



MAKERERE

UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

**PERCEIVED ORGANIZATIONAL SUPPORT, EMPLOYEE ENGAGEMENT AND
INNOVATIVE WORK BEHAVIOR IN THE BAKING INDUSTRY OF KAMPALA-
UGANDA: A CASE OF HOTLOAF BAKERY AND KIDDAWALIME BAKERY LTD**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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PLAN A

AUGUST, 2023

DECLARATION

I, **Nanyombi Christine**, declare that this research dissertation is a result of my concerted research effort and investigation. It has never been submitted to any other institution for any award.

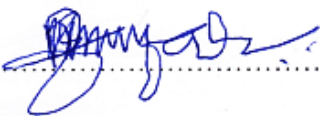
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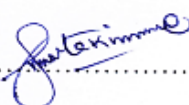
APPROVAL

This research dissertation has been prepared and submitted with my approval as the University Supervisor.

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DEDICATION

This work is dedicated to my beloved parents Mr. and Mrs. Kyambadde Maurice, supervisors, friends and siblings for their endless support, encouragement and inspirational insights towards the completion of this report.

God bless you all.

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I acknowledge the Almighty God for enabling and guiding me through this research work. Many people have contributed towards this work that I am so indebted to them and their contribution cannot go without credit.

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LIST OF ACRONYMS

CVI	Content Validity Index
SPSS	Statistical Package for Social Scientists
SET	Social Exchange Theory
POS	Perceived Organizational Support

ABSTRACT

Innovative work behavior is considered a vital element for the success of organizations. The study examined the relationship between perceived organizational support, employee engagement and innovative work behaviour among bakery firms in Kampala. The study was premised on the following research objectives: to examine the relationship between perceived organizational support and employee engagement, to examine the relationship between employee engagement and innovative work behavior, to examine the relationship between perceived organizational support and innovative work behaviour and to examine the mediating role of employee engagement in the relationship between perceived organizational support and innovative work behaviour. The study adopted a cross-sectional research design along with a quantitative research approach. In this study, the researcher distributed 313 questionnaires of which only 254 questionnaires were returned representing a response rate of 81.2%. Quantitative data analysis was done using regression and correlation analyses. Study findings revealed a positive relationship between perceived organizational support and employee engagement ($r=0.357^{**}p\leq.01$), employee engagement and innovative work behaviour ($r=0.502^{**}p\leq.01$) and perceived organizational support and innovative work behaviour ($r=.475^{**} p\leq.01$). Regression findings revealed that Perceived Organizational Support and Employee Engagement predicated up to 34.7% (adjusted R square = 0.347) of the observed variance in innovative work behavior. Findings revealed that employee engagement is a partial mediator. It was further observed that employees who feel happy at work, finish assigned tasks well and on time always search for possibilities to improve the existing work process. It was recommended that managers of baking firms should enhance thriving at work among workers by encouraging workers who exhibit innovative work behavior.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section presents the background of the study, statement of the research problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background

Innovation has been documented as one of the main strategies for organizations to remain competitive in today's dynamic economy. Employees' innovative work behavior is the primary driver for organizational-wide innovation. Innovative work behavior is the production of usable products, processes, or services originating from identifying problems to generating ideas (Al-Omari, Choo & Moh'd Ali, 2019). For over the past years, business environments have become more dynamic and for this reason are demanding more from organizations to adapt and stay competitive in these changing and dynamic environments (Soin & Paul, 2013; Sniazhko, 2019). The rapidly changing business environments lead to a higher demand and engagement in innovative behaviour of employees in order to stay competitive and succeed in the dynamic business environments. This however necessitates proper organizational support (Sitorus, Simanjuntak & Irvan, 2020; Eisenberger, Malone & Presson, 2016).

Perceived organizational support comprises of employees' perceptions of the organization about how much an organization appreciates the contribution and care for the welfare of its employees (Ariarni & Afrianty, 2017; Mursidta, 2017). It generally includes; managerial support, supervisory support and co-worker support (Vera, Isabel, Laura & Chambel, 2016). Perceived Organizational Support can also be seen as an organizational commitment to employees (Lase, Manurung & Akmal, 2020). Employees with a high level of perceived

organizational support are more maximal in providing their performance so that perceived organizational support will result in remuneration in the form of a level of engagement with employees or employee engagement (Mufarrikhah et al., 2020; Simatupang & Salendu, 2019). On the other hand, employee engagement indicates how much an employee gets fully involved in their work so as to increase their dedication towards their work (Karatepe, Yavas, Babakus & Deitz, 2018). Employee engagement is a positive individual attachment, commitment, loyalty to one or one line of work (Xiao & Duan, 2014), or the individual's positive psychological state regarding their work (Saks & Gruman, 2014). An engaged employee perfectly knows the business context and works quite well with fellow employees (Ologbo & Sofian, 2013) cited in Sendawula, Nakyejwe, Bananuka and Najjemba, Wanasika (2018). Engagement is inseparable from innovativeness and the two are likely to support each other (Bos-Nehles & Veenendaal, 2017).

In a rapidly changing world, innovative work behavior serves as a sustainable competitive advantage for organizations that provides firms with long term survival and success (Abstein & Spieth, 2014). This is because it indicates a continuous, dedicated and sincere effort on behalf of organizational employees. Regardless of the significance of innovative work behavior, manufacturing companies are still performing poorly. For instance, manufacturing firms experienced an increase in costs of raw materials and operating costs of over 30% (Ministry of Trade Industry & Cooperatives Report, 2020). To provide a solution to this situation, several efforts such as establishing and strengthening incubation centers like CURAD, Innovation village, MUBS-EIIC have been put up to boost innovativeness in organizations. Despite the efforts put in place, still a number of bakery firms continued to have gaps in innovation. Hot Loaf Bakery Ltd has been operational for now 29 years. Currently, the company employs 180 people directly, and has created jobs for another 800 people indirectly. Hot Loaf boasts of 12 outlets countrywide. The price of a loaf ranges

between Shs4, 000 to Shs4, 500. Employees in Hot Loaf Bakery Ltd however have failed to continuously improve the quality of bread (Nakaweesi, 2021). Still, the company has failed to find a solution for alternative power which is the highest cost of doing business despite its net worth of Shs11.5 billion.

Another firm, Kiddawalime Bakery Limited has continued with business as usual without any new innovations that could meet the increased demand for bakery products at the time. This is evidenced by declining market share for Kiddawalime bakery which has continued to drop from 19% in 2015 to 14% as at the end of 2017 (Kiddawalime Bakery reports, 2017). Thus, there seems to be no studies that have been conducted to investigate this trend. This study therefore, examines the relationship between Perceived Organizational Support, Employee Engagement and Innovative Work Behavior among bakery firms in Kampala.

1.2 Statement of the problem

Innovative work behavior can be considered as an important factor for the effective functioning and long-term survival of the organization (Jong & Hartog, 2014). Innovation can help firms gain higher access to formal credit and better government support programs. However, employees in bakery firms have limited idea generation to address challenges. Lack of innovativeness leads to less competitiveness and revenue losses as firms may not make good sales compared to innovative firms. For example, in 2020, 80% of manufacturing firms experienced a drop in revenue (Ministry of Trade, 2020). In particular, Kiddawalime bakery recorded a major decline in profits in the year 2021 (Kiddawalime Annual Report, 2022). The decline in innovativeness is not clearly linked to gaps in perceived organizational support and employee engagement. If the issues of organizational support and employee engagement are not studied, bakery firms are likely to continue with limited innovative work behavior thus undermining the general picture of the bakery firms. This creates the need to investigate the relationship between these variables.

1.3 Purpose of the study

To examine the relationship between perceived organizational support, employee engagement and innovative work behaviour among bakery firms in Kampala.

1.4 Research objectives

- i. To examine the relationship between perceived organizational support and innovative work behaviour among bakery firms in Kampala.
- ii. To examine the relationship between perceived organizational support and employee engagement among bakery firms in Kampala.
- iii. To determine the relationship between employee engagement and innovative work behaviour among bakery firms in Kampala.
- iv. To examine the mediating role of employee engagement in the relationship between perceived organizational support and innovative work behaviour among bakery firms in Kampala.

1.5 Research questions

- i. What is the relationship between perceived organizational support and innovative work behaviour among bakery firms in Kampala?
- ii. What is the relationship between perceived organizational support and employee engagement among bakery firms in Kampala?
- iii. What is the relationship between employee engagement and innovative work behaviour among bakery firms in Kampala?
- iv. What is the mediating role of employee engagement in the relationship between perceived organizational support and innovative work behaviour among bakery firms in Kampala?

1.6 Scope of the study

This covers the geographical and content scope of the study.

1.6.1 Geographical scope

The study was carried out in Hotloaf bakery Ltd and Kiddawalime Bakery Ltd located in Kampala district. This is because the chosen area has the biggest proportion of manufacturing firms in Uganda according to Uganda's industrialization strategy (Leipziger & Manwaring, 2020), but more so because of limited innovative behaviour in the chosen firms.

1.6.2 Content scope

The study covered perceived organizational support, employee engagement and innovative work behaviour among bakery firms in Kampala.

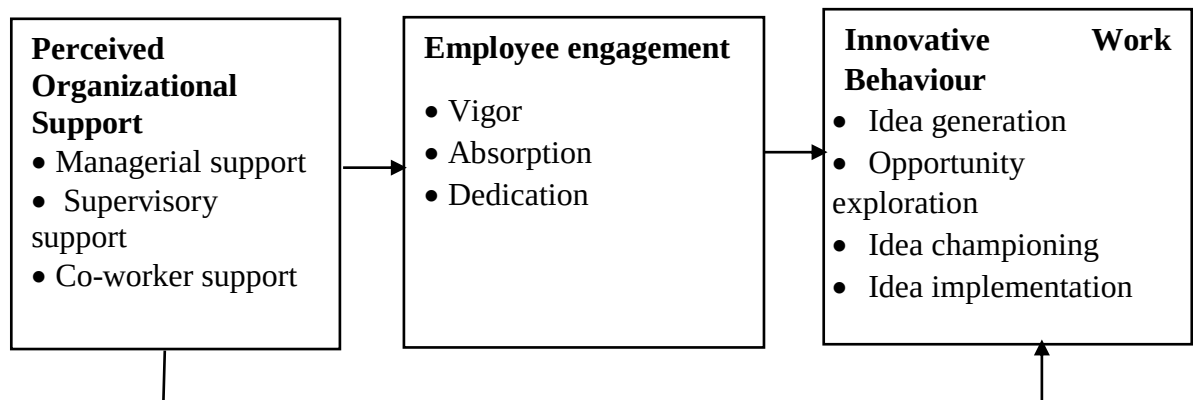
1.7 Significance of the study

To bakery firms: This study helps bakery firms to improve their organisational performance. The study was expected to reveal how managers in such firms use innovative work behaviour and also engage employees in order to improve their performance.

To future researchers: The study adds on to the existing literature on organizational performance especially of the bakery firms in Uganda.

Policy makers: The study enables the government of Uganda to draft policies that can help bakery firms to improve on their performance basing on human resource management practices, innovative work behavior and employee engagement.

1.8 Conceptual framework



Source: Adapted from Sitorus et al., 2020; Iddagoda, Opatha, & Gunawardana, 2016; Bos-Nehles & Veenendaal, 2017; Bäckström & Bengtsson, 2019)

Explanation of the conceptual Framework

The conceptual framework above is a diagrammatic representation of the relationship between perceived organizational support, employee engagement and innovative work behaviour among bakery firms in Kampala. The framework indicates that perceived organizational support (IV) (Managerial support, Supervisory support, Co-worker support) influence (Sitorus et al., 2020) employee engagement (MV) that is, vigor, absorption and dedication (Iddagoda, Opatha & Gunawardana, 2016). Employee engagement (MV) influences innovative work behaviour (DV) that is, idea generation, opportunity exploration, idea championing and idea implementation (Bos-Nehles & Veenendaal, 2017; Bäckström & Bengtsson, 2019).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section presents the review of existing scholarly literature on study variables of perceived organizational support, employee engagement and innovative work behavior. The section also looks at the reviewed literature on the relationship between perceived organizational support and engagement, employee engagement and Innovative work behavior, perceived organizational support and innovative work behavior, and lastly perceived organizational support and innovative work behavior under the mediating role of employee engagement.

2.1 Theoretical review

This research study explains the mediating role of employee engagement in the relationship between perceived organizational support and innovative behavior and uses Social Exchange Theory (SET) as a theoretical basis for examining the relationship between study variables.

2.1.1 Social Exchange Theory (SET)

The SET suggests that organizations are based around and operate by entering into transactions with other parties. For instance, the social exchange between a supervisor and their subordinates (Colquitt, 2001), and an interaction (exchange) between employees themselves within an organization. An example of a transaction between the organization and the employee would be the work that the employee performs for monetary gain. Additionally, employees form their own perceptions about the fairness of the organization and social exchanges. Perceptions of fairness affect an employee's attitude and behavior and in-turn can impact upon work behaviors (Konovsky & Pugh, 1994). An employee evaluates fairness/organizational justice on three distinct experiences: the result they receive from their exchange with the organization (distributive justice), formal policies and procedures

(procedural justice), and the relationships and exchanges they have with colleagues and supervisors (interactional justice) (Aryee, et al., 2002 & Colquitt, 2001). A social exchange relationship between an employee and the organization that employs them is referred to as Perceived Organizational Support (POS). POS refers to an employee's collective attitude pertaining to the extent their employing organization values their contributions and is concerned with their overall well-being (Eisenberger, et al., 1986). In addition, POS impacts upon an employee's morale and mood, which impacts on attitudes and behaviors that are associated with innovation.

According to the Social Exchange Theory, employees tend to act in ways that reflect their organizations or managers' treatment (Agyemang & Ofei, 2013). Employees are motivated to compensate beneficial treatment from the employer by acting in ways valued by the organization for example generating and implementing new ideas (Agyemang & Ofei, 2013; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). Therefore, to support and facilitate the development of innovative behaviors, amongst other things, employees must perceive their workplace interactions to be fair and that their organization is supportive of innovative behaviors (Coakes, & Smith, 2007). An assumption underling the social exchange theory is the idea of reciprocity where both parties adopt a contingent approach; one party gives benefit based on previous contribution by the other party therefore adhering to the norm of reciprocity and reciprocation of benefit (Coyle-Shapiro & Shore, 2007). From this perspective, employees engage in innovative behaviors when the organization provides a supportive and rewarding environment.

2.2 Conceptual review

This section contains a review of the key variables in the study.

2.2.1 Perceived Organizational Support

Eisenberger, Huntington, Hutchison and Sowa (1986) cited in Sitorus et al. (2020) are the first ones to present the idea of perceived organizational support. He defined it as an endowment of a supportive and caring environment at the workplace. In the contemporary competitive environment, perceived organizational support has gained tremendous importance for the organizations. Perceived organizational support can be defined by way of a belief of the employees that the organization gives due consideration to their well-being, welfare and values their contributions to the organization (Zacher & Winter, 2011).

The result of the research done by Kalidass & Bahron (2015) indicates that there exists a positive correlation between supervisory support and perceived organizational support. Supervisory support has been proved as a predictor and outcome of perceived organizational support and there exists a strong connecting link between the two. Lee (2005) explains the leader-member exchange as a relationship between leader and employee which is a part of perceived organizational support.

Research done by Ballinger et al.(2010) cited in Sitorus et al.(2020) points toward that supervisor support is like a social relation and when there is a greater value of social relationships for the employees they will reciprocate with positive behaviours that benefit the organization. As a matter of the fact, perception of supervisors' support is positively related to subordinates' perceived organizational support. Previous studies , Dawley , Houghton & Bucklew, 2010) cited in Sitorus et al. (2020) also bear testimony to the very fact that when the employees found greater perceived supervisory support within their working environment this also increased their Perceived organizational support.

2.2.2 Innovative work behavior

Innovative work behavior continues to gain a considerable amount of attention as it has been clearly demonstrated to contribute to organizational performance and survival (Bos-Nehles & Veenendaal, 2017). This is especially vital as the business environment becomes more dynamic and challenging, where employee innovative work behavior plays a part in aligning the business vision and models with the constant technological changes and turbulent operating environments.

The established and complex concept of innovative work behavior refers to the adoption, implementation, or use of novel ideas and solutions by employees to solve problems at work (Bos-Nehles, Renkema & Janssen, 2017). It is comprised of individual behaviors and intentions to generate, promote, and implement these ideas or solutions (Suseno, Standing, Gengatharen & Nguyen, 2020). Yuan and Woodman (2010) argued that innovative behavior is the employee's ability to generate new ideas, products, processes or procedures into his/her job, work unit or even in an organization as a whole. Innovative behavior is a complex behavior that consists of how an employee generates new ideas and implements those ideas (Sidra, Yusen & Shahid, 2018). Innovative work behavior is directly related to the ability of employees to create and implement new ideas and solutions, simplify processes, and improve collaboration (Bäckström & Bengtsson, 2019).

Given the crucial role that it plays in overall organizational performance, success, competence, and effectiveness, fresh knowledge of organizational employees, Innovative work behavior is vital for modern organizations to sustain their competitive advantage in the current turbulent environment (Yuan & Woodman, 2010; Battistelli, Montani, Odoardi, Vandenberghe & Picci, 2014). As it is obvious that employees are an essential part of the

innovation process of companies, supporting their innovative behavior plays a key role in this regard (Jankelová et al., 2021).

2.2.3 Employee Engagement

According to Karatepe, Yavas, Babakus and Deitz (2018), the concept of employee engagement is how much an employee gets fully involved in their work so as to increase their dedication towards their work. Employees who are fully engaged in their work are most likely to excel in their work activities and increase the competitiveness of their organizations through high productivity, high quality goods and low employee turnover.

The concept of employee engagement is regarded as an exceptional concept which is largely associated to both work involvement and job involvement (Iddagoda, Opatha, & Gunawardana, 2016). Engagement is concerned with having a positive feeling, satisfaction and so much devotion to the job expressed through vigor, dedication and absorption. Recently, Adhitama and Riyanto (2020) perceived employee engagement as one of the important issues that every organization has to observe among employees and to ensure that employees use all their energy while executing tasks. According to Iddagoda et al. (2016), employee engagement is observed when employees use their cognitive, emotional and behavioral efforts in their work related activities. Previous literature categorizes employees in an organization into engaged, disengaged, and actively disengaged (Eldor & Harpaz, 2015). Engaged employees are employees who work with passion and feel connected to the organization. Such employees have the drive and thus push the organization to move forward. Disengaged employees are those who sleepwalk through their work time (Eldor & Harpaz, 2015). Such employees rest before they get tired and they are less concerned about the organizational success.

2.3 Empirical review

This section contains review of the relationship between study variables.

2.3.1 Perceived Organizational support and innovative work behaviour

Wu and Wu (2019) explore the relationship between positive and negative emotional contagion by supervisors and innovative behavior by employees in the marketing department at China Mobile, as well as investigating the mediating roles of work engagement and surface acting in this path. The authors analyzed emotional contagion on innovative behavior and investigated the mediation effect of employee engagement and surface acting, and used structural equation modeling to test the hypotheses. The results are based on responses from 263 dyads of supervisors and employees (131 supervisors and 263 employees) in the marketing department at China Mobile. It was revealed that positive emotions by employees mediated the positive effect of supervisors' expression of positive emotions about employees' work engagement; employee engagement mediated the positive effect of employees' positive emotions on their innovative behavior; and employees' negative emotions mediated and did not significantly mediate the effect of supervisors' negative emotions on employees' surface acting and innovative behavior, respectively.

A recent study found that the perception of employees about information sharing and supportive supervision was positively related to innovative work behaviour and this relationship was moderated by an innovative climate, indicating that managers can encourage this behaviour in their companies through establishing an innovative climate (Bos-Nehles & Veenendaal, 2019). These findings were confirmed recently by Shanker, Bhanugopan, van der Heijden and Farrell (2017) who found that innovative climate was an important influence on employees' innovative work behavior. Accordingly, a good communication structure could support the innovation strategy of the company mainly when the innovation is highly relevant for the leaders (Zhou & Velamuri, 2018).

2.3.2 Perceived Organizational support and employee engagement

Sitorus, Simanjuntak and Irvan (2020) examine the effect of perceived organizational support on employee work engagement using a quantitative approach with convenience sampling technique (involving 201 permanent employees in a labor-intensive company engaged in manufacturing). The data were obtained through a survey method by distributing a scale consisting of work engagement and perceived organizational support. The results of statistical analysis show that perceived organizational support has a significant and positive effect on work engagement. This means that the higher the work attachment to employees, the stronger perceived organizational support.

Eisenberger, Malone and Presson (2016) suggest that perception of organizational support is an important factor in efforts to develop work engagement within a company. This construct becomes important in relation to an increasingly competitive environment (making employees more concerned about the extent to which the organization pays attention to their welfare) (Eisenberger et al., 2016).

One of the impacts of perceived organizational support which is important for organizations is work engagement. In support of this, Burns (2016); Eisenberger, Malone and Presson (2016) suggest that perceived organizational support is a predictor in developing employee work engagement within a company. From the previous description, this study has a hypothesis that there is a positive influence of perceived organizational support on work engagement.

Sulistyawati and Sufriadi (2020) analyze the effect of perceived organizational support on employee engagement and its impact on employee job satisfaction. Results showed that: there was a positive influence of perceived organizational support on employee engagement. The study also revealed a positive effect of perceived organizational support on

employee performance. There is a positive influence of employee engagement on employee performance and employee engagement can be proven as a mediating variable on the effect of perceived organizational support on the performance of employees. Much as Sulistyawati and Sufriadi (2020) covered several variables, the bottom line is they generally portray a positive association between perceived organizational support and employee engagement.

Perceived Organizational Support has an impact on increasing company commitment, attitudes towards work such as job satisfaction and positive mood job involvement, work performance, the desire to stay in the company, reduce pressure at work and reduce withdrawal behavior, resulting in an increase in company productivity. The higher the level of perceived organizational support, the level of employee engagement also increases, and conversely the lower the level of perceived organizational support, the lower the level of employee engagement (Fatoni, Prihatini & Barokah Suryaningsih, 2016). Research conducted by Dai and Qin (2016) shows the results of the research show that: first, Perceived organizational support and employee engagement have a significant positive correlation, perceived organizational support has a positive direct effect on employee engagement employees; second, Perceived organizational Support can also play a role in employee engagement through organizational identification.

2.3.3 Employee engagement and innovative work behaviour

Sulistyawati and Sufriadi (2020) review several authors works and note that innovative work behavior is a process carried out by employees starting from recognizing problems, generating new ideas and solutions, promoting and building support for these ideas, to producing prototypes or models to realize ideas for organizational benefits (Carmeli, Meitar & Weisberg, 2006). Innovative Work Behavior is associated with challenging and complex tasks that include a variety of employee cognitive and social activities (Doerner, 2012) cited

in Sulistyawati and Sufriadi (2020). Innovative Work Behavior includes idea generation, efforts to promote ideas (idea promotion) and implementing new ideas (idea realization). Activities carried out by employees as a form of Innovative Work Behavior namely; generate, promote, discuss, modify, and implement creative ideas (Agarwal, Datta, Blake-Beard & Bhargava, 2012). Based on the Broaden-and-Build Theory put forward by Fredrickson, employees who experience positive emotions will stimulate positive thoughts, thereby increasing the chances of innovative work behavior (Agarwal, Datta, Blake-Beard & Bhargava, 2012).

Existing literature indicates that the relationship between employee engagement and innovative work behavior cannot be underestimated (Miller & Miller, 2020; Svensson et al., 2021). For example, according to Arifin et al. (2021), employee engagement has a positive relationship with Innovative Work Behavior. This implies that organizations that prioritize involving their employees on a daily basis have higher chances of exhibiting innovative practices at work. This is further supported by a recent study by Mansoor et al. (2020) who established that an increase in employee engagement leads to a similar increase in innovative work behavior of employees.

Furthermore, a recent study conducted in Pakistani by Inam et al. (2021) pointed out that firms which engage their workers in work related activities will to a large extent improve their employee creativity. This results into the introductions of novel ideas and practices. Moreover, employees who are engaged by their employers enable such organizations to increase their innovative tendencies (Al-Ajlouni (2021; Gameda & Lee, 2020).

Sari, Yudiarso and Sinambela (2020) evaluate several research results quantitatively through a meta-analysis test related to the magnitude of the correlation between work engagement and innovative work behavior. This study involved journals with 26 correlation coefficients. The

statistical test shows that work engagement and innovative work behavior have a medium effect size correlation. Engagement has a medium to large correlation effect size with innovative work behavior. The research results indicate that work engagement is not a dominant factor; other factors form innovative work behavior.

2.3.4 Mediating role of employee engagement

Contreras, Juarez, Acosta, Dornberger, Soria-Barreto, Corrales-Estrada, Ramos-Garza, Steizel, Portalanza, Jauregui, da Silva, Alexandre and Yshikawa (2020) examine how transformational and transactional leaders, boost the employees' innovative work behaviour, directly or through work engagement, organizational climate for innovation and absorptive capacity in Latin American firms. According to the results, leadership by itself is insufficient to promote employees innovative work behaviour. Transformational and transactional leadership exert effect on this behaviour only through absorptive capacity and work engagement respectively. Leadership practices are needed to encourage innovative work behaviour within the Latin American organizational context, however some individual (engagement) and organizational (absorptive capacity) conditions are also needed to ensure this effect.

In addition to the above, Băeșu and Bejinaru (2015) observed that transactional leaders provide immediate gratification (contingent rewards) to their subordinates according to their performance, whereas transformational leaders persuade their collaborators to act according to great ideals and purposes by sharing their vision to achieve their businesses' objectives. In line with Băeșu and Bejinaru (2015), Montani, Vandenberghe, Khedhaouria and Courcy (2020) found that employee engagement has a relevant mediating effect between workload and innovative work behaviour and it acts as a crucial mechanism whereby the positive effects of moderate levels of the workload are transferred to innovative work behavior. According to these authors the "mediating role of employee engagement exhibits an inverted

U-shaped pattern” (p. 25). On the other hand, Yang, Zhou and Wang (2019) found that employee engagement partially mediated the association between humble leadership and innovative behavior among Chinese nurses.

Ali, Farooq and Khalid (2020) empirically investigate the mediating result of employee engagement between organisational climate for innovation and innovative work behaviour. Questionnaires were used to gather data from 201 employees. Results indicated that organizational climate for innovation and innovative work behaviour has a direct and indirect impact on innovative work behaviours. In this study, employee engagement has partial mediation impact between the organizational climate for innovation and innovative work behaviour. Approximately, 210 respondents participated in this study. The unit of analysis used in this study was employees. According to Çağlar (2018), employee engagement has a partial mediator effect on the relationship between perceived organizational support and innovative work behavior. Additionally, employee engagement plays a mediating role between perceived organizational support and innovative work behavior.

2.4 Conclusion

In the above review, authors make an effort to show the links between the variables under investigation. Many of them present positive relationships but with no statistical evidence. Also, majority of the papers are not strictly from the bakery sector. Furthermore, the studies are done in various countries whose social economic settings are different from those in Uganda with a possibility of the results not being directly applicable to Uganda. Owing to those gaps, the current study is worthy being carried out to provide further and fresh practical empirical evidence that can inform employee engagement and perceived organizational support to influence innovative work behaviour.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents research design, the study population, sample size and technique, unit of analysis, unit of inquiry, data sources, data collection instrument, validity and reliability, measurements of research variables, data processing and analysis, limitations and anticipated challenges.

3.1. Research design

The researcher applied a cross-sectional research design along with a quantitative research approach. The cross-sectional research design was implemented since it is essential and convenient when collecting data at one point in time (Maryam, 2015). Cross-sectional research design also facilitates large sample coverage as every participant participates only once or in a snapshot, which saves time (Creswell, 2014). Also, the quantitative research approach is selected for simplicity and clarity purposes when it comes to addressing objectives aimed at examining the relationship between variables (Tavakol & Sandars, 2014).

3.2. Study Population

The population for this study comprised of two (2) bakery firms which include; Hotloaf bakery and Kiddawalime Bakery Ltd. These two bakery firms all together employ 1775 employees namely; Hot Loaf has 180 staff and Kiddawalime Bakery limited has 1595 staff (Hot Loaf Annual report, 2020; Kiddawalime Bakery Annual report, 2020) respectively. The firms have been selected on the basis of ability to represent the rest in terms of general characteristics (Leipziger & Manwaring, 2020). The unit of analysis and the unit of inquiry were staff across all hierarchies in the selected firms.

3.3. Sample Size

Using Krejcie and Morgan (1970), a sample of 313 employees was investigated comprising of 32 from Hot Loaf as well as 281 employees from Kiddawalime Bakery limited. This is aimed at gathering enough information and to have a well-represented population for the study. A proportionate sample size was determined to cover the bakery firms under study. The details are presented in table 1.

Table 1: Population and sample size

Firm	Population	Sample
Hot Loaf Bakery	180	32
Kiddawalime Bakery	1595	281
Total	1775	313

Source: (Hot Loaf Annual report, 2020; Kiddawalime Bakery Annual report, 2020)

3.4.Sampling Technique

The study applied simple random sampling to derive the targeted sample. This is because it gives each element in the population an equal chance of being selected in a generalized form (Walliman, 2017). All employees identified within the bakery firms formed one sampling frame. By way of picking without replacing, the researcher selected one employee after another until 313 was separated from the population.

3.5.Unit of Analysis

The unit of analysis were the employees. This was because the study was analyzing innovative behaviors of employees in the bakery firms.

The unit of analysis and the unit of inquiry were staff across all hierarchies in the selected firms.

3.6. Unit of Inquiry

The unit of inquiry in this study was the employees of bakery firms. These include managers and operational staff. This was because of their knowledge concerning the subject being investigated.

3.7. Data Sources

Data was collected from employees in the field as the primary source of data. According to Creswell (2014), primary data is helpful as it is collected for a particular purpose it was initially meant for. Also, Primary data offers current information concerning the subject matter to draw reliable conclusions and recommendations.

3.8. Data Collection Instrument

Data was collected using a self-administered close ended questionnaire, rated using a 5-Point Likert scale ranging from; 5-strongly agree, 4-agree, 3-Not sure, 2-disagree and 1-strongly disagree. The scale is selected to provide respondents with the extent to which they agree with the different notions (Croasmun & Lee, 2011). The questionnaire was divided into key sections to address precisely each variable. These included; background information of the respondents, innovative work behavior, employee engagement and perceived organizational support. Finally, the questionnaire instrument is embraced because it enables obtaining data from a large sample, and it is the most appropriate tool for collecting quantitative data (Saunders, Philip & Thornhill, 2019).

3.9. Validity and Reliability

The validity of the study is concerned with the extent to which the data collection instruments accurately measure what they intend to (Amin, 2005). In this study, expert judgment and content validity index (CVI) was used. After drafting the questionnaire, it was shared with academic supervisors and experts to provide comments regarding the appropriateness and understandability of the items contained in the instrument. Based on their comments, the

questionnaire was amended. CVI was also used where the researcher distributed the questionnaire to specific people who are conversant about the subject, not necessarily those targeted by the study to express the content validity. Based on the results obtained, the researcher computed CVI using the formula, K/N where; K is the number of items identified as valid and N is the number of items under each construct. As a general rule, CVI should be 0.7 or better under to be considered valid (Creswell, 2014). Therefore, as indicated in table 2 below, all items contained in the questionnaire were found to be valid.

Table 2: Validity of results

	CVI	Number of items
Perceived Organizational Support	0.88	15
Employee Engagement	0.86	15
Innovative Work Behaviour	0.85	20

Source: Primary data

Cronbach Alpha coefficient was used to determine Reliability of the instrument. The reliability output from SPSS indicated in the table below, showed that the reliability of the study was found to be acceptable. According to George and Mallery (2003), if the reliability result is above 0.9 it is excellent, if it is above 0.8 it is good and if it is above 0.7 it is acceptable. Thus, the questionnaire based on the table below was reliable.

Table 3: Cronbach Alpha Reliability Results

	Number of items	Cronbach's Alpha
Perceived Organizational Support	15	.790
Employee Engagement	15	.890
Innovative Work Behaviour	20	.871

Source: SPSS output

Reliability was determined using the Cronbach Alpha coefficient to check for consistency in the responses. Cronbach Alpha coefficient was computed based on the field results. Nunnally

and Bernstein (1994) indicate that the instrument is regarded as reliable when the Cronbach alpha coefficient obtained under each construct and variable is at least 0.7. The same scale was used to determine the reliability of the questionnaire.

3.10. Measurements of the Research Variables

In this study, perceived organizational support was measured using; Managerial support, Supervisory support and co-worker support (Sitorus et al. (2020). Employee engagement (MV) was studied in terms of vigor, absorption and dedication (Iddagoda, Opatha, & Gunawardana, 2016). Employee engagement (MV) influences innovative work behaviour (DV). Innovative behavior was measured in terms of idea generation, opportunity exploration, idea championing and idea implementation (Bos-Nehles & Veenendaal, 2017; Bäckström & Bengtsson, 2019).

3.11. Data Processing and Analysis

Data collected from the field was analyzed using Statistical Package for Social Sciences version 23 (SPSS v.23) so as to summarize it for quick interpretation. Precisely, the quantitative data generated from the questionnaire was analyzed to get descriptive statistics which involved determining frequencies, percentages, mean variance and standard deviation in order to get a broad response to the question in the Likert scale. The data from the several categories may be subjected to split analysis to tell which category of firms had which associations. Furthermore, Pearson's correlation coefficient performed to establish the relationship between the independent variables and dependent variable. Regression analysis was conducted to determine the effect of the predictor variable to the dependent variable. The confidence interval was 95% (with significant scores indicating p values of less than or equal to 0.05), else the relationship was taken as insignificant.

3.12. Ethical consideration

The researcher approached respondents with clear identifications for instance an introductory letter from the institution such that she is clearly identified. The respondent maintained a high ethical conduct whereby an assurance to provide relevant information from the field was given and with maximum confidentiality.

Consent was sought from respondents and these were explained to clearly understand the purpose of the study to obtain an informed consent.

The researcher was objective in all the reporting without prejudice, prejudgment, stereotyping or bias.

Privacy of the respondents and the firms were upheld not to reveal the identities of any respondent or firm. Where needed, pseudo names were used for reporting purposes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter provides information on presentation, analysis and interpretation of findings of the data collected for the study. The survey was carried out on perceived organizational support, employee engagement and innovative work behaviour among bakery firms in Kampala. The presentation is guided by the research objectives and the statistics are thus a reflection of the respondent's views on the research questions. This chapter starts with response rate, demographic characteristics and then findings representing the study objectives. The data is presented using percentages, frequencies organized in tables. Pearson's correlation coefficient was presented later in order to determine the relationship between the independent and dependent variables. Regression analysis was also conducted to determine the combined effect of the predictor variable on the dependent variable.

4.1 Response Rate

The survey covered a sample of 313 respondents of which only 254 of the respondents returned the questionnaires. This gave a response rate of 81.2%. This response rate is appropriate for analysis because Mugenda and Mugenda (2003) indicated that if the response rate is 50% or below, it shows that the data is inadequate for analysis, but if the response rate is 60%, it means that the data is good for analysis and if the response rate is 70% and above, then data is regarded as very good for analysis. The response rate was 81.2% because 18.8% accounts for questionnaires that were partially filled as well as those that were never returned.

4.2 Demographic characteristics

This chapter presents personal profile (gender, age, marital status, length of service with the firm, level of education and bakery firm).

4.2.1 Characteristics of Respondents

The results presented in table 4 below reflect the attributes of individual respondents obtained from the study.

Table 4: Characteristics of individual respondents

Gender	Frequency	Percentage
Male	205	80.7
Female	49	19.3
Total	254	100
Age Group	Frequency	Percentage
25 yrs and below	74	71.7
26-35yrs	163	21.7
36-45yrs	13	5.1
46-55yrs	4	1.6
Total	254	100.0
Marital Status	Frequency	Percentage
Single	79	31.1
Married	145	57.1
Divorced	30	11.8
Total	254	100.0
Length of service with the firm	Frequency	Percentage
Less than 5 years	186	73.2
5-10 years	48	18.9
More than 10 years	20	7.9
Total	254	100.0
Level of Education	Frequency	Percentage
Certificate	93	36.6
Diploma	25	9.8
Bachelor's degree	56	22.0
Others	80	31.5
Total	254	100.0
Bakery firm	Frequency	Percentage
Hotloaf	32	12.6
Kiddawalime	222	87.4
Total	254	100.0

Source: Study Findings

Gender; majority of the respondents were male at 80.7% while 19.3% were female. This implies that bakery firms in Kampala employs more male than female. It also implies that male perform more than female in bakery firms.

Age; the majority of the respondents were aged between 26 and 35 years implying that they were mature and responsible enough to efficiently execute their bakery tasks.

Marital Status; the majority of the respondents were married at 57.1%, singles were 31.1% and those that were divorced were 30%. This implies that bakery firms employ more married workers than single and those who divorced.

Length of service with the fir; the majority of the respondents had worked for less than five years (73.2%). This implies that employees who responded had adequate experience in the bakery operations.

Educational level; the majority of the respondents being certificate holders indicates that they have the required technical knowledge which would enable them to effectively execute their routine activities.

Bakery firm; the majority of the respondents were workers from Kiddawalime bakery firm at 87.4% while 12.6% of the workers were Hotloaf bakery employees. This implies that Kiddawalime bakery firm is a bigger firm since it employed the largest number of employees.

4.3 Correlation analysis

Pearson's Correlation coefficient was used to determine the degree of association between the study variables. Results of the correlation tests are presented in table 5 below.

Table 5: Correlation results

ITEM	1	2	3	4	5	6	7	8	9	10	11	12	13
PERCEIVED ORGANIZATIONAL SUPPORT (1)	1												
Managerial Support (2)	.775**	1											
Supervisory Support (3)	.860**	.570**	1										
Co-Worker Support (4)	.832**	.437**	.602**	1									
EMPLOYEE ENGAGEMENT (5)	.357**	.391**	.293**	.189**	1								
Vigor (6)	.388**	.423**	.332**	.218**	.879**	1							
Absorption (7)	.274**	.283**	.210**	.161*	.883**	.642**	1						
Dedication (8)	.308**	.377**	.239**	.137*	.838**	.624**	.666**	1					
INNOVATIVE WORK BEHAVIOUR (9)	.475**	.518**	.410**	.327**	.502**	.441**	.379**	.530**	1				
Idea Generation (10)	.509**	.552**	.417**	.364**	.413**	.402**	.295**	.422**	.892**	1			
Opportunity Exploration (11)	.396**	.444**	.293**	.282**	.291**	.277**	.201**	.368**	.772**	.784**	1		
Idea Championing (12)	.347**	.353**	.318**	.254**	.464**	.379**	.397**	.424**	.779**	.514**	.379**	1	
Idea Implementation (13)	.325**	.362**	.330**	.196**	.411**	.305**	.321**	.468**	.834**	.685**	.455**	.605**	1

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

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

Source; primary data

4.3.1 Perceived Organizational Support and Innovative Work Behaviour

Table 5 above revealed that there is a positive relationship between perceived organizational support and innovative work behaviour ($r=0.475^{**}$ $p\leq.01$). This implies that any positive change in perceived organizational support is associated with a positive change in the innovative work behaviour. This also means that when employees work in a friendly teamwork atmosphere and positively resolve disagreements with co-workers, they will be able to experiment new ways of executing tasks. Additionally, the dimensions of perceived organizational support such as managerial support ($r=.518^{**}$), supervisory support ($r=.410^{**}$) and co-worker support ($r=.327^{**}$) had a positive relationship with innovative work behavior.

4.3.2 Perceived Organizational Support and Employee Engagement

Table 5 above revealed that there is a positive relationship between perceived organizational support and employee engagement ($r=0.357^{**}$ $p\leq.01$). This implies that any positive change in perceived organizational support is associated with a positive change in the employee engagement. This also means that organizations that have effective communication and always involve workers in important decisions will have employees who always look for possibilities to improve the existing work process in their department. Furthermore, the dimensions of perceived organizational support such as managerial support ($r=.391^{**}$), supervisory support ($r=.293^{**}$) and co-worker support ($r=.189^{**}$) had a positive relationship with employee engagement.

4.3.3 Employee Engagement and Innovative Work Behaviour

Table 5 above indicated that there is a positive and significant association between employee engagement and innovative work behaviour ($r=0.502^{**}$ $p\leq.01$). This means that any positive change in employee engagement is associated with a positive change in innovative work behaviour; the positive relationship implies that when employees are willing to sacrifice and

put in extra effort at no more cost for the good of the company, they will always spend a lot of time building relationships with people within the firm that help to support new ways of doing things. In addition, the dimensions of employee engagement including Vigor ($r=.441^{**}$), Absorption ($r=.379^{**}$) and Dedication ($r=.530^{**}$) had a positive relationship with innovative work behaviour.

4.4 Regression analysis

The regression analysis model was used to test the effect of the independent variables on the dependent variable. This was done to determine the extent to which the independent variables (perceived organizational support and employee engagement) impact on the dependent variable (innovative work behaviour). That is, the percentage change in the dependent variable accounted for by the changes in the independent variable. Regression findings are presented table 4.3.

Table 6: Multiple Regression model

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	43.945	2.953		14.882	.000
Perceived Organizational Support	.328	.053	.339	6.226	.000
Employee Engagement	.367	.052	.382	7.017	.000
Model summary					
R	R Square	Adjusted R Square	F	Sig. F	
.594	.352	.347	68.310	.000	

a. Predictors: (Constant), Perceived Organizational Support, Employee Engagement

b. Dependent Variable: Innovative Work Behaviour

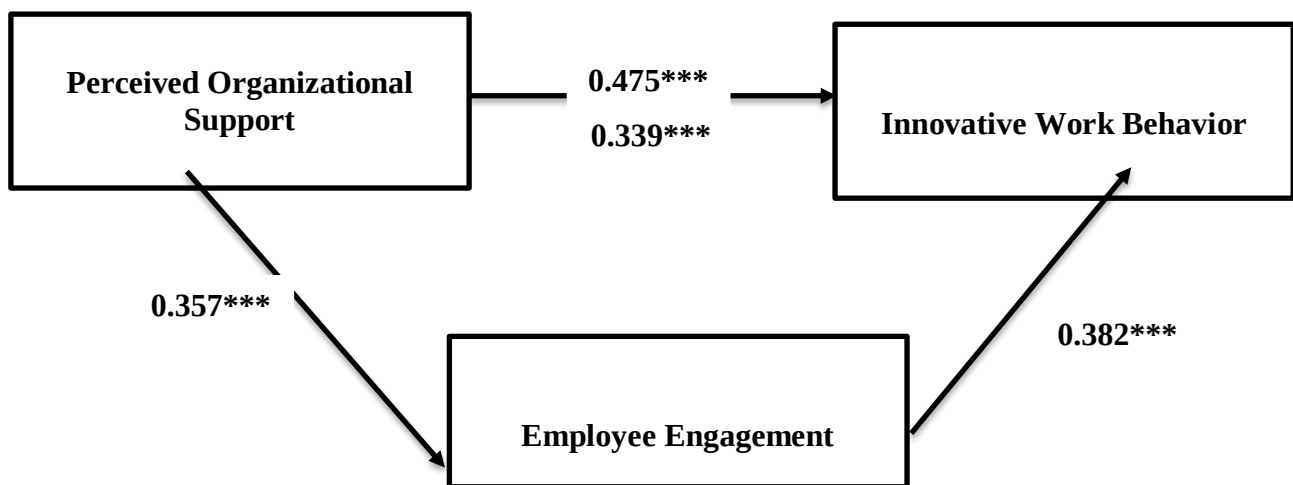
Source: Primary Data

Multiple regression analysis was used to determine the combined effect of predictor variables on the dependent variable. Regression findings in table 6 above revealed that a combination of Perceived Organizational Support and Employee Engagement predicated up to 34.7% (adjusted R square = 0.347) of the observed variance in innovative work behavior. Employee Engagement was found to be the most significant predictor of innovative work behavior (Beta = 0.382, Sig = .000). This means that Employee Engagement has an effect on innovative work behavior. Perceived Organizational Support was observed to be the least significant predictor of innovative work behavior (Beta = 0.339, Sig = .000). This means that perceived Organizational Support has an effect on innovative work behavior.

4.4.1 The mediating role of employee engagement

To test the mediation of employee engagement on the relationship between perceived organizational support and innovative work behavior as the third objective, Sobel test was conducted in this study to establish the nature of mediation and the extent to which employee engagement influences the relationship between perceived organizational support and innovative work behavior. The tests of mediation were carried out using Med Graph program developed by Jose (2004) based on works of Field (2006); Baron and Kenny (1986). According to Baron and Kenny (1986), before mediation can be tested, three conditions have to be met. A three step approach was used as suggested by Jose Path Model (2004): To test for mediation, the researcher first investigated whether or not i) Perceived organizational support significantly predicts the mediator, ii) Perceived organizational support significantly predicts innovative work behavior in absence of Employee Engagement as a mediator, iii) Employee Engagement showed a significant unique predictive relationship on innovative work behavior and iv) the predictive power on the relationship of Perceived organizational support on innovative work behavior reduces upon addition of Employee Engagement in the Jose Path Model using regression coefficients.

Type of mediation	Significant
Sobel z-value	4.608476
<u>Standardised Coefficients</u>	
Total:	0.475
Direct:	0.339
Indirect:	0.136
Indirect to Total ratio	0.287



Mediation results in the figure above reveal that when employee engagement was added, it reduced the relationship between Perceived organizational support and innovative work behavior but it remained significant. This implies that employee engagement has a partial mediation effect on the relationship between Perceived organizational support and innovative work behavior. Thus, Perceived organizational support can directly influence innovative work behavior without going through employee engagement but can also go through employee engagement.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter is comprised of the discussion of findings, conclusion, recommendations, areas for further research and limitations of the study. Research findings are discussed based on the study objectives while drawing comparison between the findings and literature review.

5.1 Discussion of findings

5.1.1 Perceived Organizational Support and Employee Engagement

The findings showed a positive and significant relationship between perceived organizational support and employee engagement. This implies that when organizations provide the required tools and materials to execute jobs and provide a friendly teamwork atmosphere, they will encourage employees to put in the best effort in every activity assigned to them as well as be willing to sacrifice and put in extra effort at no more cost for the good of the company. Additionally, organizations that give employees clear feedback on performance and encourage sharing knowledge and experiences amongst employees will always experiment new ways of executing tasks and contribute to the operationalization of new processes into the workplace.

This finding is consistent with Sitorus, Simanjuntak and Irvan (2020) who found out that the higher the work attachment to employees, the stronger perceived organizational support. This is supported by a study conducted by Eisenberger, Malone and Presson (2016) who suggested that perception of organizational support is an important factor in efforts to develop employee engagement within a company. This construct becomes important in relation to an increasingly competitive environment (making employees more concerned about the extent to which the organization pays attention to their welfare) (Eisenberger et al., 2016).

Furthermore, the findings from this study agree with the results from Sulistyawati and Sufriadi (2020) who analyzed the effect of perceived organizational support on employee engagement and its impact on employee job satisfaction. Results showed that there was a positive influence of perceived organizational support on employee engagement. Hence, the higher the level of perceived organizational support, the higher the level of employee engagement and conversely the lower the level of perceived organizational support, the lower the level of employee engagement (Fatoni, Prihatini & Barokah, Suryaningsih, 2016). This is in agreement with Dai and Qin (2016) who revealed that perceived organizational support has a positive direct effect on employee engagement.

5.1.2 Employee Engagement and Innovative Work Behaviour

The findings revealed a positive and significant relationship between employee engagement and innovative work behavior. The regression results also indicated that Employee Engagement is the most significant predictor of innovative work behavior. This implies that employees who feel happy when working intensely, finish assigned tasks well and on time and find it very difficult to separate themselves from their jobs will always search for possibilities to improve the existing work process and make up their minds to find original solutions to work related problems. This increases their innovative behaviors. Furthermore, employees who are enthusiastic about their jobs and find the work they do full of meaning and purpose will be in position to introduce ideas into the work environment in a systematic way, always routinize new ways of executing tasks at work as well as contributing to the operationalization of new processes into the workplace.

This finding agrees with the previous studies which established that employee engagement positively influences innovative work behavior. For instance, Mansoor et al. (2020) reasoned that employee engagement has a direct impact on innovative work behavior. Furthermore, a recent study conducted by Arifin et al. (2021) established that an engaged employee has more

vigor and dedication when executing tasks which increases their innovative behaviors at the workplace.

Additionally, findings of this study are supported by Inam et al. (2021) who concluded that employee engagement has a direct relationship with employee creativity among marketing personnel in the Pakistani context. Also, a study conducted on antecedents and outcomes of employee engagement in sport for development found out that employee engagement is positively related to innovative work behavior (Svensson et al., 2021) and this is in line with Miller and Miller (2020) who established that employee engagement is a fundamental antecedent of innovative work behavior.

Finally, Al-Ajlouni (2021) found that employees who are more engaged with their jobs are most likely to exhibit innovative work behavior. Similarly, Gameda and Lee (2020) indicated that employee engagement has a positive impact on task performance and innovative work behavior.

5.1.3 Perceived Organizational Support and Innovative Work Behaviour

The findings revealed a positive relationship between perceived organizational support and innovative work behavior. This implies that when supervisors involve employees in decision making and also recognize their accomplishments in terms of giving rewards, they will always look for possibilities to improve the existing work process in their departments and also recognize opportunities to make a positive difference in the firm. Additionally, when employees freely share knowledge and experiences and frequently meet in teams to talk both formally and informally, they will introduce ideas into the work environment in a systematic way and put action improvements into the workplace which increases their innovative behavior at work.

This finding is consistent with Shanker et al. (2017) who found that innovative climate was an important influence on employees' innovative work behaviour. Accordingly, a good

communication structure could support the innovation strategy of the company mainly when the innovation is highly relevant for the leaders (Zhou & Velamuri, 2018).

5.1.4 The mediating role of employee engagement

The findings on the mediating role of employee engagement revealed that employee engagement plays a partial mediation on the relationship between perceived organizational support and innovative work behavior. This means that employee engagement is a conduit through which perceived organizational support partly predicts innovative work behavior.

This is in agreement with the findings of Çağlar (2018) who established that employee engagement has a partial mediator effect on the relationship between perceived organizational support and innovative work behavior. The study further proved that employee engagement plays a mediating role between perceived organizational support and innovative work behavior. As a result, the most important source of support turns out to be organizational support that has a vital effect on innovative behavior. This is a way in which organizations and managers try to encourage innovative behavior of employees.

5.2 Conclusion

This study was designed to answer three research questions and this section summarizes the key findings of the study in relation to each research objective in order to formulate the recommendations of the study;

Based on the results of the study, it can be concluded that there is a positive and significant relationship between perceived organizational support and employee engagement. Thus, organizations must give employees clear feedback on performance which is essential in encouraging them to always look for new ways to improve their work or new ways to perform tasks.

From the study findings, it can be concluded that there is a positive and significant relationship between employee engagement and innovative work behaviour. Regression results indicated that employee engagement is the most significant predictor of innovative work behaviour. Thus, organizations need to establish fair working environments to enable workers share information and finish assigned tasks well and on time. This helps to boost their innovativeness at work which results into new or improved work processes at the workplace.

Based on the results of the study, it can be concluded that there is a positive relationship between perceived organizational support and innovative work behaviour. Thus, organizations must encourage their employees to work in a friendly teamwork atmosphere and positively resolve disagreements with co-workers which will lead to experimenting new ways of executing tasks.

5.3 Recommendations

The researcher recommended that;

Results indicated that employee engagement is a significant predictor of innovative behavior among bakery employees, thus it is recommended that bakery firms should promote a positive work environment through encouraging open communication and collaboration among employees. Furthermore, the bakery firms need to foster a sense of belonging and inclusivity to make employees feel valued and motivated. This will increase employee vigor and dedication which will result into high innovative behavior among employees.

Findings showed that perceived organizational support increases employee innovative behavior. Hence, it is recommended that firms need to allocate adequate resources. This can be done through providing adequate resources, both financial and non-financial to support innovative projects. They should allocate dedicated budgets for research, development, and experimentation.

Managers should also develop supportive policies and procedures which will create rooms for employees to exercise their innovative abilities. This can be achieved through reviewing and adapting existing policies to align with and promote innovation. Additionally, firms need to develop flexible policies that encourage risk-taking and experimentation while maintaining accountability. These will foster an innovative culture among employees.

Government should also provide incentives for innovation. This is through introduction of tax incentives, grants, or subsidies for bakeries that invest in innovation-related activities, such as research and development, new product development, and employee training. This will enable employees to get rewards for their innovative abilities and as a result, they will exhibit high innovative behavior among employees.

5.4 Limitations of the Study

The study was carried out on only two bakery firms; Hotloaf and Kiddawalime in Kampala yet there are many bakery firms in Uganda. It may not be accurate to draw a general conclusion on all bakery firms using Hotloaf and Kiddawalime.

Adopting a cross-sectional research design signifies that the study was not be able to capture the changes that may have occurred after the data collection period. This could have affected the reliability of the results contained in the report.

Since the researcher used close-ended questions, it may not have been able to obtain views and opinions from respondents through open-ended questions, and this could have affected the results.

5.5 Areas for further study

Given the time factor, it was not possible for the researcher to carry out the study beyond study scope in terms of time, geography and subject; therefore there is need for longitudinal studies in this context to contribute in the academic literature concerning perceived

organizational support, employee engagement and innovative work behaviors among manufacturing firms.

The study was only carried out in manufacturing firms particularly bakery firms in Kampala district, therefore, there is need to carry out a similar study in other bakery firms in Uganda.

Future researchers could also add other variables that account for the remaining 65.3% variance in innovative work behavior.

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APPENDIX 1: LETTER OF INTRODUCTION



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Faculty of Graduate Studies & Research

November 16, 2022

To Whom It May Concern

Dear Sir/Madam,

RE: NAYNOMBI Christine MBA 2019/HD10/25841U

The above named is a student of Makerere University Business School pursuing studies leading to the award of Master of Business Administration of Makerere University.

She joined the school in 2019 and has completed the course work component of the program. She is currently carrying out research on the topic: - **"Perceived Organizational Support, Employee Engagement and Innovative Work Behavior in the Baking Industry of Kampala Uganda"**.

Any assistance rendered to her will highly be appreciated.

Thank you,

Onek Jr. Stephen
Faculty Administrator.
Faculty of Graduate Studies and Research



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APPENDIX 2: QUESTIONNAIRE

Dear respondent,

I am a student pursuing a Masters of Business Administration of Makerere University Business School. My study is on “*perceived organizational support, employee engagement and innovative work behavior, a case of selected bakery firms in Kampala.*” You have been identified as a respondent, and I kindly request you to spare a few minutes of your busy time to fill this questionnaire. This study is purely for an academic research. Your honest answer and sincere responses are highly appreciated and shall be treated with outmost confidentiality.

SECTION A: PERSONAL DEMOGRAPHICS

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) 25 years and below ☐ b) 26 – 35 years ☐ c) 36 – 45 years ☐
d) 46-55 years ☐ e) Above 41 years ☐

4. How long have you worked with this firm?

a) Less than 1year ☐ b) 1 – 5 years ☐ c) 6 – 10years ☐
d) 11- 15 years ☐ e) 15 years and Above ☐

5. Highest level of education

a) Certificate ☐ b) Diploma ☐ c) Degree ☐
d) Post graduate Diploma ☐ e) Other (Specify) ☐

6. Bakery firm

a) Hot loaf ☐ b) Kiddawalime Bakery ☐

SECTION B: QUESTIONS ON STUDY VARIABLES

For the statements below, please rate the extent of your agreement or disagreement with each by ticking one of the options provided.

SCALE

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

SN	PERCEIVED ORGANIZATIONAL SUPPORT					
Managerial support		SA	A	NS	D	SD
MS1	I have effective communication.	5	4	3	2	1
MS2	Involving workers in important decisions is common here.	5	4	3	2	1
MS3	The organization gives me clear feedback on my performance.	5	4	3	2	1
MS4	Helping workers with difficult tasks is common here.	5	4	3	2	1
MS5	I have all the tools and materials I need to do my job.	5	4	3	2	1
Supervisory Support		SA	A	NS	D	SD
SS1	The supervisor rewards and recognizes my accomplishments.	5	4	4	4	4
SS2	My supervisor encourages open interactions	5	4	4	4	4
SS3	My supervisors provide guidance to me always.	5	4	4	4	4
SS4	My supervisor identifies my development needs.	5	4	4	4	4
SS5	My supervisor involves me in decision making	5	4	4	4	4
Co-Worker Support		SA	A	NS	D	SD
CS1	We work in a friendly teamwork atmosphere.	5	4	3	2	1
CS2	I always get encouragement from my colleagues.	5	4	3	2	1
CS3	Disagreements are positively resolved with my co-workers	5	4	3	2	1
CS4	Sharing knowledge and experiences is commonly done amongst ourselves in this firm.	5	4	3	2	1
CS5	Members of my team meet frequently to talk both formally and informally	5	4	3	2	1

EMPLOYEE ENGAGEMENT						
Vigor		SA	A	NS	D	SD
VG1	When I get up in the morning, I feel like going to work	5	4	3	2	1
VG2	I put in the best effort in every activity assigned to me.	5	4	3	2	1
VG3	I am willing to sacrifice and put in extra effort at no more cost for the good of the company.	5	4	3	2	1
VG4	At my work, I always persevere, even when things do not go well.					
VG5	At my job, I am very resilient mentally					
Absorption		SA	A	NS	D	SD
AB1	I tend to avoid disruptions and concentrate on productive work activities.	5	4	3	2	1
AB2	I feel happy when I am working intensely	5	4	3	2	1
AB3	I finish assigned tasks well and on time.	5	4	3	2	1
AB4	It is difficult to detach / separate myself from my job	5	4	3	2	1
AB5	Time runs very fast when I am working					
Dedication		SA	A	NS	D	SD
DD1	I am enthusiastic / excited about my job	5	4	3	2	1
DD2	I really put my heart into this job	5	4	3	2	1
DD3	I find the work that I do full of meaning and purpose	5	4	3	2	1
DD4	My job inspires me	5	4	3	2	1
DD5	To me, my job is challenging	5	4	3	2	1

INNOVATIVE WORK BEHAVIOUR		SA	A	NS	D	SD
Idea Generation		SA	A	NS	D	SD
IG1	I always suggest new working methods in my team	5	4	3	2	1
IG2	I am always keen in challenging routine things to improve my work	5	4	3	2	1

IG3	I always suggest new techniques that I feel will improve performance in the firm	5	4	3	2	1
IG4	I always contribute novel ideas that move my colleagues into action	5	4	3	2	1
IG5	I always suggest for new instruments that the firm can use to reduce operational costs	5	4	3	2	1
Opportunity Exploration		SA	A	NS	D	SD
OE1	I always lookout for key figures/ people who influence innovation	5	4	3	2	1
OE2	I am always looking for possibilities to improve the existing work process in my department.	5	4	3	2	1
OE3	I always recognize opportunities to make a positive difference in the firm.	5	4	3	2	1
OE4	I always make up my mind to find original solutions to work related problems	5	4	3	2	1
OE5	I always look for new ways to improve my work or new ways to perform tasks.	5	4	3	2	1
Idea Championing		SA	A	NS	D	SD
IC1	I always try to persuade people to support improvements in my department.	5	4	3	2	1
IC2	I always communicate to team members about new working methods or techniques	5	4	3	2	1
IC3	I always negotiate with my colleagues to re-examine their views on a new idea they oppose	5	4	3	2	1
IC4	I spend a lot of time building relationships with people within the firm that help to support new ways of doing things	5	4	3	2	1
IC5	When a colleague comes up with a new idea, I normally encourage him/her and ask people to support his or her idea	5	4	3	2	1

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

End, Thank You Very Much