressing a gap in organizations that refrain employees from exploring, being creative through provision f insufficient resources that demotivate them to be creative.

Research has it that managers that encourage employees to be creative by giving them feedback out of their engagement practices, stating what organizational values enable them to become engaged in creating ideas and putting much emphasis on engaging them in areas that insinuate their creativity are likely to yield creative and innovative out comes. Encouragement of creativity is the most discussed dimension in the literature (Hon & Chan, 2023). Leader's encouragement of creativity is defined as the extent of a leader's emphasis on being creative and on actively engaging in processes that may lead to creative outcomes. Putting much emphasis on actively engaging employees rekindle their creative efforts to take on risking tasks so as to exercise their cognitive abilities and thinking hence making it part of their routine to engage in creative ideas and innovation that benefit the organization (Leyer, Hirzel & Moormann, 2021). Thus, for organizations and their leaders that encourage employees to be creative and innovative are perceived as positively supportive to their

generated ideas hence enabling them to engage in innovative behaviors. The situation is however different in organizations that perceive creativity and innovation being competitive in that they envisage creative employees as potential business competitors that would in future challenge their business operations which becomes a limiting factor in organizational development as resources are not provided to employees to engage in creative activities hence limiting innovation in such organizations.

Creativity is looked at with a positive association with creation of product developments and services as a way of initiating new business activities to reduce costs (Akram, Tayyaba, Shen Lei, Muhammad & Syed Talib Hussain, 2020). However, little research has been made on the assessments of the relationship between creativity and continuous improvement which area has tended to be overlooked by many researchers yet it is critical. Most organizations have not developed a criteria and tools for measuring creativity and encouraging use of cognitive domains to generate new ideas for business development. At the same time, managers have paid limited attention to the quality of the relationship between management and employees that is critical in encouraging creativity and innovation. In a study conducted by Aldabbass, Ashly, Abdelmounaim & Lama,(2023), it showed that workers are most engaged when there is a balanced combination of moderate job demands that need engagement and sufficient resources provided by the organization. The job demands makes them to become engaged in meeting organizations expectations and even going beyond through daily interactions with fellow employees that enable them to emulate practices aimed at addressing work related challenges (Aldabbass, Ashly, Abdelmounaim & Lama, 2023). Employee engagement has become essential in today's professional setting, not only due to its three dimensions (vigor, dedication, and absorption) but also because the synergy of these dimensions that vehemently stimulate creativity and innovation in achieving and meeting organizational expectations. Therefore, this research is vital as it addresses the gap by identifying factors that derive employees to engage in creativity and innovation which insights are beneficial to future academicians.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The current chapter has established the study's methodological framework. The research design, target population information, sampling tactics, variable measurement techniques, data sources, instrument collection procedures, and validity and reliability assessment methodologies are all thoroughly examined in this chapter. The chapter presents the data analysis methods together with ethical concerns and study limitations.

3.2 Research Design

According to Parahoo (2006), the effective resolution of study research questions is determined by the selection of an appropriate research design. In order to gather data from a single time point without further data collection, the study used a cross-sectional design. The study employed a mixed-methods approach, gathering qualitative data from interview guides and quantitative data from self-administered questionnaires.

Qualitative and quantitative data were collected from research participants concurrently so that the overarching research questions could be duly addressed. This process of integration facilitated triangulation of results and ultimately resulted in a more enriched level of understanding of the complexity of phenomena under study.

3.3 Study Population

Out of a population of 3,387 employees (URA, Employee Directory, 2024), 480 officials were conveniently selected to provide a sample size of 214 respondents. All employees of URA head office were to participate in the study.

3.4 Sample Size Determination

The sample size for this study was established using the Krejcie and Morgan (1970) table, which suggests appropriate sample sizes depending on the population size. From a target population of 480 employees at the Uganda Revenue Authority, data were successfully collected from 214 respondents. This number was considered

sufficient for the study's analytical requirements and aligned with the thresholds suggested by the sampling table.

3.5 Sampling Method

3.5.1 Stratified Sampling

The researcher did divide the respondents into sub groups and then was taking a simple random sample in each group. This was used because URA is composed of different departments that the researcher called strata. After stratifying, the researcher then applied simple random sampling to select the subjects in each stratum. This helped the researcher to generate information from the respondents based on the experience and characteristics in each stratum.

3.6 Analysis and Inquiry Unit

Here, the study focused analyzed officials at URA. This consideration was very vital to the study because it focused on innovative behavior of employees, making employees themselves the primary units of analysis and investigation.

3.7 Measurement of Variables

A four-dimensional framework created by De Jong and Den Hartog in 2008 was used to evaluate innovative behavior among employees. Opportunity exploration, idea generation, idea championing, and idea implementation are all included in this framework. These dimensions effectively capture the entire range of actions related to innovation, from spotting new opportunities to putting creative solutions into action in the workplace.

To get a sense of the creative climate, the study used Amabile's (1997) model, which highlights important environmental factors like resource availability, encouragement from supervisors, and support from peers. A 5-point Likert scale was used in the study to assess these factors, with 1 denoting strong disagreement and 5 denoting strong agreement. The Utrecht Work Engagement Scale (UWES), developed by Schaufeli and associates in 2002 and revised in 2013, was employed to gauge employee engagement. This scale looks at engagement through three main aspects: vigor, dedication, and

absorption. Using a 5-point Likert scale, where 1 denotes "strongly disagree" and 5 denotes "strongly agree," participants indicated how much they agreed with a series of statements."

3.8 Reliability and Validity

3.8.1 Reliability

Reliability is all about how consistent and stable measurement results are over time. A questionnaire is deemed reliable when it produces consistent responses from different participants and across various instances. To check how consistent the measurement scales are in this study, we calculated Cronbach's Alpha coefficient.

This method, which was first used by Lee Cronbach in 1951, shows us how closely related a set of objects are to one another. A Cronbach's Alpha value of 0.70 or greater is typically regarded as an indication of satisfactory reliability.

The reliability coefficients for the main constructs in this study were determined using the Statistical Package for the Social Sciences or SPSS for short: innovative behavior, a creative environment, and employee engagement. Each construct was measured using multi-item Likert scales, and the resulting alpha values confirmed the internal consistency of the instruments employed.

3.8.2 Validity

This instrument underwent a thorough review by a panel of expert judges and supervisors to ensure the validity of the items included. Primary format questions incorporated those used by different researchers who have considered similar variables. Questions not clear were to be scrutinized and corrected, while inappropriate ones were to be discarded.

3.9 Data Collection and Management

3.9.1 Data Sources

The majority of the primary data was gathered from officials at the Uganda Revenue Authority's main office, located at URA Tower, Plot M193/194, Nakawa Industrial Area, Kampala.

3.9.2 Data Collection

A closed-ended, structured questionnaire was developed to collect information on a few crucial aspects: the innovative behavior, staff involvement, and creative environment. The researcher planned to distribute the questionnaires to selected respondents and retrieve the completed forms two weeks after distribution. This approach allowed for standardized responses and facilitated efficient data analysis.

3.9.3 Data Analysis and Presentation

The responses were carefully reviewed to ensure everything was complete after collecting the data. Prior to analyzing the data in the Statistical Package for the Social Sciences (SPSS) Version 21, we coded and arranged the data. Both descriptive and inferential statistical methods were applied in the study. While inferential techniques—such as regression and correlation analyses—were employed to investigate the relationships between the study variables, descriptive statistics assisted us in summarizing the features of the data. To assess the strength and direction of the relationship between innovative behavior, employee engagement, and creative climate, we employed correlation analysis. Regression analysis was then used to determine how well employee engagement and the creative climate could predict the innovative behavior of Uganda Revenue Authority employees.

3.10 Ethical Considerations

In order to adhere to ethical standards, the researcher first obtained an introductory letter from Uganda Christian University (UCU), which authorized the formal presentation of the research proposal to the Uganda Revenue Authority (URA), the study's host organization. Before diving into data collection, informed consent was obtained from both the leadership of the organization and the individual participants.

Everyone involved was guaranteed confidentiality and anonymity, and they were free to participate on a completely voluntary basis.

Participants received a thorough briefing on the study's purpose and scope both before and after data collection. They were informed that they could leave at any moment without incurring any fees. The researcher emphasized that all data would be handled with the highest confidentiality and used only for academic purposes in order to promote candid and open feedback.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4:0 Introduction

This chapter delves into our study's results, which revolve around the main query: how does the Uganda Revenue Authority's (URA) creative climate affect employee engagement and creative behavior? Our objectives were to: (i) investigate the relationship between URA staff members' creative climate and employee engagement; (ii) investigate the relationship between employee engagement and innovative behavior; and (iii) determine whether creative climate serves as a mediator between the two.

The section kicks things off with some descriptive statistics that highlight demographic details, response rates, and the distribution of important study variables. To enrich our quantitative results, we also analyzed qualitative data from interviews using thematic analysis. To test our hypotheses, we applied inferential statistical methods, including correlation and regression analyses. These methods provide insight into the direction and strength of the correlations between the variables, as well as how creative climate and the employee engagement affect URA employees' innovative behavior.

4:1 Response Rate

178 of the 230 questionnaires that were sent in were returned and were considered suitable for our analysis. With that, we have a good 83.1% response rate. A response rate of more than 70% is deemed adequate for research purposes, according to Amin (2005).

Table 4. 1: Returned Rate of Data Collection Tools

Instruments	Planned	Actual	Percentage (%)
Interview guide	15	13	86.6% (13/15 x 100%)
SAQ	199	165	82.9% (165/199 x 100%)
Total	214	178	

Source: *Primary Data (2024)*

Table 4.1 reveals that a solid 83.1 percent of the participants from the 214 study completed the questionnaires, which were then used for quantitative analysis. Additionally, 86.6 percent of those respondents took part in the interviews. This indicates that the study was successful in obtaining a large and pertinent sample, enabling a comprehensive investigation of the relationships among URA employees between creative climate, employee engagement, and employee initiative behavior.

4.2 Demographic Characteristics of the Study Participants

Understanding the features of the study sample requires the presentation and interpretation of demographic data. Participants' perceptions and responses to the research variables can be strongly influenced by variables such as age, gender, education, and work experience. In this study, we analyzed and summarized demographic information from 214 respondents to give context for understanding the findings. The results are laid out in the following tables, providing a solid basis for drawing informed and systematic conclusions.

Table 4. 2: A Summary of Descriptive Statistics of Sex of Respondents

Age of the respondents	Frequency	Percentage (%)
41 years and above	28	17%
31-40 years	101	61%
21- 30 years	36	22%
< 20 years	0	0%
Total	165	100.00%

Source: *Primary data (2024).*

As shown in Figure 4.2, a majority of the respondents were males, comprising 64% of the sampled population, while females made up only 36%. This implies that, despite the representation gap, both genders participated in the study, showing gender consideration in the research design. The findings may imply that the workforce at Uganda Revenue Authority is largely male-dominated: More men than women are offered positions in the organization.

Table 4. 3: A Summary of Descriptive Statistics of Marital Status of Respondents

Highest Level of Education	Frequency	Percentage (%)
Post Graduate Diploma	45	27%
Bachelors' Degree	107	65%
Diploma Level	13	8%
Certificate Level	0	0%
Others	0	0%
Total	165	100%

Source: *Primary Data (2024).*

Table 4.3 depicts that majority of the respondents were single representing over 75% of the respondents. Marrieds were 20% and only 5% of the respondents were divorced. This implies that much of the workforce is energetic and is willing to become creative in their respective dockets hence leading to innovation and outstanding performance.

Age of the respondents Frequency Percentage (%)

Table 4. 4: A Summary of Descriptive Statistics of Age of Respondents

Age of the respondents	Frequency	Percentage (%)
41 years and above	28	17%
31-40 years	101	61%
21- 30 years	36	22%
< 20 years	0	0%
Total	165	100.00%

Source: *Primary Data (2024)*

Regarding the age distribution of the 214 respondents, the majority—approximately 61%—fell within the 31-40-year age bracket. This was followed by participants aged 21-30 years and those aged 41 and above, each comprising about 17% of the sample.

The predominance of respondents in the 31-40 age group suggests that the study captured insights from individuals likely to be in their most professionally active and productive years. This demographic composition implies that the responses were

informed by a mature understanding of the organizational context, while still reflecting perspectives from a range of age groups across the workforce.

Table 4. 5: A Summary of Descriptive Statistics of Highest Education Level of Respondents.

Highest Level of Education	Frequency	Percentage (%)
Post Graduate Diploma	45	27%
Bachelors' Degree	107	65%
Diploma Level	13	8%
Certificate Level	0	0%
Others	0	0%
Total	165	100%

Source: *Primary data (2024)*

Regarding the greatest degree of education that the respondents had, a summary of the data from Table 4.5 makes it evident that 65% of the respondents had bachelor's degrees, 27% had PGDs, and 8%, who made up the smallest percentage of respondents, had a diploma. According to this distribution, a sufficient percentage of respondents' opinions regarding educational background are represented. However, this suggests that most of the participants had formal higher education, which allowed them to have critical opinions about the topic.

4.3 Empirical Findings

The analysis of quantitative data using both descriptive and inferential statistical techniques is covered in detail in this section. We looked at frequencies, percentages, means, and standard deviations using descriptive statistics to provide a clear picture of the study variables: innovative behavior, employee engagement, and creative climate. These metrics gave a concise summary of the dataset's distribution and central tendencies.

Inferential statistics, with a focus on multiple linear regression analysis, were used to test the research hypotheses. To ascertain the degree and direction of the variables' relationship to one another, the study began with correlation analysis. Regression

models were used in the study to assess how employee engagement and the creative climate at the Uganda Revenue Authority served as predictors of innovative employee behavior.

In addition to the quantitative evaluation, thematic analysis was employed to examine the qualitative information gathered from interviews. The analysis process involved discovering common themes that revealed additional understanding of participant experiences and perceptions which enhanced the results from quantitative analysis.

4.3.1 Employee Innovative Behavior among employees at URA.

Participants provided their views on employee innovative behavior at URA by rating their agreement with a series of statements on a five-point Likert scale, as presented in Table 4.6.

Table 4. 6: A Summary of Descriptive Statistics of Employee Innovative Behavior among employees at URA

Statements on Employee Innovative Behavior	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)	Mean	STD
On my job, I feel that I am bursting with energy	0% (0)	6% (9)	0% (0)	76% (125)	18% (31)	4.07	1.254
When I get up in the morning, I feel like going to work	0% (0)	0% (0)	0% (0)	66% (109)	34% (26)	4.31	1.080
I can continue working for very long hours at a time	1% (1)	0% (0)	0% (0)	51% (84)	49% (81)	4.47	.937
At my job, I am very resilient mentally	1% (2)	4% (6)	0% (0)	59% (98)	36% (59)	4.24	1.272
At my work, I always persevere, even when things do not go well.	0% (0)	1% (2)	0% (0)	61% (100)	38% (63)	4.36	1.08
I am enthusiastic / excited about my job	0% (0)	9% (15)	0% (0)	68% (111)	23% (39)	4.05	1.252
I find the work that I do full of meaning and purpose	1% (1)	1% (1)	0% (0)	59% (98)	39% (65)	4.36	1.086
I am proud of the work that I do	1% (1)	6% (9)	0% (0)	77% (127)	17% (28)	4.04	1.252
To me, my job is challenging	2% (3)	6% (9)	0% (0)	60% (98)	32% (54)	4.16	1.264
Time runs very fast when I am attending to clients	1% (2)	2% (3)	0% (0)	55% (90)	42% (70)	4.35	1.086
I feel happy when I am working intensely	1% (1)	4% (7)	0% (0)	62% (102)	33% (55)	4.23	1.271
I get carried away by other things when I am working	2% (3)	2% (2)	0% (0)	60% (98)	36% (62)	4.30	1.081
It is difficult to detach / separate	2% (3)	4% (6)	0% (0)	61% (100)	33% (54)	4.18	1.266

Source: Primary data (2024).

Regarding questions that attempted to find out from the respondents whether URA possesses an increased employee innovative behavior. According to the research, URA employees were considered to be energetic; 76% of the respondents who gave that reply were the highest in number. However, only 6% disagreed with the statement that employees exhibit high levels of energy while working, while 18% strongly agreed. This suggests that URA has created a productive workplace where staff members feel they have a lot of energy that the administration hasn't yet harnessed. According to things that tried to determine from the respondents whether employees feel like advancing to go and work. According to the results, most respondents agreed that when workers wake up, they want to report to work because they received the highest percentage. Just 34% of respondents strongly agreed with 66% of respondents that when workers wake up, they feel like going to work with the highest percentage.

Sixty-six percent of respondents strongly agreed that when workers wake up, they want to go to work. This implies that the employees are treated well and management is concerned about their well-being and so work attracts them. On observation during an interview with key informant code named E1101 noted that, ".....Management of the authority does provide us with incentives and benefits that make work more attractive.". This includes daily transport, break tea and lunch which have kept the bulk of us within the workplace and we feel like not seeking any other employment since we are well- treated..."(E1101, 14th/July/2024)

Coming to questions which sought to establish from the respondents whether employees continue to work for long durations at a go. The findings demonstrated that respondents generally had a positive attitude, with 51% of them concurring that workers put in long hours. Furthermore, 49% of these respondents strongly agreed that employees always work for a long duration at a time. It shows that URA management enjoys a good relationship with its workers that compel them to work for extended periods at a time. This implies that management of URS has a perfect working relationship with their employees that prompt them to even work for extended hours in one sitting to finish their work schedules or activities for the day. Key interview informant code E1102 said during an interview that"..... Management

continues to be good to us so we, in turn, overwork sometimes. This is being truthful to the authority because a lot has been done to our well - being and we feel it is necessary not to cheat them when working hours"(E 1102, 14th/July/2024)

To assess psychological resilience among employees, respondents were asked to indicate their agreement with statements related to mental toughness and perseverance. The results revealed that a significant majority—59%—agreed, and an additional 36% strongly agreed, that employees at URA demonstrate mental resilience. Only 1% of respondents strongly disagreed with this view.

These findings suggest that the Uganda Revenue Authority fosters a psychologically supportive work environment that enables employees to remain focused and resilient, even in the face of challenges. This aligns with broader research indicating that supportive leadership, peer encouragement, and access to resources are critical factors in cultivating employee resilience and sustaining high performance under pressure

Moreover, the respondents were asked whether the employees persist even when things are not going well. The results show that the majority of the respondents agreed that workers always endure even when things do not go well having recorded the highest rate of 61%, while 38% of the respondents strongly agreed that workers endure even when things do not go well and only 1% of the respondents did not agree that workers endure even when things do not go as planned. This indicates that the favorable work environment at URA has made employees tolerate even during harsh times which increase the level of retaining employees.

Employee enthusiasm for my job was another question posed to the respondents. With the highest percentage of 68%, the study indicates that most participants agree that workers are excited about their jobs. However, 23% of respondents strongly agreed that workers are excited about their work, while 9% disagreed. This is the implication that good working conditions and the nice incentives and advantages make employees joyful in the workplace. In an interview, senior interview informant coded E1103 stated that, ".....when you have just joined the authority, you are catered for in terms

of meals, transport and psychological well - being for the first 3 months of your probationary period.". This leads us to be welcomed to the new workplace that we are not exposed to in other organizations....." (E1104, 14th/July/2024)

Moreover, the interviewees were asked to give their opinions whether employees believe work to be filled with meaning and purpose. According to the findings, the majority of respondents concurred that workers find their work to be meaningful and purposeful, accounting for the largest percentage of 59% and 39% of respondents, respectively, strongly agreed that they find their work meaningful and purposeful, while 1% disagreed. This implies that URA management performs what is necessary to make workers feel happy and motivated in the workplace by permitting workers to have their career objectives achieved. In one of the major interview informant coded E1105 stated, ".....management permits us attain our career objectives and psychological well-being which makes us feel that work is worth." This has ushered hope into us that our career objectives will be accomplished and fulfilled.". This will lead us to greater heights \"(E1105, 14th/July/2024)

In addition, the respondents were asked to share their thoughts on whether employees take pride in their work. The findings reveal that most respondents agree that employees do feel proud of what they accomplish, with a high percentage of 77%. Furthermore, 17% of those surveyed strongly agreed that employees feel a sense of pride in their jobs, while only 1% strongly disagreed with this sentiment. This implies URA management provides a good working environment where employees can enjoy themselves while working thereby increased productivity.

To assess perceptions of workload difficulty, respondents were asked whether they found their work assignments challenging. The results indicated that 60% of participants agreed, and an additional 32% strongly agreed, that employees at URA perceive their work as difficult. Only 2% strongly disagreed with this view.

These findings suggest that a significant portion of the workforce experiences their tasks as demanding—likely due to the complexity of assignments, performance

expectations, or limitations in available resources and tools. This may reflect a high-performance work environment where employees are consistently tasked with responsibilities that require sustained effort and problem-solving. While such challenges can foster growth and innovation, they also underscore the importance of adequate support systems, such as training, equipment, and workload management, to prevent burnout and maintain productivity.

Respondents were also asked to share their perceptions regarding time management while attending to clients. The results revealed that 55% agreed and 42% strongly agreed that time seems to pass quickly when serving clients. Only 1% strongly disagreed with this statement.

These findings suggest that URA employees are highly engaged and immersed in client-related tasks, often to the extent that they lose track of time. This perception may indicate a high workload intensity and a fast-paced work environment, where employees are consistently occupied with service delivery. While such engagement can be a sign of job absorption and flow, it also highlights the importance of effective workload management to ensure that employees are not overextended and have sufficient time and resources to complete their responsibilities efficiently.

Respondents were also asked to express their views on whether they feel content when working hard. The results showed that a majority—62%—agreed, while 33% strongly agreed that they experience happiness when engaged in intense work. Only 1% strongly disagreed with this statement.

These findings suggest that most URA employees derive satisfaction and a sense of fulfillment from working diligently, which may reflect high levels of intrinsic motivation and job engagement. This interpretation was echoed during a key informant interview, where participant E1105 remarked:

"...Our managers assign us tasks that keep us in some sort of whirlwind. This prevents idleness and thus maintains employee engagement. Being busy means we are constantly thinking about how to be creative..." (E 1105, 14th July 2024). According

to this, more work serves as an incentive to employees, making them feel fulfilled and reducing work-deviant behaviors tied to inactivity.

Participants were also asked to share opinions regarding whether they thought employees are distracted by other matters while working. Results show that a majority agreed that indeed employees get distracted by other issues during work, the majority being 60%, while 36% strongly agreed and a mere 2% strongly disagreed. This means that workers encounter interruptions that divert their focus away from the job, thereby negatively affecting their performance.

Lastly, the respondents were asked if they considered it difficult for a person to detach himself/herself from work. A significant majority agreed that one did find it difficult to detach from his/her duties during working hours, with 61% agreeing and 33% strongly agreeing. Only 2% strongly disagreed. This demonstrates that the URA management takes very good care of the employees, creating a good working relationship and fostering a comfortable work environment that employees consider worth appreciating.

4.3.2 Relationships between Creative Climate and Employee Engagement among employees at URA.

Understanding the opinions of the participating members regarding the existence of a creative climate and employee engagement at URA was the review's specific objective. A five-point Likert scale was used to gauge participants' agreement or disagreement with the statements in Table 4.7.

Table 4. 7: An Overview of Descriptive Statistics of Creative Climate and Employee Engagement among employees at URA.

Statements on Creative Climate	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)	Mean	STD
At my organization am fully involved in daily operations and long-term creative decisions.	5% (8)	13% (21)	0% (0)	64% (105)	18% (31)	3.78	1.422
In the debate, many diverse voices/points of view are exchanged/ encouraged.	2% (3)	4% (7)	0% (0)	61% (101)	33% (54)	4.18	1.565
The engagements with my colleagues improve my emotional safety.	21% (35)	24% (40)	0% (0)	49% (80)	6% (10)	2.94	1.662
My department encourages teamwork	5% (8)	7% (11)	0% (0)	60% (99)	28% (47)	4.01	1.090
I feel more comfortable sharing ideas and being frank and honest with my colleagues.	22% (36)	21% (35)	0% (0)	44% (73)	13% (21)	0.00	0.003
We share information generally in the team rather than keeping it to ourselves.	3% (4)	4% (7)	0% (0)	66% (109)	27% (45)	0.00	0.003
Members of the team meet frequently to talk both formally and informally.	12% (20)	18% (29)	0% (0)	46% (76)	24% (40)	0.00	0.003
Our supervisor encourages use of diverse skills.	15% (25)	16% (27)	0% (0)	51% (84)	18% (29)	0.00	0.003
The supervisor rewards and recognizes creative ideas.	19% (32)	22% (36)	0% (0)	34% (56)	25% (41)	0.00	0.003
Our supervisor involves us in decision making	9% (15)	18% (29)	0% (0)	57% (94)	16% (27)	0.00	0.003
Our supervisor encourages open interactions	0% (0)	4% (6)	0% (0)	64% (105)	33% (54)	0.00	0.003
We provide the work support required by any member of our team	1% (1)	2% (3)	0% (0)	55% (90)	42% (70)	0.00	0.003

Source: *Primary Data (2024)*

Regarding the questions that asked respondents if URA employees are actively involved in daily operations and long-term creative decision-making, the findings reveal that most respondents agree employees are fully engaged in these areas, the highest percentage standing at 64%. Another 18% strongly agree that employees fully take part in the daily tasks and strategic decisions, while 5% are on the other end strongly disagreeing. This implies that workers are genuinely invested in their jobs and have opportunities to participate in departmental decision-making.

In respect of questions that come about to assess whether diverse views are encouraged, results depict a majority agreeing to a claim that employees are instigated to share their diverse points of view, with the highest percentage at 61%. A 33% further strongly agreed to the claim that employees are encouraged to voice their opinions in discussions, whereas only 2% strongly disagreed. This clearly points out a

scenario where different views are welcomed and cherished. This is an indication that URA has an open-door policy where workers are free to breathe in their views, comments and ideas which improves employee - employer working relationship. On telephone interview, key interview informant code named C1107 told that, “. our supervisors enable us to express ourselves freely on matters concerning our work which has helped us solve our problems.". This has enabled us to feel content at work and to be in a position to improve on productivity in our own dockets...."(C1107, 14th/July/2024)

Besides, questions that attempted to ask opinions of the respondents whether workers Peer relationships enhance emotional safety. According to the results, the majority of respondents (49%) believed that employees' interactions with their coworkers increase their emotional safety. In contrast, 24% disagreed that employees' interactions with their coworkers decrease their emotional safety, and 6% strongly disagreed. According to this, URA management provides a channel for communication between staff members, which results in psychological fulfillment and increases workplace productivity.

Respondents were also asked to share their views on whether their departments actively promote teamwork. The findings revealed that 60% of participants agreed, while 28% strongly agreed that teamwork is encouraged within their departments.

Only 5% strongly disagreed with this statement.

These findings imply that the Uganda Revenue Authority's departmental leadership promotes a cooperative workplace where staff members are motivated to help one another. In addition to improving interpersonal cooperation, this kind of teamwork culture helps the organization reach its larger objectives. Research shows that when team efforts are aligned with institutional objectives, it leads to improved performance, stronger engagement, and a shared sense of purpose across departments.

Respondents were also asked to indicate whether they feel comfortable sharing ideas and speaking openly and honestly with their colleagues. The results showed that 73% agreed with this statement, while 21% strongly agreed. Interestingly, 6% of respondents strongly disagreed, suggesting that a small portion of the workforce may still experience barriers to open communication.

These findings suggest that the majority of employees at the Uganda Revenue Authority perceive their work environment as psychologically safe—one in which they can express their thoughts and ideas without fear of judgment or reprisal. This openness is a critical component of a creative climate and is essential for fostering collaboration, innovation, and trust among team members. However, the presence of a minority who feel uncomfortable sharing openly highlights the need for continued efforts to build inclusive communication practices and strengthen interpersonal trust across all departments. This implies that the management provides a working setting in which the employees trust each other and they possess a favorable working relationship among them. While being interviewed as key interview informant coded

C1108 said that, ".....most of us feel comfortable sharing with fellow colleagues because there are no elements of mistrust amongst ourselves which has contributed to knowledge transfer and sharing of innovative ideas amongst ourselves.". We also do not shy away from passing on to new colleagues information that helps them fit into the work systems....."(C1108, 14th/July/2024)

In addition, the respondents were asked to share their thoughts on whether employees tend to pass along information within the team or keep it to themselves. The results revealed that a significant majority, 66%, agreed that staff generally prefer to share information with the team rather than keeping it private. Additionally, 27% strongly agreed with this sentiment, while only 3% disagreed. This suggests that employees are working well together and are open to helping new team members get up to speed with the information they need to succeed in their roles. Furthermore, the respondents were also asked to give their opinions on whether supervisors enable application of various skills. The results reveal that individuals just

in general agree that supervisors encourage use of diversified skills with the greatest percentage score of 51%, 18% of the respondents felt strongly that supervisors encourage use of diversified skills and only 15% of the respondents disagreed that supervisors encourage use of diversified skills.". This implies that the employees have multi-purpose skills, which can be applied to different assignments given to them. Furthermore, the respondents were asked to present their opinions regarding if the supervisors of employees make free exchanges possible.

The results indicated that most respondents felt encouraged to be open, with 64% agreeing. Additionally, 33% strongly believed that supervisors promote open interactions among employees, while only 4% disagreed with the idea that supervisors foster such openness. This implies that employees are encouraged to share ideas and engage with each other in the workplace. Further to this, the respondents were asked to give their feedback on whether supervisors reward and recognize creative ideas.

The results indicate that most respondents agreed that supervisors do a good job of rewarding and recognizing innovative ideas, with 34% expressing this view. Additionally, 25% strongly agreed that supervisors actively acknowledge and reward these creative suggestions, while 19% felt the opposite, strongly disagreeing that supervisors recognize and reward innovative ideas. In an interview, one of the primary interview informant coded E1109 stated that,".....our bosses encourage us to innovate in our area of work. This has aided us to be awarded on anniversaries and other authority ceremonies hence acting as an incentive to us. We enjoy working in fact because we are certain that our creativity is rewarded....." (E1109/14th/July/2024) Also, another response item was whether supervisors permit employees to have involvement in decision making.

The findings indicate that while the majority of respondents (with the highest percentage score of 57%) agreed that supervisors involve employees in decision-making, only 9% strongly disagreed with this statement, while 18% of respondents disagreed. This implies that bosses give employees who are under their supervision ownership of the decisions that they make thus by preparing them to be accountable

leaders in their own cases. Another way to respond was to offer any team member the work support they need.

The results showed that most respondents felt their supervisors were providing the necessary support for their work, with 55% agreeing and 42% strongly agreeing. Only a tiny fraction, just 1%, strongly disagreed with this idea. These findings indicate that the Uganda Revenue Authority (URA) promotes a collaborative and supportive atmosphere among supervisors. This support likely encompasses access to tools, guidance, and encouragement, all of which are vital for boosting employee productivity and morale. Research backs up the notion that effective supervision—marked by clear communication, resource availability, and constructive feedback—plays a key role in enhancing employee engagement and performance.

Respondents were questioned about whether financial resources are available to support creative ideas within the company in addition to supervisory support. This inquiry sought to determine how much URA spends on developing an innovative culture through concrete rewards and financing sources. The results showed that the majority of the respondents agreed that money is spent on creative activities with the highest percentage rating of 61%, 33% of the respondents strongly disagreed that money is spent on creative activities and only 1% of the respondents strongly disagreed that money is spent on creative activities. During an interview with principal informant of key interview coded E11010 noticed that, ".Our manager is keen on providing resources to do creativity activities. This has assisted us in developing creativity skills because whatever we present is accompanied by a prize hung on it. We also invite our other new colleagues freely to open themselves up to their own creativity...." (E11010, 14th/July/2024) Lastly, respondents were also asked if they feel they have a high level of autonomy at the organization.

The results indicated that most respondents agreed employees enjoy a significant level of autonomy within the organization, with 54% expressing this view. Additionally, 35% strongly agreed that employees have a high degree of autonomy, while only 4% disagreed. This suggests that employees have the opportunity to make

decisions regarding their work, which helps prepare them for managerial roles. Furthermore, respondents were asked to evaluate whether open decision-making occurs in the organization and if everyone is encouraged to share new ideas.

The results indicated that most respondents agreed there is an open decision-making process, with 51% feeling strongly about it. Additionally, 46% of participants expressed strong agreement that everyone is encouraged to share new ideas, while only 3% disagreed with the notion of open decision making. This suggests that URA embraces a participatory decision-making style, allowing employees to engage in significant decisions that impact their work. Finally, respondents were asked to evaluate their experiences regarding the time allocated for idea development, highlighting the opportunity for subordinates to create new concepts that weren't initially considered in their roles.

The results show that the majority of the respondents concurred that the ideas - time is high and subordinates can generate new ideas not included in the original task having the highest percentage score of 61%, 33% of the respondents firmly agreed that the idea - time is high and subordinates can generate new ideas not included in the original task, and 1% of the respondents strongly disagree that the idea - time is high and subordinates can generate new ideas not included in the original task. This is where administration of URA allows time to employees in order to think through developing creativity within their own dockets and thereby leading to innovation.

Table 4. 8: Pearson Correlation Analysis showing the relationship between Creative Climate and Employee Engagement among employees at URA.

		Creative Climate	EE
Pearson Correlation	1	.360**	
Sig. (2-tailed)		.000	
N	165	165	
Pearson Correlation	.360**	1	
Sig. (2-tailed)	.000		
N	165	165	

Source: Primary Data (2024)

The results converge, confirming the positive relationship and significance between creative climate and employee engagement ($b=.360^{**}$, $P<0.001$). This means that whenever the management of URA creates an environment that enhances creativity, employees tend to engage in their work and commit themselves more, both in terms of dedication and organizational citizenship behavior. It also means that whenever there is any change in the creative climate, employee engagement will be affected.

4.3.3 Employee Engagement and Employee Innovative Behavior among employees at URA

The second major goal of the study was to gather the participants' views on how employee engagement relates to innovative behavior among staff at URA. To do this, we asked respondents to rate their agreement or disagreement with various statements using a five-point Likert scale.

Table 4. 9: A Summary of Descriptive Statistics of Employee Engagement and Employee Innovative Behavior among employees at URA.

Statements on Employee Engagement	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)	Mean	STD
On my job, I feel that I am bursting with energy	0% (0)	3% (4)	0% (0)	65% (107)	33% (54)	4.28	.602
When I get up in the morning, I feel like going to work	0% (0)	4% (7)	0% (0)	67% (111)	29% (47)	4.20	1.109
I can continue working for very long hours at a time	5% (8)	6% (9)	0% (0)	66% (109)	24% (39)	3.98	1.434
At my job, I am very resilient mentally	2% (3)	10% (16)	0% (0)	74% (122)	15% (24)	3.90	1.513
At my work, I always persevere, even when things do not go well.	1% (2)	4% (6)	0% (0)	71% (116)	25% (41)	4.13	1.103
I am enthusiastic / excited about my job	0% (0)	7% (11)	0% (0)	67% (111)	26% (43)	4.11	1.108
My job inspires me	2% (2)	4% (3)	0% (0)	54% (90)	42% (70)	4.35	.931
I am proud of the work that I do	1% (1)	4% (7)	0% (0)	62% (102)	33% (55)	4.23	1.113
Time runs very fast when I am attending to clients	5% (8)	13% (21)	0% (0)	64% (105)	19% (31)	3.78	1.573
I get carried away by other things when I am working	11% (18)	19% (32)	0% (0)	49% (81)	21% (34)	3.48	1.544
It is difficult to detach / separate myself from my job	21% (35)	24% (40)	0% (0)	49% (80)	6% (10)	2.94	1.598

Source: Primary Data (2024).

As for things that tried to determine from the respondents whether URA employees are on their job full of energy. The results show that the majority of the respondents agreed that employees are brimming with energy at work, the highest 65%, 33% of respondents strongly agreed that employees in URA are brimming with energy and only 3% of respondents disagreed that they are brimming with energy. This implies that URA has created an environment that enables employees to acquire skills, energy that is not put into use and redundant.

In the second part of the survey, we asked participants how they feel about heading to work each morning. The findings revealed that a significant number of respondents—67%—expressed that they generally feel motivated to go to work when they wake up. Additionally, 29% strongly agreed with this sentiment, while only 4% said they feel the opposite.

This suggests a positive relationship between employees and their employer, along with favorable working conditions that encourage staff to show up. During an interview, one key informant, identified as E1111, shared, "Our employer has provided us with everything we need to work efficiently. I look forward to coming in every day, and the good working conditions really inspire me to wake up ready to learn." (E1111, 14th/July/2024)

When asked respondents for their thoughts on employees working long hours. The results indicated that most participants—66%—agreed that employees often put in extended hours. Furthermore, 24% strongly concurred, while only 5% disagreed with the idea of long working hours. This point to a strong sense of organizational citizenship among the staff, allowing the company to benefit from their dedication and hard work.

Respondents evaluated their mental resilience. The results indicate that the majority agreed to be mentally strong, with the highest percentage being 74%. Furthermore, 15% of the respondents strongly agreed that the employees possess mental strength, while only 2% strongly disagreed. This suggests that the employees have the ability to face challenges and are willing to stay with the organization for years.

To further find out whether employees find excitement in their work, respondents were asked about it. The results have revealed that most respondents concur that employees exhibit enthusiasm in their jobs, with 67% being the highest portion. An additional 26% strongly agree that workers are enthusiastic about their work, while only 7% disagree. This stands to mean that employees are passionate and committed, love what they do, and exhibit organizational citizenship behavior.

They were asked whether the work they do inspires them. The results reveal that a majority of respondents agreed to having motivational work, with 54% agreeing while 42% strongly agreeing. Only 2% strongly disagreed. This implies that employees are motivated by what they do, work becomes a part of them, and promotes productivity.

With regard to whether they keep trying in the face of failure, 71% of the respondents agreed that employees persevere even though they don't always succeed; 25% strongly agreed, and only 1% strongly disagreed. It shows that employees are resilient and committed regardless of the hardships, which also favors their retention within the organization.

In response to the question of whether they take pride in their work, most respondents agreed with 62% favoring and 33% strongly agreeing, while only 1% strongly disagreed. This implies that employees enjoy their work and carry out their organizational citizenship behavior, which ultimately propels organizational performance.

Respondents were also asked whether time seems to fly while taking care of clients. The results disclose that 64% agreed that time flies with service to clients, 19% strongly agree, and only 5% strongly disagreed.

Table 4. 10: Pearson Correlation Analysis showing the relationship between Employee Engagement and Employee Innovative Behavior among employees at URA

		EmpEng	EIB
Pearson Correlation	1		.401**
Sig. (2-tailed)			.000
N	165		165
Pearson Correlation	.401**	1	
Sig. (2-tailed)	.000		
N	165		165

The analysis shows that, in terms of the direction of the relationship, the regression coefficient is positive and the relationship between employee engagement and employee innovative behavior is statistically significant ($b = .401^{**}$, $P < 0.001$). This means that when the management of URA avails an environment for employees to get engaged at the workplace, the employees, in turn, become more innovative in executing their duties which enhances the level of overall performance of Uganda Revenue Authority. This also implies that a change in the employee engagement corresponds with a change in employee innovative behavior.

4.3.4 To examine the mediating effect of creative climate on the relationship between employee engagement and employee innovative behavior at the Uganda Revenue Authority (URA)

Participants were invited to share how much they agreed with a set of statements. We used a five-point Likert scale for this, where 1 means "Strongly Disagree" and 5 means "Strongly Agree," as you can see in Table 4.9.

The goal of this analysis was to find out if creative climate either boosts or diminishes the impact of an engaged employee on his or her readiness to come up with, promote, and put into action new ideas. By exploring this interaction, the study aimed to reveal whether creative employees are more inclined to get involved in an atmosphere that propels them into innovative actions.

Table 4. 11: A summary of how creative climate plays a moderating role in the relationship between employee engagement and employee innovative behavior among employees at URA.

Moderator Variable	1 (SD)	2 (D)	3 (NS)	5 (A)	6 (SA)	Mean
I always suggest new working methods to enhance creativity in my organization	0% (0)	6% (9)	0% (0)	61% (101)	33% (55)	4.22
My innovative idea at the workplace makes other colleagues become engaged in their daily tasks	0% (0)	3% (4)	0% (0)	65% (107)	32% (54)	4.28
My being engaged with routine tasks makes me become innovative to create a difference from colleagues	0% (0)	4% (7)	0% (0)	67% (111)	29% (47)	3.20
My engagement behaviors are reinforced which catalyses my speed of exhibiting my innovative behaviors	0% (0)	1% (2)	0% (0)	59% (98)	39% (65)	3.36
My enthusiasm at work encourages others to become innovative in their daily routine.	% (0)	6% (10)	0% (0)	77% (127)	17% (28)	4.04

Source: *Primary Data (2024)*

The research findings from table 4:8 sought to determine from the respondents whether employees in URA always suggest new methods of work aimed at enhancing innovativeness in the workplace.

The results show that the majority of the respondents agree that employees in URA suggest new ways of working to aid innovation at work with the highest rate being 61%, 33% of the respondents strongly agreed that employees in URA suggest new ways of working to aid innovation at work and only 6% of the respondents disagreed that employees in URA suggest new ways of working to aid innovation at the work place. This implies that the management at URA provides room for employees to come up with ways of generating value and exercising autonomy that enable URA to access all the capabilities of employees. In an interview, key informant code named M1112 stated that ".Our boss gives us room to come up with how to do things better in our own docket which enables us to exercise autonomy thus overall URA performance has been improved.". This autonomy has also led us to develop the skills of problem solving hence creating the ability of solving intricate work related problems." (M1112, 14/July/2024)

According to items that were seeking to establish from the respondents whether workers in URA possess innovative ideas at the workplace that make other fellow employees develop interest in their day-to-day jobs. The results indicate that most respondents believe employees at URA come up with innovative ideas that encourage their colleagues to get involved in daily tasks. In fact, 65% of them agreed with this statement, while 32% expressed strong agreement that these innovative ideas really help engage others. Only a small 3% disagreed, suggesting that the majority see the value in URA's creative contributions to teamwork. This also means that supervisors at URA allow employees to come up with ideas of how to promote teamwork and togetherness that enhances cooperation among employees.

Also, things were requested to know if employees being involved with mundane work makes them become innovative in order to make a difference from other colleagues. The results reveal that the majority of the respondents concurred that workers in URA are occupied with mundane activities that make them turn into

innovative beings to make a difference from coworkers who have achieved the highest percentage score 67%, 29% of the respondents strongly disagreed that workers occupied with mundane activities turn them into innovative beings to make a difference from coworkers, and only 4% of the respondents disagreed that workers occupied with mundane activities turn them into innovative beings to make a difference from coworkers. This indicates that management of URA issues clear work instructions that engage employees all the time hence hinting at innovation for the sake of showcasing outstanding performance. In an interview with a key informant code named M1113 elaborated that, “. our supervisors provide us with clear work instructions which keep us busy all the time and this drives us to be innovative in our own dockets.”. Good performance in the area of being innovative is highly rewarded and valued thus comparing to other staff members.” (M1113, 14th/July/2024)

Also, the participants were asked to evaluate whether behaviors of engagement by employees at URA are rewarded which stimulates their tempo of exhibiting innovative behavior. The result shows that the majority of the respondents concurred that

engagement behaviors among URA employees are reinforced and this stimulates their speed of exhibiting innovative behaviors with a highest percentage score of 59%, 39% of the respondents strongly concurred and reinforced that engagement behaviors are reinforced and stimulates their speed of exhibiting innovative behaviors and 1% of the respondents disagreed that engagement behaviors are reinforced and stimulates their speed of exhibiting innovative behaviors. This implies that URA management gives an enabling environment for its workers to exhibit innovative behavior thereby tapping into employees' capabilities thereby enhancing overall performance of the agency.

Lastly, respondents were asked to show whether employees' passion within the workplace makes other individuals desire to innovate within their work routine. The results revealed that the majority of respondents (with the largest percentage share) agreed that workers' enthusiasm at work inspires others to be creative in their daily lives. Just 6% of respondents disagreed with the statement that employees' passion at work inspires others to be creative in their daily lives, while 77% and 17% of respondents strongly agreed. This implies that the management of URA creates a setting that encourages employees to release their potential and this serves as a stimulus for other employees to become innovative in their operations.

Table 4:12 regression analysis that explores how creative climate influences the connection between employee engagement and Employee Innovative Behaviors at URA, with a significance level set at 0.05. Here are the coefficients for your review.

Table 4.12: Regression Analysis

Figure 1: Med graph showing mediation of Employee Engagement Type of Mediation: Partial Sobel Z- Value : 2.920428 significance: 0.00349	
Standardized coefficients of Creative Climate on Employee Innovative Behavior	
	Direct : 0.364
	Indirect : 0.144

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 ^a	.194	.184	.31503
2	.665 ^b	.443	.432	.26285

a. Predictors: (Constant), Employee engagement, Creative Climate

b. Predictors: (Constant), Employee engagement, Creative Climate, Mediating Variable.

The r square (R²) score of .443 explains a 44.3% mediating effect of creative climate on the relationship between employee engagement and employee innovative behavior

Significant at level of: **p<0.01

The findings shown in Table 4.12 reveal a significant mediating effect of creative climate on how employee engagement influences innovative behavior among employees at the Uganda Revenue Authority (URA). The Sobel test produced a high z-value and a p-value below 0.05, which confirms that this indirect effect is indeed significant. This indicates that creative climate is crucial in channeling the employee's engaged behaviors into innovation that results in innovative and coming up with new innovative ideas at their workplaces.

The relationship between creative climate and innovative behavior took a dip from 0.665 to 0.443 when factored in creative climate as a mediating variable in the regression model. Following the path model framework laid out by Jose (2004), this drop in the strength of the direct connection—though still statistically significant—suggests that have a case of partial mediation. In simpler terms, while a creative climate does have a direct impact on innovative behavior, part of that influence flows through employee engagement.

These findings underscore the importance of fostering not only a supportive and resource-rich creative climate but also actively cultivating employee engagement behaviors as a psychological mechanism that enhances innovation outcomes.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The primary aim of this study was to examine the influence of creative climate and employee engagement on innovative behavior among officers at the Uganda Revenue Authority (URA). To achieve this, the study pursued three specific objectives:

To explore how the creative climate impacts employee engagement among URA employees.

To examine the connection between employee engagement and innovative behavior.

To find out if creative climate plays a role in linking employee engagement to innovative behavior.

This chapter brings together the main findings and dives into what they mean in the context of existing research. It also offers some practical suggestions for organizational policies and practices, wrapping up with thoughts on what the study contributes and where it falls short. By blending both quantitative and qualitative insights—like descriptive statistics, regression analyses, and thematic interpretations—it aims to give a well-rounded view of how workplace creative climate and engagement influence innovation within the URA.

5.2 Summary of the Study Findings.

The summary of the findings was based on the research objectives.

5.2.1 Relationship between Creative Climate and Employee Engagement among employees at URA.

Descriptive statistics suggest that URA employees participate actively in both the day-to-day operations and some potential long-term decision-making with creative perspectives. The regression analysis results show that a creative climate significantly boosts employee engagement at URA, with an estimated coefficient of $b = 0.360$ and a p-value of 0.000. Since the p-value is less than 0.05, we can confidently accept the alternative hypothesis (H1) and reject the null hypothesis. Additional qualitative

evidence suggested that the leadership support for creative behaviors, coupled with autonomy to employees, developed a fertile environment for creativity that fostered higher engagement and innovative thinking and ultimately increased organizational performance.

5.2.2 Relationship between Employee Engagement and Employee Innovative Behavior among employees at URA.

The descriptive findings of the study revealed that employees at the Uganda Revenue Authority (URA) generally exhibit a positive emotional outlook, which appears to foster a proactive attitude toward job opportunities and innovation. This emotional positivity is reflected in their engagement levels and willingness to contribute meaningfully to organizational goals.

In addition, the regression analysis revealed a significant link between employee engagement and innovative behavior, showing a standardized beta coefficient of $B = 0.401$ and a p-value of less than 0.001, which suggests a strong predictive capability. Consequently, Hypothesis 2 (H2)—which suggested that there is a positive connection between employee engagement and innovative behavior—was supported, leading to the rejection of the null hypothesis.

Complementing the quantitative results, qualitative data from interviews provided deeper insight into this relationship. Several participants expressed that their sense of belonging, emotional connection to the organization, and psychological safety empowered them to take initiative and innovate in their daily work. For instance, one key informant (Code: E1105) noted:

“When you feel like you’re part of something bigger, you don’t hesitate to share ideas or try new approaches. It’s not just about doing your job—it’s about improving how we all work together.”

This convergence of statistical evidence and lived experience suggests that employee engagement not only correlates with but also facilitates innovative behavior—driven by a workplace culture that values inclusion, emotional well-being, and shared purpose.

5.2.3 The mediating effect of creative climate in the relationship between employee engagement and Employee Innovative Behavior among employees at URA.

Innovative Behavior among employees at URA.

The descriptive findings of the study indicate that employees at the Uganda Revenue Authority (URA) operate in an environment that fosters both engagement and innovative behavior. This suggests that the organizational climate is conducive for exhibition of engagement behaviors that result in employee innovative behaviors.

The regression analysis uncovered a noteworthy mediating effect of creative climate on how employee engagement influences innovative behavior among employees. The findings revealed a standardized beta coefficient of $B = 0.665$ with a p-value of .000, which points to a strong and significant interaction effect. Consequently, Hypothesis 3 (H3) was supported, leading to the rejection of the null hypothesis.

These findings imply that creative climate not only contributes directly to innovative behavior but also amplifies the positive influence on employee engagement. In other words, when employees are highly creative, the impact of them becoming engaged into actions and activities that result in innovative actions becomes even stronger.

Qualitative insights further reinforced this conclusion. Respondents emphasized that engaging behaviors and organizational support mechanisms—such as recognition, autonomy, and collaborative leadership—played a pivotal role in enabling innovation. Employees expressed that feeling valued and emotionally connected to their work encouraged them to take initiative and contribute new ideas, even beyond their formal job descriptions.

5.4 Discussion of the Findings

The conversation around the findings revolved around the underlying theory and the goals of the research

5.4.1 Relationship between Creative Climate and Employee Engagement among employees at URA.

According to the research, most respondents agreed that URA employees are quite engaged in both short-term and long-term innovative decisions. This suggests that employees are encouraged to think creatively in their respective roles, which boosts their commitment to their work. The findings indicate that many respondents feel URA employees have the freedom to express their thoughts and share opinions, showing that URA management fosters an environment where ideas can flow freely, sparking creativity and interest in their jobs. When it comes to supporting new ideas, a majority of respondents felt that employees are empowered to participate in decision-making, and anyone can propose new concepts. This implies that URA managers provide the space for employees to brainstorm ways to enhance their work, leading to greater creativity and involvement in the workplace.

Lastly, the regression analysis revealed a strong link between a creative climate and employee engagement among URA staff, suggesting that as employees become more creative, their engagement at work increases, showcasing innovative behaviors. The results from the study with URA employees align with the findings of Shan & Ali (2011), which state that a creative climate encourages individuals to generate new ideas, helping the organization grow and improve its effectiveness while allowing team members to develop and implement innovative concepts more efficiently. This, in turn, leads employees to engage more fully in their daily tasks, unlocking their potential and enhancing overall performance.

However, a review of existing literature reveals that there is limited research on the relationship between creative climate and employee engagement, as this area has not garnered much attention from scholars and researchers, resulting in significant knowledge gaps.

The insights gathered from URA employees align with the observations made by Li & Zheng (2014), who pointed out that a positive emotional state tied to employee engagement can lead to two key effects that foster innovative behavior. First, it

cultivates a more optimistic outlook towards job opportunities, which can spark a passion for service. Second, it generates positive emotions that are linked to creativity. As a result, employees are more likely to think creatively in their service delivery, which in turn enhances their engagement and performance at work (Slatten & Mehmetoglu, 2011). Research has shown that employee engagement is a valuable concept because it can significantly impact outcomes that benefit both individuals and organizations. Moreover, some studies indicate that the degree of innovation and creativity can be influenced by various factors, including the type of work and the organizational structure (Amabile, 1997; Li & Zheng, 2014). Employee engagement in this view matters because of personal beliefs which employees have about their work in the organization. From the findings of previous research, different researchers have held different opinions as well as conclusions regarding creative climate and employee's engagement which has prompted the necessity for future research in the area.

The findings from the study involving URA employees align with those reported by Gallup in 2015. They found that organizations with higher levels of employee engagement and innovation tend to perform better overall. This suggests that creating a work environment that encourages innovative thinking and makes it easy for employees to participate is a valuable goal shared by many forward-thinking organizations. Based on findings of previous studies, several studies have largely looked at the factors affecting employee employment with little considerations to creative climate and employee engagement thus with little considerations to creative climate and employee engagement hence leaving constructs still under researched. However, there are few studies that concentrate on the role that creative climates play in bringing about employee engagement (Vivi & Wilmar, 2022).

Literature available showcase the significance of having a good organizational climate in enhancing work outcomes hence making this study relevant to the academic community. The study conclusions consideration in the future work of Amabile & Khaire (2018), who noted that employees with high motivation and engagement in their daily activities can generate many creative ideas. Indeed, innovativeness is

receiving more recognition as one of the most important means by which organizations create substantial sustainable value for their stakeholders. Therefore, organizations that offer a platform for workers to be motivated utilize their productivity hence overall organizational performance.

5.4.2 Employee Engagement and Employee Innovative Behavior among employees at URA.

The research findings established that most respondents agreed that engaged employees possess high energy levels to perform their responsibilities, as seen in their dedication to daily tasks. This energy fosters creativity, making it possible for URA management to extract more productivity from employees.

With regard to commitment, a majority of the respondents concurred that committed workers in URA are highly committed to their work. They possess a good attitude towards the organization, characterized by enthusiasm and a positive mindset, that are catalysts for improved employee performance. By extension, organizations that have committed employees are better placed to leverage their innovativeness and convert it into improved overall organizational productivity.

Regarding absorption, most of the respondents agreed that URA employees become fully absorbed in their daily activities. This absorption allows engaged employees to be immersed in creative activities that promote overall organizational performance. Engaged employees show positive emotions that facilitate organizational creativity. Therefore, when organizations allow employees to become fully absorbed in their daily work, they are likely to show innovative and creative behaviors. Furthermore, regression analysis confirmed a positive correlation between innovative behavior and employee engagement, whereby higher levels of engagement lead to more innovation, coming up with ideas that add value to organizational performance.

These observations are in agreement with the empirical observations of Mehmetoglu's (2011), explaining that the positive affective state in employee engagement influences innovative behavior through a positive attitude towards work challenges along with fostering a sense of creativity. The workers then become creative in

service delivery and exhibit high dedication to their job performance (Slatten & Mehmetoglu, 2011).

Similarly, the reactions of URA employees confirm Mesa and Gavira's (2016) claim that worker engagement has an immense impact on business operations, particularly in designing, developing, and implementing services. In all these aspects, creative behavior is influenced by engagement, which is characterized by feelings of commitment, autonomy, and belonging. Vazirani (2007) also notes that engaged employees consistently perform at high levels, use their talents daily, work with passion, and create innovation and creativity, thereby driving their organizations forward. The results of the current study resonate with the views of Men's (2015) that engaged employees possess a good attitude towards work and protect the core values of the organization.

However, in an attempt to foster innovative work behavior, managers are faced with employees' openness to innovation, conflicting workplace dynamics, and cultural differences limiting behavior generalizability (Tan, 2021). The URA employee reactions are consistent with the Lie (2020) findings that note giving workers a chance to participate in decision-making makes them feel a sense of ownership and responsibility, thus being more innovative and performing extraordinarily.

Researchers believe that workers, when compensated for their performance—formal or informal—feel appreciated and included, and thus are motivated to devote more time and effort to innovative activities, thereby improving their overall innovative behavior in the workplace (Meng, 2022). Proactive employees are keen on learning, initiative, and demonstrating organizational citizenship behaviors that allow their businesses to gain competitive edge in today's dynamic working environment.

It's been suggested that employees are more likely to show innovative behaviors and contribute positively to the organization when they feel secure, appreciated, and valuable to the company. Additionally, having the right resources to do their jobs effectively plays a crucial role. All these elements ultimately shape how engaged and innovative they are (Balwant, Mohammed & Singh, 2022).

5.4.3 The mediating effect of creative climate in the relationship between Employee Engagement and Employee Innovative behavior among employees at URA.

The findings of the study indicate that the majority of the respondents are in agreement that URA workers do actively come up with ideas, which suggests that the organization has actually put in place a working environment that promotes idea generation, insinuates them to become engaged thereby enhancing its organizational validity. Concerning opportunity exploitation, most of the respondents agreed that URA workers take advantage of opportunities presented by the management, which they utilize for career progression and in enhancing the organizational performance.

With respect to championing of ideas, the majority of respondents agreed that workers are given opportunities to champion and lead their own projects, indicating URA management's encouragement of employee-led initiative in maximizing their full potential. Additionally, regression analysis indicated significant moderating effect of creative climate on employee engagement-employee innovative behavior relationship. This means that a more conducive creative climate is linked to higher employee engagement and innovation, whereas a less conducive creative climate is linked to lower engagement and creative behavior.

These findings challenge Rao's (2021) claim that the role of creative climate in mediating the link between employee engagement and innovative behavior is limited. While Rao's research considered factors like team psychological capital, team learning climate, and team innovativeness, it overlooked the direct mediating effect of employee engagement.

This current study addresses that oversight by emphasizing the significant direct impact that employee engagement has.

In a related study, Malasari (2022) looked into how team psychological capital acts as a bridge between the team learning climate and team innovativeness in Taiwan's information software industry. The research also examined the role of creative climate in two important relationships: one between team learning climate and

individual creativity, and the other between team psychological capital and employee creativity. Additionally, it investigated whether team psychological capital influences the relationship between employee engagement and employee innovative behavior at various levels of analysis. By employing hierarchical linear modeling (HLM), the results showed that team psychological capital plays a significant mediating role in linking a learning-focused team environment to collective innovation. Likewise, work engagement was found to mediate the impact of both team learning climate and team psychological capital on individual creativity. Moreover, team psychological capital was shown to boost the positive effect of work engagement on employee creativity. These findings underscore the vital importance of psychological capital and creative climate in promoting engagement and creativity in team-oriented work environments.

This thus implies that managers need to focus on developing psychological capital and enhancing more work engagement among their research and development teams for greater innovative performance. These findings resonate with the research conducted by Pattnaik and Sahoo (2021), which delved into employee engagement, creativity, and task performance within an Indian software development company. Their quantitative survey, which included responses from 396 employees and customers, revealed that employee creativity plays an indirect role in linking engagement to task performance. Additionally, they found that workplace creativity acts as a mediator in the relationship between engagement and innovation. Ultimately, fostering creative climate is crucial for organizations aiming to stay competitive and drive innovation.

It is imperative to understand that innovation and competition are complementary to each other in business development (Ali, 2022). Globally, innovation is one major force behind business development, which enables business organizations to capture markets and achieve strategic objectives. Organizations that promote creative working environments harness engagement behaviors from employees where employees can become engaged and creative in their tasks, therefore promoting competitive advantage. Therefore, for engagement and innovation, organizations

must create workplace environments that enable employees to generate ideas for developing new business ideas.

5.5 Conclusions

5.5.1 Relationship between Creative Climate and Employee Engagement among employees at URA.

The first goal was to take a closer look at the creative atmosphere and how engaged the employees at URA felt. The findings clearly showed a significant link between the creative environment and employee engagement at URA. When the creative climate improves, it positively impacts how engaged employees feel. So, it's fair to say that elements like involvement, autonomy, and trust within that creative space lead to greater employee engagement in areas such as idea generation, enthusiasm, commitment, and overall immersion in their work.

Further evidence suggests that the more engaged the employees are, the more creative they become at developing ideas and ways that would increase their productivity, thereby increasing performance at the organizational level. Hence, organizations should instill a culture where employees can let their creativity flow and justify their present engagements.

5.5.2 Relationship between Employee Engagement and Employee Innovative Behavior among employees at URA.

The study aimed to delve into how employee engagement influences innovative behavior among URA employees. The findings revealed a strong link between the two, suggesting that when employees are more engaged, they tend to be more innovative in their work.

Therefore, one can argue that being energized, committed, and absorbed in an activity significantly increases employees' innovative behavior, such as generating ideas, discovering opportunities, championing ideas, and implementing ideas.

With that, productivity of employees is enhanced, as the ideas generated and implemented help improve the organization's performance. Employees engage in

organizational citizenship behavior that puts them ahead in performance. Therefore, organizations need to develop platforms or opportunities through which employees can express engagement and innovation in their line of work toward the realization of organizational objectives.

5.5.3 The mediating effect of Creative Climate in the relationship between Employee Engagement and Employee Innovative among employees at URA.

The study takes a closer look at mediators like creative climate, exploring how they connect employee engagement to employee innovation. The findings reveal a notable mediation effect: when there is a creative working environment, it really boosts employees' exhibition of engagement behaviours that result in innovative behavior. In simple terms, the more creative the environment is, the better the atmosphere for the employees to become engaged and the more innovative their behavior becomes.

Therefore, it certainly can be concluded that creative climate, in particular through involvement, freedom, constitutes a crucial element in enhancing an innovative climate and stimulates innovative behaviors such as idea generation and opportunity exploration. This mediation creates an important theme for creating an environment in order to accentuate the positive effects of a supportive creative climate on innovation within organization.

5.6 Recommendations

5.6.1 Relationship between Creative Climate and Employee Engagement among employees at URA.

The study established a statistically significant relationship for the creative climate and employee engagement among URA employees; hence, URA management should encourage a climate conducive to creativity. Employees should, therefore, be granted freedom to actively engage in their everyday activities to develop this creative climate.

5.6.2 Relationships between Employee Engagement and Employee Innovative Behavior among URA employees.

The study stresses the significant statistical link: innovative employee behavior and employee engagement among URA employees. Therefore, the URA management should maintain a culture within which innovation is encouraged. Also, innovative employees can be recognized for rewards to generate motivation among others to carry out innovation in their work.

5.6.3 Relationship between the Mediating Effect of Creative Climate in the relationship between Employee Engagement and Employee Innovative behavior among URA employees.

The research revealed that creative climate plays a crucial role in enhancing the connection between a employee engagement and innovative behavior among employees. As a result, it's advisable for URA management to ensure that it provides a creative working environment that enables their teams to become engaged and encourage the generation of new ideas and exploration of opportunities.

5.7 Limitation of the Study

The research was time-bound, so only the URA employees were considered, and hence a larger investigation within other government agencies in Uganda could not be undertaken. This singular-case study defeats the generalization of findings to much broader populations.

5.8 Areas for Further Study

While the study cleared its slate of objectives, the researcher identified areas for further exploration:

The conversation suggested that there might not be a significant link between employee engagement and the connection between creative climate and innovative behavior in employees. Future research should explore other elements that could influence this relationship.

In this study, we considered creative climate and employee engagement as mediating factors that affect how employees innovate.

It would be worthwhile for upcoming studies to look into additional factors that might play a role in shaping employee innovative behavior.

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APPENDIX I: Questionnaire
QUESTIONNAIRE FOR A SURVEY ON CREATIVE CLIMATE, EMPLOYEE ENGAGEMENT
AND EMPLOYEE INNOVATIVE BEHAVIOR AT UGANDA REVENUE AUTHORITY

UGANDA CHRISTIAN UNIVERSITY

Dear respondent,

As part of the requirements for the award of the degree of masters of business administration of Uganda Christian University, the researcher is conducting a survey to understand and establish relationship of creative climate, employee engagement and employee innovative behavior. You have been identified as an important resource for this survey, I kindly request you to spare some time and independently fill this questionnaire. There are no direct benefits for your participation, but your responses will make a great contribution on my academic work and findings may be used by your organization in promoting employee innovative behaviors and strengthening management.

I would like to ask you some questions related to creative climate, employee engagement and innovative behavior. All the information you give will be kept with utmost confidentiality and will be used to prepare a general report, but will not include any specific names and so, there will be no way to identify that you are the one who gave the information.

There is no wrong or correct answer but try to be very truthful and honest in all your responses that you will give.

Thank you in advance.

AMPURIRA PETRONELLA KEZIA

+256-779522669

Researcher

SECTION A: PERSONAL DATA

Please tick (✓) where appropriate

1. Gender of respondent

a) Male ☐ b) Female ☐

2. Marital Status

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

3. Age bracket of respondent

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

d) Above 41 years

4. Years of service in URA ☐

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

d) 5 years and Above ☐

5. Highest level of education

a) Certificate ☐ b) Diploma ☐ c) Degree ☐

d) Post graduate Diploma ☐ e) Other ☐

SECTION B:

CREATIVE CLIMATE

The following statements are about the work environment of the organization. Please read each statement carefully and decide if you ever feel this way about your job URA. Use the scale below to rate how you feel.

SCALE

5. Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).

SN	Rate the following statements on the scale above					
INVOLVEMENT		SD	D	NS	A	SA
I1	At my organization am fully involved in daily operations and long-term creative decisions.	1	2	3	4	5

I2	I have enough time to come up with creative ideas at my organization.	1	2	3	4	5
I3	In the debating situation many different voices and points of view are exchanged and encouraged.	1	2	3	4	5
I4	In my organization people receive ideas and suggestions in an attentive and professional manner.	1	2	3	4	5
I5	The engagements with my colleagues improve my emotional safety.					
I6	My department encourages teamwork					
TRUST						
		SD	D	NS	A	SA
T1	I feel more comfortable sharing ideas and being frank and honest with my colleagues.	1	2	3	4	5
T2	Disagreements in our team are positively resolved.	1	2	3	4	5
T3	We share information generally in the team rather than keeping it to ourselves.	1	2	3	4	5
T4	Members of the team meet frequently to talk both formally and informally.	1	2	3	4	5
IDEA SUPPORT		SD	D	NS	A	SA
IS1	Our supervisor encourages use of diverse skills.	1	2	3	4	5
IS2	The supervisor rewards and recognizes creative ideas.	1	2	3	4	5
IS3	My supervisor sets creative objectives	1	2	3	4	5
IS4	Our supervisor involves us in decision making	1	2	3	4	5
IS5	Our supervisor encourages open interactions	1	2	3	4	5
IS6	My ideas get proper financial support at the institution	1	2	3	4	5
IS7	The organization can hire for us professionals to support our ideas	1	2	3	4	5
IS8	We provide the work support required by any member of our team	1	2	3	4	5

IS9	Funds are allocated for creative activities	1	2	3	4	5
IS10	I usually get credit from my supervisor for new ideas	1	2	3	4	5
FREEDOM		SD	D	NS	A	SA
FR1	I work in a friendly teamwork atmosphere.	1	2	3	4	5
FR2	I have a high degree of independence at the organization.	1	2	3	4	5
FR3	At my organization there is open decision making and everyone is free to suggest new ideas.	1	2	3	4	5
F4	At my organization idea-time is high, and subordinates can develop new ideas that have not been included in the original task	1	2	3	4	5

EMPLOYEE ENGAGEMENT

The following statements are about the extent to which you are motivated to contribute to the URA's success and are willing to apply your efforts to accomplishing tasks important to the achievement of the institution's goals. Please read each statement carefully and decide if you ever feel this way about your job. Use the scale below to rate how you feel.

SCALE

5-Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).

Vigor		SD	D	NS	A	SA
VG 1	On my job, I feel that I am bursting with energy	1	2	3	4	5
VG 2	When I get up in the morning, I feel like going to work	1	2	3	4	5
VG 3	I can continue working for very long hours at a time	1	2	3	4	5
VG 4	At my job, I am very resilient mentally	1	2	3	4	5
VG 5	At my work, I always persevere, even when things do not go well.	1	2	3	4	5
Dedication		SD	D	NS	A	SA
DD 1	I am enthusiastic / excited about my job	1	2	3	4	5

DD 2	I really put my heart into this job	1	2	3	4	5
DD 3	I find the work that I do full of meaning and purpose	1	2	3	4	5
DD 4	My job inspires me	1	2	3	4	5
DD 5	I am proud of the work that I do	1	2	3	4	5
DD 6	To me, my job is challenging	1	2	3	4	5

Absorption		SD	D	NS	A	SA
AB 1	When I am working, I forget everything else around me	1	2	3	4	5
AB 2	Time runs very fast when I am attending to clients	1	2	3	4	5
AB 3	I feel happy when I am working intensely	1	2	3	4	5
AB 4	I am occupied in my work	1	2	3	4	5
AB 5	I get carried away by other things when I am working	1	2	3	4	5
AB 6	It is difficult to detach / separate myself from my job	1	2	3	4	5

EMPLOYEE ENGAGEMENT IN RELATIONSHIP BETWEEN CREATIVE CLIMATE AND EMPLOYEE INNOVATIVE BEHAVIOUR

The following statements are about how engaged employees are creative and implement innovative and creative ideas in your organization. Please read each statement carefully and decide if you ever feel this way about your job and School. Use the scale below to rate how you feel

SCALE

5-Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).

	SD	D	NS	A	SA
I always suggest new working methods in my organization to enhance creativity	1	2	3	4	5
My innovative idea at the workplace makes other colleagues become engaged in their daily tasks	1	2	3	4	5

My being engaged with routine tasks makes me become innovative to create a difference from colleagues	1	2	3	4	5
My engagement behaviors are reinforced which catalyzes my speed of exhibiting my innovative behaviors	1	2	3	4	5
My enthusiasm at work encourages others to become innovative in their daily routine.	1	2	3	4	5
My being engaged with routine tasks makes me become innovative to create lace makes other colleagues become engaged to their daily tasks so as to learn new things from me different from my colleagues.	1	2	3	4	5
My engagement behaviors are reinforced when catalyzes my speed of being exhibiting my innovative behaviors routine.	1	2	3	4	5
I always suggest new working, methods in my organization to enhance creativity.	1	2	3	4	5

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EMPLOYEE INNOVATION BEHAVIOR

The following statements are about how you generate and implement innovative and creative ideas in your organization. Please read each statement carefully and decide if you ever feel this way about your job and School. Use the scale below to rate how you feel

SCALE

5-Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).

Idea Generation		SD	D	NS	A	SA
GI 1	I am always keen in challenging routine things to improve my work or organization	1	2	3	4	5
GI 2	I always suggest new working methods in my organization	1	2	3	4	5
GI 3	I always suggest new techniques that I feel would improve performance in my organization	1	2	3	4	5
GI 4	I always suggest for new instruments that my organization	1	2	3	4	5

	can use to reduce operational costs					
GI 5	I always contribute novel ideas that move other coworkers into action	1	2	3	4	5
Opportunity exploration		SD	D	NS	A	SA
OE 1	I am always looking for possibilities to improve the existing work process in my organization	1	2	3	4	5
OE 2	I always recognize opportunities to make a positive difference in my organization	1	2	3	4	5
OE 3	I always make up my mind to find original solutions to work related problems	1	2	3	4	5
OE 4	I always look for new ways to improve my work or new ways to perform tasks	1	2	3	4	5
OE 5	I always lookout for key figures or people who influence innovation	1	2	3	4	5
Idea championing		SD	D	NS	A	SA
IC 1	I always try to persuade people to support improvements in my organization	1	2	3	4	5
IC 2	I always communicate to colleagues about new work methods or techniques	1	2	3	4	5
IC 3	I always negotiate with my fellow colleagues to re-examine their views on a new idea they oppose	1	2	3	4	5
IC 4	I spend a lot of time building relationships with people within my department that help to support new ways of doing things	1	2	3	4	5
IC 5	When a colleague comes up with a new idea, I normally encourage him/her and ask people to support his or her idea	1	2	3	4	5
Idea implementation		SD	D	NS	A	SA

II 1	I always put into action improvements into the workplace	1	2	3	4	5
II 2	I introduce ideas into the work environment in a systematic way	1	2	3	4	5
II 3	I always contribute to the operationalization of new process into the workplace	1	2	3	4	5
II 4	I always routinize new ways of executing tasks at work	1	2	3	4	5
II 5	I always experiment new ways of executing tasks	1	2	3	4	5

Thank you for your time

APPENDIX II: Sample size determination Table (Krejcie and Morgan, 1970)

<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	100000	384

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

Source: Krejcie & Morgan, 1970