

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

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**UGANDA CHRISTIAN
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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

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LIST OF ABBREVIATIONS & ACRONYMS

URA Uganda Revenue Authority

POS Perceived Organizational Support

R&D Research and Development

GDP Gross Domestic Product

WWII World War II

ICT Information and Communication Technology

SET Social Exchange Theory

OECD Organization of Economic Cooperation and Development

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ABSTRACT

Guided by the principles of Social Exchange Theory, this study explored the interplay between employee innovative behavior, engagement, and the creative climate at the Uganda Revenue Authority (URA). The research specifically sought to: (i) evaluate the significance of the link between employee engagement and a creatively supportive work environment, (ii) investigate the association between employee commitment and innovative workplace practices, and (iii) examine whether employee engagement serves as a mediating variable in the relationship between innovation-oriented practices and a climate conducive to creativity.

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 ($b=0.401$). Beyond the primary findings, the study also highlighted the mediating influence of employee engagement on the link between a creative organizational climate and innovative behavior. 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

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 have to be those who will actively take part in such 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.

In this study, innovative behavior serves as the dependent variable, whereas creative climate and employee engagement are treated as independent variables. This chapter outlines the key components of the research, including the introduction, problem statement, study purpose, objectives, research questions, hypotheses, conceptual framework, significance, rationale, scope, and definitions of key 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 is 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). Creativity is described as utilizing the skills, imagination, and knowledge of an individual to produce new, useful, and valuable products, methods, and ideas that will benefit the organization (Zhou & Shalley, 2003), and which comes from how different individuals interact with one another and the social situation 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, on the other hand, began to gradually adopt information and communication technologies (ICT) in the late 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,

their behavior, and overall performance, influencing their employees' attitudes, beliefs, motivations, and values are shaped by the organizational environment. Psychological capital has been identified as a key mediating factor in the relationship between an innovation-supportive climate and employees' innovative behaviors (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 posits 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 through three primary lenses: distributive justice, which concerns the perceived fairness of outcomes; procedural justice, which relates to the fairness of organizational processes and policies; and interactional justice, which focuses on the quality of interpersonal treatment from supervisors and peers. These perceptions are closely tied to the concept of Perceived Organizational Support (POS)...

(POS) is defined as 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 goes on to say that engagement is characterized by energy, absorption, involvement, efficacy, vigor, dedication, enthusiasm, and positive attitude, which are all energizers of 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 may be defined as "the recurring patterns of behavior, attitudes, and feelings that characterize life within an organization" (Isaksen et al., 2001). Watkin and Hubbard (2003) also define 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

Being a government agency, the Uganda Revenue Authority (URA) was established by the Parliament of Uganda and is placed under the Ministry of Finance, Planning and Economic Development. It is empowered with the 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). 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 research aims to achieve the following specific and general objectives.

1.4.1 General Objective

The primary aim of this study was to explore the interrelationship among innovative behavior, employee engagement, and the creative climate 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 employee engagement on the link between creative climate and innovative behavior.

1.5 Research Questions

- i. What is the relationship between employee engagement and the creative climate?
- ii. In what ways does employee engagement influence innovative behavior?
- iii. To what extent does employee engagement mediate the connection between a creative work environment and innovative behavior?

1.6 Significance of the Study

1.6.1 Researchers

This particular study will certainly be an addition to the existing wealth of knowledge pertaining to creative climate, employee engagement, and employee innovative behavior.

1.6.2 Management

The study findings will enable URA, together with other government institutions, to determine factors that promote employee innovative behavior.

1.6.3 Policy Makers

The study findings will provide the necessary information to policy makers for policy formulation, particularly with regard to employee innovativeness and the implementation of these policies.

1.7 Conceptual Framework

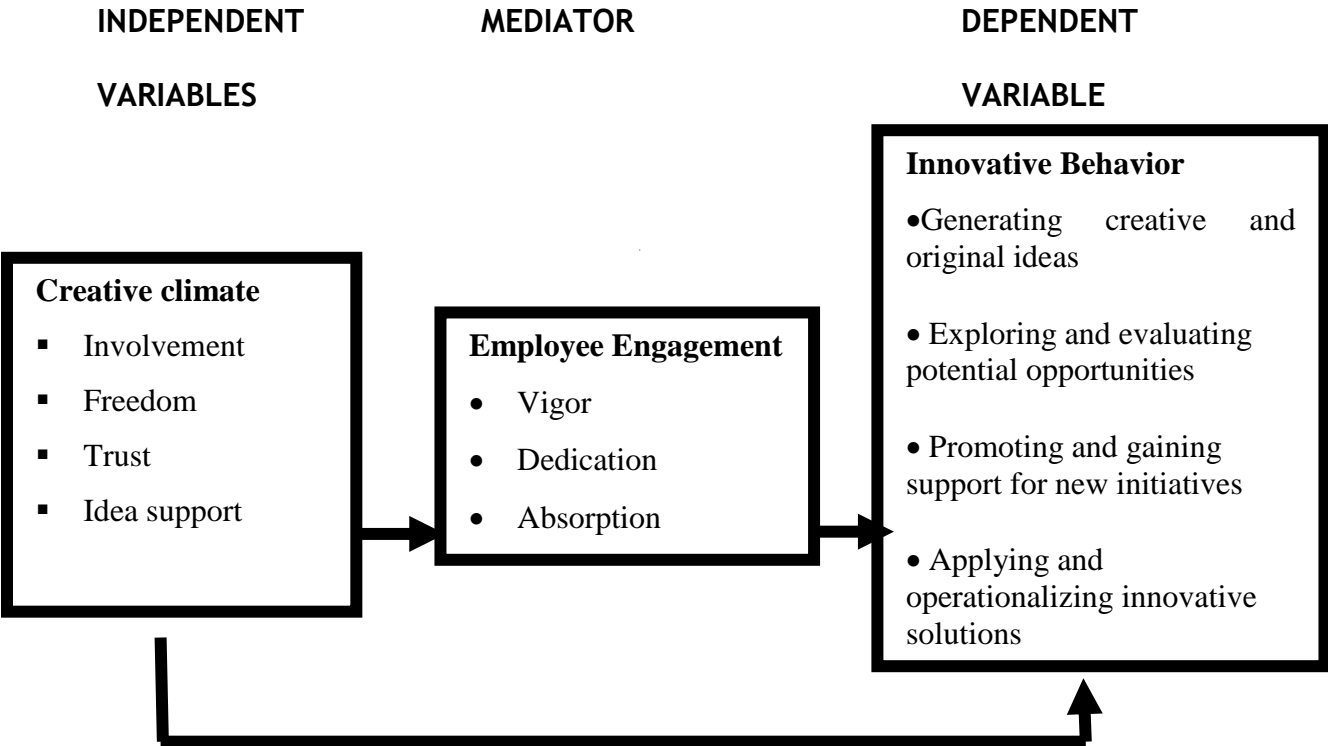


Figure 1.2 Conceptual Framework

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. Several researchers have investigated the relationships among these variables (Isaksen & Ekvall, 2010), with many studies treating innovative behavior as the outcome variable, such as the work by Scott and Bruce (1994). However, much of this research has been conducted in developed countries, often overlooking the unique contexts of developing nations like Uganda, and specifically 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

This study was carried out in Kampala, specifically at the Uganda Revenue Authority (URA) Headquarters, located 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.

1.9.3 Content Scope

The study concentrated on examining how the creative climate and employee engagement impact innovative behavior within the Uganda Revenue Authority. This focus was chosen because the organization's leadership can unlock employee potential by fostering a supportive work environment—one that encourages productivity and innovation.

1.10 Operational Definitions of Key Terms and Concepts

1.10.1 Employee Innovative Behaviors

Employee innovative behavior refers to the process by 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

2.0 Introduction

The literature on inventive behavior, employee engagement, and creative climate was reviewed in this chapter. Additionally, it explored existing research that looked at the relationship between employee innovative behavior and creative climate, employee engagement and innovative behavior, and the combined impact of these factors on employee inventive behavior.

2.1 Explanation of the Variables

2.1.1 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

It is said that employee engagement is at the heart of working relationships between employees 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 and absorption, involvement, efficacy, vigor, dedication, enthusiasm, and a general state that is positive act as a catalyst for increased performance of an individual employee.

2.2.3 Creative Climate

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).

2.3. Related Literature

2.3.1 Employee Engagement and Employee Innovative Behavior.

A substantial body of research has explored the concept of employee engagement, including a dedicated 2015 special issue of the International Journal of Human Resource Management, which underscored its growing importance within the field (Darmaki & Omar, 2020). Numerous scholars have emphasized the well-established and significant link between employee engagement and innovative behavior. 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.

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 & Khairi, 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.

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

Although the relationship between creative climate and employee innovative behavior has been widely studied, direct empirical investigations into the mediating role of employee engagement within this relationship remain limited. This study seeks to address that gap and contribute to the growing body of knowledge on the subject. 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 employee engagement 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 engagement’s mediating role in linking organizational factors to innovative outcomes, particularly in underexplored institutional settings.

Peng and Chen (2023) conducted a multi-level study in Taiwan’s information technology sector to examine how team psychological capital and work engagement influence creativity and innovation. Their findings revealed that team psychological capital mediated the relationship between team learning climate and team innovativeness. Additionally, work engagement served as a mediator between both team learning climate and employee creativity, and team psychological capital and employee creativity. Notably, team psychological capital also moderated the relationship between work engagement and employee creativity, suggesting that

higher levels of team PsyCap amplify the positive effects of engagement on creative outcomes.

Similarly, Pattnaik and Sahoo (2021) explored the dynamics between employee engagement, creativity, and task performance in an Indian software development firm. Their quantitative analysis demonstrated that employee creativity partially mediated the link between engagement and task performance. Furthermore, perceived workplace autonomy was found to moderate the relationship between engagement and creativity, indicating that autonomy strengthens the creative output of engaged employees

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodological framework adopted for the study. It details the research design, target population, sampling strategies, measurement of variables, data sources, instruments and procedures for data collection, approaches to ensure validity and reliability, methods of data analysis, ethical considerations, and the study's limitations.

3.1 Research Design

Parahoo (2006) emphasized that selecting an appropriate research design is essential for effectively addressing the study's research questions. This study adopted a cross-sectional design, collecting data at a single point in time without follow-up. A mixed-methods approach was employed, with quantitative data gathered through a self-administered questionnaire and qualitative insights obtained via an interview guide.

Let's now examine the actual process through which all the data are collected.

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.

3.2 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.

3.3 Sample Size Determination

The sample size for this study was determined using the Krejcie and Morgan (1970) table, which provides recommended sample sizes based on 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.

3.4 Sampling Method

3.4.1 Simple Random

Simple random sampling method is a probability-based technique in which every individual in the population has an equal and independent chance of being selected. In this study, simple random sampling was used to ensure that each employee at the Uganda Revenue Authority had an equal opportunity to be included in the sample. This method minimizes selection bias and enhances the representativeness of the sample, thereby improving the generalizability of the findings.

3.5 Unit of Analysis and Inquiry

Here, the study focused on and analyzed officials at URA. This consideration was very

vital to the study because it focused on the innovative behavior of employees, making the employees themselves the primary units of analysis and investigation.

3.6 Measurement of Variables

Employee innovative behavior was assessed using the four-dimensional framework developed by De Jong and Den Hartog (2008), which includes: opportunity exploration, idea generation, idea championing, and idea implementation. These dimensions capture the full spectrum of innovation-related actions, from identifying new possibilities to executing creative solutions within the workplace.

To evaluate the creative climate, the study adopted Amabile's (1997) model, which emphasizes key environmental factors such as the availability of resources, supervisory encouragement, and peer support. These elements were measured using a 5-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement.

Employee engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002, 2013), which conceptualizes engagement through three core dimensions: vigor, dedication, and absorption. Respondents rated their agreement with various statements on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree)

3.7 Reliability and Validity

3.7.1 Reliability

Reliability refers to the consistency and stability of measurement results over time. A questionnaire is considered reliable when it yields consistent responses across different instances and participants. To assess the internal consistency of the measurement scales used in this study, Cronbach's Alpha coefficient was calculated—a method introduced by Lee Cronbach in 1951 to evaluate how closely related a set of items are as a group. A Cronbach's Alpha value of 0.70 or higher is generally accepted as indicating satisfactory reliability¹.

The Statistical Package for the Social Sciences (SPSS) was used to compute the reliability coefficients for the key constructs in this study: creative climate, employee engagement, and innovative behavior. Each construct was measured using multi-item Likert scales, and the resulting alpha values confirmed the internal consistency of the instruments employed.

3.7.2 Validity

This instrument was reviewed by a panel of expert judges and supervisors to grant validity to the items contained therein. 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.

3.8 Data Collection and Management

3.8.1 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.

3.8.2 Data Collection

A structured, close-ended questionnaire was developed to capture data on the key variables of interest: creative climate, employee engagement, and innovative behavior. 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.

3.8.3 Data Analysis and Presentation

Following data collection, responses were reviewed for completeness, organized, coded, and entered into the Statistical Package for the Social Sciences (SPSS) Version 21 for analysis. The study employed both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize the characteristics of the data, while inferential methods—specifically correlation and regression analyses—were applied to examine relationships among the study variables. Correlation analysis assessed the strength and direction of associations between creative climate, employee engagement, and innovative behavior. Regression analysis was then

conducted to determine the predictive power of creative climate and employee engagement on employees' innovative behavior within the Uganda Revenue Authority.

3.9 Ethical Considerations

To uphold 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 host organization for the study. Prior to data collection, informed consent was secured from both the organization's leadership and individual participants. All respondents were assured of confidentiality and anonymity, and their participation was entirely voluntary.

Participants were fully briefed on the purpose and scope of the study both before and after data collection. They were informed of their right to withdraw at any stage without penalty. To foster honest and open responses, the researcher emphasized that all data would be handled with strict confidentiality and used solely for academic purposes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4:0 Introduction

This chapter presents the results of the study, guided by its overarching aim: to investigate the relationship between creative climate, employee engagement, and innovative behavior within the Uganda Revenue Authority (URA). Specifically, the study sought to: (i) assess the relationship between creative climate and employee engagement among URA staff; (ii) examine the link between employee engagement and innovative behavior; and (iii) determine whether employee engagement mediates the relationship between creative climate and innovative behavior.

The chapter begins with descriptive statistics covering demographic characteristics, response rates, and the distribution of key study variables. Qualitative data obtained through interviews were analyzed thematically to complement the quantitative findings. To test the study's hypotheses, inferential statistical techniques—including correlation and regression analyses—were employed. These analyses provided insights into the strength and direction of relationships among the variables, as well as the predictive role of creative climate and employee engagement in shaping innovative behavior among URA employees.

4:1 Response Rate

A total of 230 questionnaires were distributed, while 178 were returned and considered valid for analysis. This represents a high response rate of 83.1%. According to Amin (2005), the response rate should be above 70% to be considered satisfactory for research.

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 shows that 83.1 percent of the participants who took part in the 214 study responded to the questionnaires and were used for quantitative analysis. Some 86.6 percent of the respondents engaged in the interviews. Hence, the study managed to secure a reasonable and acceptable sample from which enough and relevant information could be extracted to study the relationships between creative climate, employee engagement, and employee initiative behavior with URA employees.

4.2 Demographic Characteristics of the Study Participants

Presenting and interpreting demographic data is a crucial step in understanding the characteristics of the study sample. Demographic attributes—such as age, gender, education level, and work experience—can influence how participants perceive and respond to the research variables. In this study, demographic information from 214 respondents was analyzed and summarized to provide context for interpreting the

findings. The results are presented in the following tables and serve as a foundation for drawing informed and systematic conclusions.

Table 4.2: A Summary of Descriptive Statistics of Sex of Respondents.

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

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.

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)*

With respect to the highest level of education attained by the respondents, a summary of data obtained from Table 4.5 shows clearly that 65% of the respondents held bachelor's degrees, 27% had PGDs, and 8%, holding the least number of respondents, had a diploma qualification. This distribution suggests an adequate proportion of respondents' views being represented with respect to educational background. This, on the other hand, implies that a majority of the participants had formal higher education enabling them to opine on the subject matter critically.

4:3 Empirical Findings

This section presents the analysis of quantitative data using both descriptive and inferential statistical techniques. Descriptive statistics were employed to summarize the study variables—creative climate, employee engagement, and innovative behavior—through frequencies, percentages, means, and standard deviations. These measures provided a clear overview of the distribution and central tendencies within the dataset.

Inferential statistics were used to test the study's hypotheses, with a focus on multiple linear regression analysis. Correlation analysis was first conducted to assess the strength and direction of relationships among the variables. Subsequently, regression models were applied to determine the extent to which creative climate and employee engagement predict innovative behavior among employees at the Uganda Revenue Authority.

In addition to the quantitative analysis, qualitative data obtained through interviews were analyzed using thematic analysis. This method involved identifying recurring patterns and themes that offered deeper insights into participants' experiences and perceptions, thereby complementing the quantitative findings

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	1% (1)	2% (3)	0% (0)	55% (88)	42% (68)	4.35	1.086

attending to clients	(2)	(3)	(0)	(90)	(70)		
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 myself from my job	2% (3)	4% (7)	0% (0)	61% (102)	33% (53)	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. On the other hand, 18% strongly agreed that the employees display high energy in the work they do, and only 6% disagreed with the statement that the employees are energetic during their work. This indicates that URA has developed a working environment that is conducive and where employees believe they possess plenty of energy that has not yet been tapped by the administration.

According to things that tried to determine from the respondents whether employees feel like advancing to go and work. The findings indicate that the majority of the respondents concurred that whenever employees wake up, they feel like reporting to work having scored the highest percentage 66%, only 34% of the respondents strongly concurred that whenever employees wake up, they feel like reporting to work having scored the highest percentage 66%, only 34% of the respondents strongly concurred that whenever employees wake up, they feel like reporting 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 results showed that there is a general positive attitude among respondents, with 51% of the respondents agreeing to the statement that employees work for extended 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. In an interview, key interview informant code named E1102 stated 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.

Likewise, the respondents were asked to give their opinions on whether employees are enthusiastic about my job. The research suggests that the majority of the participants agree that employees are enthusiastic about their job with the highest percentage rate of 68%, but 23% of the respondents strongly agreed that employees

are enthusiastic about their work/job while 9% of the participants disagreed that they are enthusiastic about their job. 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. The results show that most of the respondents agreed that employees find what they do meaningful and purposeful taking the highest proportion 59%, 39% of the respondents strongly agree that they find what they do meaningful and purposeful and lastly 1% of the respondents disagreed that they find what they do meaningful and purposeful. 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 give their opinion concerning whether the

employees feel proud of the work they accomplish. The results show that the majority of the respondents concur that employees feel proud of the job they do with the maximum percentage score being 77%, while 17% of the respondents strongly concurred that employees feel proud of what they do and only 1% of the respondents strongly disagreed that employees feel proud of the job that they do. 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 Relationship between Creative Climate and Employee Engagement among employees at URA.

The targeted goal for the review was to understand the views of the participating members concerning the presence of a creative climate and employee engagement at URA. Participants were asked about the level of their agreement or disagreement with the statements presented in Table 4.7 using a five-point Likert scale.

Table 4.7: A Summary 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
Funds are allocated for creative activities	1% (1)	5% (7)	0% (0)	61% (102)	33% (55)	0.00	0.003

I have a high degree of independence at the organization.	7% (11)	4% (6)	0% (0)	54% (91)	35% (57)	0.00	0.003
At my organization there is open decision making and everyone is free to suggest new ideas.	0% (0)	3% (5)	0% (0)	51% (85)	46% (75)	0.00	0.003
At my organization idea-time is high, and subordinates can develop new ideas that have not been included in the original task	1% (1)	5% (8)	0% (0)	61% (101)	33% (55)	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 employees are involved in their work operations deeply and have opportunities to participate in some decision-making within their departments.

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 results suggest that departmental leadership at the Uganda Revenue Authority fosters a collaborative work environment where employees are encouraged to support

one another. Such a culture of teamwork not only enhances interpersonal cooperation but also contributes to the achievement of broader organizational goals. 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 to that, the respondents were asked to give their opinions concerning employees passing on information in general in the team compared to keeping it to ourselves. The findings show that majority of the respondents agreed that staff have the tendency to share information usually in the team and not to ourselves with the largest percentage score 66%, 27% of the respondents also strongly agreed that staff have the tendency to share information usually in the team and not to ourselves and 3% of the respondents disagreed that staff share information usually in the team and not to ourselves. This implies that employees are in harmony and permit other new workers receive new information which enables them to settle into their occupations. 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 showed that the majority of the respondents agreed that the employees are encouraged to be open with the highest percentage being 64%, 33% of the respondents strongly agreed that the supervisors of the employees encourage workers to be open to open interactions and 4% of the respondents disagreed that the supervisors encourage open interactions between the employees. 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 show that the majority of the respondents were in agreement that supervisors reward and recognize innovative ideas with the highest percentage rate 34%, 25% of the respondents strongly agreed that supervisors reward and recognize innovative ideas and 19% of the respondents strongly disagreed 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.

Results show that the majority of the respondents concurred that supervisors involve

employees in decision making with the highest percentage score being 57%, 18% of the respondents did not concur that supervisors involve employees in decision making and only 9% of the respondents strongly disagreed that supervisors involve employees in decision making. 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. Additionally, another response option was that we provide work support required by any member of our team.

The results revealed that a majority of respondents agreed that supervisors provide the necessary work support to team members, with 55% agreeing and 42% strongly agreeing. Only 1% strongly disagreed with this statement. These findings suggest that the Uganda Revenue Authority (URA) fosters a collaborative and supportive supervisory environment. Such support likely includes access to tools, guidance, and encouragement, which are essential for enhancing employee productivity and morale. Research confirms that effective supervision—characterized by clear communication, resource provision, and performance feedback—plays a critical role in boosting employee engagement and output.

In addition to supervisory support, respondents were also asked whether financial resources are provided to support innovative ideas within the organization. This question aimed to assess the extent to which URA invests in fostering a culture of innovation through tangible incentives and funding mechanisms. 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 showed that the majority of the respondents were in agreement that employees have a high degree of autonomy at the organization with the highest percentage posting 54%, 35% of the respondents strongly agreed that employees have a high degree of autonomy at the organization and 4% of the respondents strongly disagreed that employees have a high degree of autonomy at the organization. This signifies that there is room for employees to take decisions about their docket thereby preparing them to act as managers. Additionally, respondents were also asked to rate their answers in terms of whether at my organization open decision making takes place and anyone is allowed to introduce new ideas.

The results showed that the majority of the respondents concurred that there is open decision making and everyone is free to suggest new ideas with the highest percentage mark 51%, 46% of the respondents strongly concurred that there is open

decision making and everyone is free to suggest new ideas and only 3% of the respondents disagreed that there is open decision making and everyone is free to suggest new ideas. This translates to the fact that URA possesses an employee participatory decision-making style in which employees are given a chance to get involved in important decisions affecting their work. Lastly, respondents were asked to rate their responses in terms of idea - time being high and subordinates getting to develop new ideas that have not yet been accounted for in the initial job.

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 docket 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 objective of the study sought the opinions of the participants regarding the relationship between employee engagement and innovative employee behavior among staff at URA and this was obtained from the respondents, who were given statements to indicate on a five Likert scale the extent to which they agreed or disagreed.

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	0%	4%	0%	67%	29%	4.20	1.109

like going to work	(0)	(7)	(0)	(111)	(47)		
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.

Secondly, the respondents were asked to give their opinion in regard to whether whenever they wake up in the morning, they are inclined to report to work. The results show that the majority of the respondents were in agreement with the notion that every time they wake up in the morning, they feel like going to work with the highest percentage share 67%, 29% of the respondents strongly agreed that every time

they wake up in the morning, they feel like going to work and only 4% of the respondents agreed that every time they wake up in the morning, they feel like going to work. This implies that there is a cordial employee - employer relationship and the working conditions are comfortable thus enticing workers to work for the company. In the course of an interview, key informant coded E1111 noted that, ".....Our employer has given us all that we desire to make work efficient.". I therefore prefer reporting for duty and also good working conditions motivate me to wake up every morning ready to report for learning....."(E1111, 14th/July/2024)

The respondents were also requested to give their opinions regarding staff working for each long hours at a time. The results show that the majority of the respondents concurred that employees continue to work long hours at a time with the maximum percentage score being 66%, 24% of the respondents strongly concurred that employees continue to work long hours at a time and only 5% of the respondents strongly disagreed that employees continue to work every long hours at a time. This indicates that the staff exhibit organizational citizenship behavior that allows the company to derive more energy out of their labor.

Respondents evaluated their mental resilience. The results indicate that the majority agreed to being 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 moderating effect of employee engagement on the relationship between creative climate and employee innovative behavior at the Uganda Revenue Authority (URA),

Participants were asked to rate their level of agreement with a series of statements. These items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), as presented in Table 4.9.

This analysis aimed to determine whether employee engagement strengthens or weakens the influence of a creative work environment on employees' willingness to generate, promote, and implement new ideas. By testing this interaction effect, the study sought to uncover whether engaged employees are more likely to translate a supportive creative climate into innovative behavior.

Table 4.11: A Summary of Descriptive Statistics of the Moderating Effect of Employee Engagement in the relationship between Creative Climate and Employee Innovative Behavior among employees at URA.

Moderator Variable	1 (SD)	2 (D)	3 (NS)	5 (A)	6 (SA)	Mean	STD
I always suggest new working methods to enhance creativity in my organization	0% (0)	6% (9)	0% (0)	61% (101)	33% (55)	4.22	1.111
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	.602
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	1.576
My engagement behaviors are reinforced which catalyzes my speed of exhibiting my innovative behaviors	0% (0)	1% (2)	0% (0)	59% (98)	39% (65)	3.36	1.572
My enthusiasm at work encourages others to become innovative in their daily routine.	% (0)	6% (10)	0% (0)	77% (127)	17% (28)	4.04	1.293

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 show that a majority of the respondents agreed that employees in URA have innovative ideas in the workplace that make other colleagues participate in their daily tasks with the highest percentage score 65%, 32% of the respondents agreed very strongly that employees in URA have innovative ideas that make other colleagues become engaged and only 3% of the respondents disagreed that employees in URA have innovative ideas that make other colleagues participate in their daily tasks. 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 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 docket.". 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 findings showed most of the respondents agreed that employees' passion at workplace motivate others to become innovative in their daily life capturing the highest percentage share 77%, 17% of the respondents strongly agreed that employees' passion at workplace motivate others to become innovative in their daily life and only 6% of the respondents disagreed that employees' passion at workplace motivate others to become innovative in their daily life. 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 for the moderating effect of the Employee Engagement in the relationship between Creative Climate and Employee Innovative Behaviors among employees at URA (level of significance = 0.05) Coefficients.

Figure 1: Med graph showing mediation of Employee Engagement

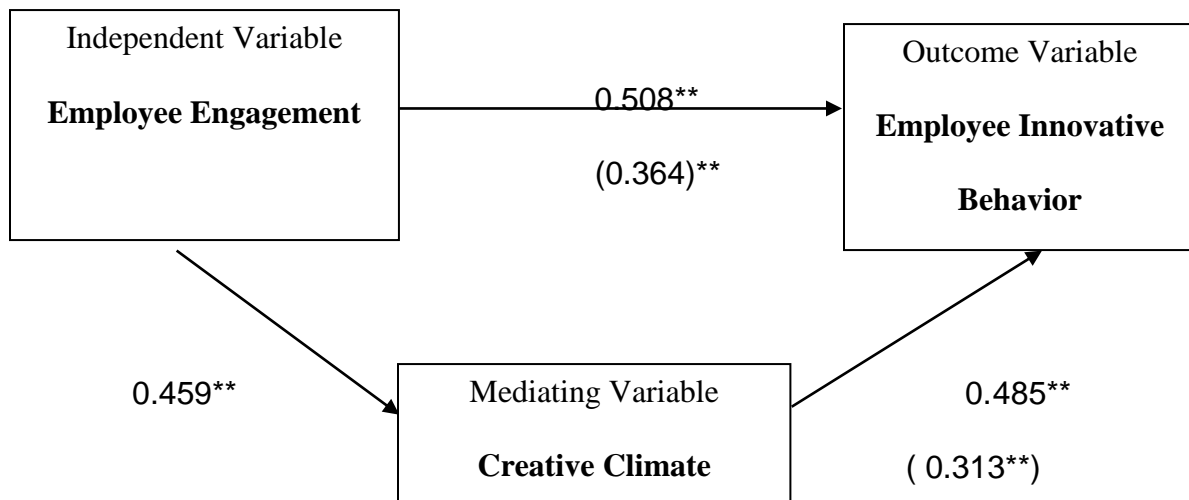
Type of Mediation: Partial

Sobel Z- Value : 2.920428 significance: 0.00349

Standardized coefficients of Creative Climate on Employee Innovative Behavior

Direct : 0.364

Indirect : 0.144



Significant at level of :**p<0.01

The results presented in Table 4.12 indicate a statistically significant mediating effect of employee engagement on the relationship between creative climate and employee innovative behavior at the Uganda Revenue Authority (URA). The Sobel test yielded a large z-value with a p-value less than 0.05, confirming the significance of the indirect effect. This suggests that employee engagement plays a meaningful role in transmitting the influence of a creative work environment onto innovative behavior.

Specifically, the correlation between creative climate and innovative behavior decreased from 0.508 to 0.364 upon the inclusion of employee engagement as a mediating variable in the regression model. According to the Jose (2004) path model framework, this reduction in the strength of the direct relationship—while still

remaining statistically significant—indicates partial mediation. In other words, while creative climate directly influences innovative behavior, a portion of this effect is channeled 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 as a psychological mechanism that enhances innovation outcomes.

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CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 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 assess the relationship between creative climate and employee engagement among URA employees
- To evaluate the relationship between employee engagement and innovative behavior
- To determine whether employee engagement mediates the relationship between creative climate and innovative behavior.

This chapter presents a synthesis of the key findings, followed by a discussion of their implications in light of existing literature. It also outlines practical recommendations for organizational policy and practice, and concludes with reflections on the study's contributions and limitations. The chapter integrates both quantitative and qualitative insights—descriptive statistics, regression analyses, and thematic interpretations—to provide a comprehensive understanding of how workplace climate and engagement shape innovation within the URA.

5.1 Summary of the Study Findings.

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

5.1.1 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. In addition, the results of the regression analysis indicate that creative climate has a significant and positive effect on employee engagement at URA with an estimated coefficient of $b = 0.360$ and a p-value of 0.000. Since $p < 0.05$, the alternative hypothesis (H1) will be accepted, and the null will be rejected. 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.

5.1.2 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.

Further, regression analysis confirmed a statistically significant relationship between employee engagement and innovative behavior, with a standardized beta coefficient of $\beta = 0.401$ and a $p\text{-value} < 0.001$, indicating strong predictive power. As a result, **Hypothesis 2 (H2)**—which posited a positive relationship between employee engagement and innovative behavior—was accepted, and the null hypothesis was rejected.

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.

5.1.3 The mediate effect of Employee Engagement in the relationship between Creative Climate 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 to creativity and employee involvement.

Further, the regression analysis revealed a statistically significant moderating effect of employee engagement on the relationship between creative climate and employee innovative behavior. The results showed a standardized beta coefficient of $B = 0.443$ with a p-value of .000, indicating a strong and significant interaction effect. As a result, Hypothesis 3 (H3) was accepted, and the null hypothesis was rejected.

These findings imply that employee engagement not only contributes directly to innovative behavior but also amplifies the positive influence of a creative climate. In other words, when employees are highly engaged, the impact of a supportive and resource-rich environment on their 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.

5.2 Discussion of the Findings

The discussion of the findings was based on the theory and research objectives.

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

According to the research, most respondents concurred that URA employees are very involved in both short-term and long-term innovative decisions. This means that employees are allowed to be creative thinkers in their various dockets, which encourages them to be committed at work. According to the findings, most respondents agreed that URA employees have the freedom to talk and share opinions, indicating that URA management allows employees to freely share opinions and ideas, which inspires creativity and interest in their job.

Regarding idea support, the majority of respondents agreed that employees are open to decision making and anyone can initiate new ideas, which implies that URA managers give employees the room to develop ideas on how to improve their work and hence become creative and involved in the workplace. Finally, the regression analysis showed a significant relationship between creative climate and employee engagement of URA staff implying that the more creative employees become, the more they become engaged at their workplaces hence depicting innovative behaviors. The results of the Study with URA employees were consistent with the findings of

Shan & Ali, (2011) that creative climate encourages people to generate new ideas and help the organization develop and increase its effectiveness and at the same time allow the members to develop and implement innovative ideas more effectively. This leads to the employees engaging in their day-to-day activities hence unleashing their potential which results in overall performance. From the review of existing literature based on the results of previous studies, there exists limited literature on creative climate and employee engagement since the study has attracted little attention from scholars and researchers in the academic such that the study has continued to be under researched resulting in knowledge gaps.

The findings of URA employees supported the findings of Li & Zheng, 2014) who noted that positive affective state embedded in employee engagement has two impacts that encourage the innovative Behavior: an attitude more positive before job opportunities, that give rise to vocation of service, and positive emotions associated with creativity. Hence, the employee will be able to be creative in the service delivery and, consequently, the employee will demonstrate his/her engagement into the job performance (Slatten & Mehmetoglu, 2011). It has been studied that employee engagement is a worthwhile construct as it offers the potential to influence positively outcomes that are of benefit to individuals and organizations alike. In addition, some studies suggest that the level of innovativeness and creativity may depend on different factors as well as on the nature of work or 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 study findings among the URA employees were consistent with findings of Gallup, (2015) who reported that those organizations that register higher levels of employees' engagement and innovativeness at work also register higher levels of performance. This means, achievement of a work environment that stimulates innovative behavior and makes it simple for workers to get involved is a value - adding objective which the majority of innovative organizations share. 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.

5.2.2 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 is also argued that employees are only inclined to exhibit innovative and organizational citizenship behaviors when they are secure, valued, and useful to the company and provided with the necessary resources to carry out their work effectively. These factors ultimately determine their level of engagement and innovation (Balwant, Mohammed & Singh, 2022).

5.2.3 The moderating effect of Employee Engagement in the relationship between Creative Climate 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, and thereby enhances 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 employee engagement on creative climate-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 contradict Rao's (2021) assertion that employee engagement's moderating effect on the relationship between creative climate and employee innovative behavior is constrained. Other variables such as team psychological capital, team learning climate, and team innovativeness were taken into account in Rao's study but not employee engagement's direct mediating effect. The current study fills this gap by highlighting the direct significant impact of employee engagement.

In a related investigation, Malasari (2022) explored how team psychological capital functions as a mediating factor between the team learning climate and team innovativeness within Taiwan's information software sector. The study also assessed the mediating role of work engagement in two key relationships: between team learning climate and individual creativity, and between team psychological capital and employee creativity. Additionally, the research examined whether team psychological capital moderates the link between work engagement and employee creativity across different levels of analysis. Using hierarchical linear modeling (HLM), the findings confirmed that team psychological capital significantly mediates the connection between a learning-oriented team environment and collective innovation. Similarly, work engagement was found to mediate the effects of both team learning climate and team psychological capital on individual creativity. Furthermore, team psychological capital was shown to enhance the positive influence of work engagement on employee creativity. These outcomes highlight the critical role of

psychological capital and engagement in fostering innovation and creativity within team-based work settings.

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 results are also aligned with Pattnaik and Sahoo's (2021) research, which investigated employee engagement, creativity, and task performance in an Indian software development firm. Their quantitative survey of 396 employees and customers showed that employee creativity indirectly mediates the relationship between engagement and task performance, while workplace autonomy will moderate the relationship between engagement and creativity. Employee engagement therefore forms a foundation for organizations to be competitive and innovative.

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 employee engagement create environments where employees can be innovative and creative in their tasks, therefore promoting competitive advantage. Therefore, for creativity and innovation, organizations must create workplaces that support employee engagement.

5.3 Conclusions

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

The first objective pertained to an examination of the creative climate and employee engagement among the URA employees. Evidently, the study results indicated that there was a statistically significant correlation between the creative climate and employee engagement at the URA. Improvement in the creative climate has positive effects on the level of employee engagement. It can then be reasonably concluded that factors like involvement, autonomy, and trust in the creative climate give more employee engagement in things like idea generation, vigor, dedication, and absorption.

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 fora where employees can let their creativity flow and justify their present engagements.

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

The second objective of the study was to explore the relationship and impact of employee engagement on employee innovative behavior at URA.

The results of the study indicated a statistically significant relationship between employee engagement and innovative behavior by URA employees, implying that an increase in employee engagement leads to an increase in innovative behavior.

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.

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

Thirdly, the study probes mediators, such as employee engagement, between creative climate and employee innovation. They found a significant mediation effect whereby greater employee engagement strengthens the effects of creative climate on innovative behavior. In a nutshell, the higher the employee engagement, the better the creative climate and employee innovative behavior.

Therefore, it certainly can be concluded that employee engagement, in particular through dedication and vigor experiences, constitutes a crucial element in enhancing creative climate and stimulating innovative behaviors such as idea generation and opportunity exploration. This mediation creates an important theme for promoting employee engagement in order to accentuate the positive effects of a supportive creative climate on innovation within organization

5.4 Recommendations

5:4:1 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.

5:4:2 Relationship 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.

5:4:3 Relationship between the Moderating Effect of Employee Engagement in the relationship between Creative Climate and Employee Innovative behavior among URA employees.

The findings showed that employee engagement significantly moderated the relationship between creative climate and employee innovative behavior. Therefore, it is recommended that URA management see to it that employees remain engaged in environments where the creative climate is supportive to idea generation and exploration of opportunities.

5:5 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.

5:6 Areas for Further Study

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

The discussion hinted that perhaps there isn't an actual influence of employee engagement in the relationship between creative climate and employee innovative behavior. Further research should focus on other factors that impact this relationship.

In this study, creative climate and employee engagement were taken as mediating variables affecting employee innovative behavior. Other factors that may have an impact on employee innovative behavior could be investigated in further studies.

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APENDIX 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 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
<p>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.</p> <p>SCALE 5-Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).</p>						
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
<p>EMPLOYEE ENGAGEMENT IN RELATIONSHIP BETWEEN CREATIVE CLIMATE AND EMPLOYEE INNOVATIVE BEHAVIOUR</p> <hr/> <p>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</p> <p>SCALE 5-Strongly Agree (SA); 4-Agree (A); 3-Not sure (NS); 2-Disagree (D); 1-Strongly Disagree (SD).</p>						
		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

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 can use to reduce operational costs	1	2	3	4	5
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

APENDIX 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	1000000	384

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

Source: Krejcie & Morgan, 1970