



SCHOOL OF GRADUATE STUDIES

**DETERMINANTS OF INNOVATIVE WORK BEHAVIOR OF
EMPLOYEES IN SMEs THE CASE OF SELECTED TOWNS OF
GURAGE ZONE**

MBA THESIS

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of Selected towns of Gurage Zone**

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DECLARATION

I hereby declare that this MBA thesis is my original work and has not been presented for degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

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ACRONYMS

ANOVA	Analysis of Variance
CWS	Co – worker Support
EIWB	Employees’ Innovative Work Behaviour
EWC	External Work Contacts
OECD	Organization for Economic Cooperation and Development
POS	Perceived Organizational Support
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
TLS	Transformational Leadership
WPH	Work Place Happiness

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ABSTRACT

The aim of this study was to investigate determinates of innovative work behavior of employees in Small and Medium Enterprises in the case of selected towns of Gurage Zone. The study employed descriptive and explanatory research design along with quantitative and qualitative approaches. Simple random, proportionate stratified and purposive sampling techniques were used. The target population was employees working in Small and Medium Enterprises of Gurage Zone. 364 employees of SMEs, 3 heads and 15 employees from Trade and Industry Development office from the three towns and 15 managers/owners of SMEs were participated in the study. Primary data were collected using self – administered questionnaire and interview. Descriptive statistics, Pearson correlation coefficients, multiple linear regression analyses were used to analyze the quantitative data using a Statistical Package for Social Sciences (SPSS) version 26. However, qualitative data analysis was analyzed using inductive approach. The findings of the study revealed positive and significant relationship between co – workers support, work place happiness, perceived organizational support, external work contacts and transformational leadership with innovative work behaviour of employees. On the other hand, the multiple linear regression analysis result also indicated that those five determinant factors have positive and significant effect on employees’ innovative behaviour and 74.7% of the variations in the employees’ innovative behaviour in the SMEs were jointly accounted by the five predictor variables, of these variables, transformational leadership has the greatest contribution for the innovative behaviour of employees. Therefore, the study concludes that the five determinant factors have significant effect and decisive for the improvement of employees in their innovative work behaviour in most of the enterprises. Hence, this study suggests that SMEs and the concerned bodies have to give attention on the development of employees’ innovative behaviour and better to arrange ways so that employees to have continuous innovative behaviour development.

Key Words: co – worker, employee, external contact, innovative behaviour, organizational support, transformational leadership

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Innovativeness is currently one of the basic determinants of development and building competitiveness in modern organizations. It is conditioned by a number of factors, among which an important group are internal factors related to the activity and participation of employees in the generation, development and implementation of innovative ideas, among other things. Modern enterprises cannot limit themselves to active adaptation, but should become innovative organizations characterized by skillfulness in creating, implementing and disseminating innovations by themselves (Wyrwa, 2020). In a world of rapidly changing circumstances, it becomes mandatory to enhance balancing efforts through innovation as a response. All organizations have opportunities to undertake innovation in technologically or in terms of management. According to OCED (2005) “Innovation is the implementation of a new or significantly improved product or process, a new marketing, or organizational method in business practices.” It is recognized as the most important competitive advantage enabling different enterprises to adjust themselves and flourish in the prevailing varying business environment. Innovation can be referred as a driving force leading business firms and nations towards prosperity. Contemporary scholars and practitioners commonly adhere to the fact that innovation is the most important way through which business organizations and countries attain their growth and prosperity objectives. It can be taken as a most important tool for technology adoption, creation and utilization that causing variation in productivity and related outcomes among enterprises and countries (Sileshi, 2014).

Innovation companies are the most productive companies which have competitive advantages for their survival (Lee & Trimi, 2018). Innovative work behaviors of employees boost competitive advantages of business organizations and provide them the capability to survive in the ever changing business reality (Wyrwa, 2020). The reason behind is that the source of firm level innovations are creative minds and innovative work behavior of

employees at individual level (Černe et al., 2017). To this end increasing number of contemporary organizations strive to find mechanisms to enhance employees' innovative work behaviors.

Employees innovative work behavior is seen as some intangible constituent of the employees' job description that may be optionally taken in to account and performed (Janssen, 2000). The theory of innovative behavior by Janssen deals about; idea generation, idea promotion and idea realization as components carved from interrelated behavioral tasks. However, there exist other factors like psychological and physical which influence the employees' tendency to innovate either ward.

On the other hand, one of the factors affecting employees' innovative behavior is work place happiness. Work place happiness occurs when employees feel happy at work and see their work environment as something pleasurable and enjoyable (Salas-Vallina et al., 2016). It is seen as a more precise and realistic assessment of employees' mood, which is somewhat broader and more accurate than the conventional concept of job satisfaction (Gupta, 2012). It is considered a key driver of employee innovative behavior, as happiness at work can stimulate creativity, maximize performance and enable employees to achieve their potential (Pryce-Jones, 2011).

Co-worker support refers to “the extents to which employees believe their coworkers are ready and willing to provide them with work-related assistance to aid them in the accomplishing their duties” (Susskind et al., 2003). It is not just task-related assistance but extends to include socio-emotional support such as love, care and empathy (Nugent & Abolafia, 2006; Rousseau et al., 2009). Co-worker support may facilitate and encourage employees to exchange their knowledge and expertise, particularly when they are faced with employees' innovative behavior a complex and new task.

Perceived organizational Support (POS) is generated to explain employees' organizational commitment, built on social exchange links (Sun, 2019). When an organization values the efforts put by the employees to attain organizational goals and objectives and gives importance to their ideas and suggestions or promote their achievement (Rhoades & Eisenberger, 2002), consistent with social exchange theory, personnel have feelings of

obligations to behave in favor of their organizations (Tekleab, Takeuchi & Taylor, 2005). Being supported by the organization an employee will be the opportunity to receive recognition, pay, promotions, job security and autonomy. Moreover, this kind of work atmosphere decreases stress level of employees which successively enhances them to exert innovative behavior (Eisenberger et al., 2016).

External work contacts are contacts that employees make with others in other organizations. It facilitates knowledge exchange with employees and provide new ideas to solve the same problems in different and innovative ways, offer a solid knowledge base that can generate innovation (Porath et al.,2012), and suggest ways to learn through others' experiences. The key premise of social network theory is that external workgroup contacts enhance innovation by providing new information with diverse perspectives (Perry-Smith & Shalley, 2003).

Moreover, studies revealed that transformational leadership also other factors that can affect employees' work behaviour. For instance, Gurbuz and Gulec (2022) pointed out transformational leadership has a significant effect on innovative work behavior of employees.

Thus, based on the above view points, the researcher attempted to examine determinants of employees' innovative work behaviour in SMEs in the selected towns of Gurage Zone.

1.2. Statement of the Problem

Understanding individual employees in innovation, particularly the contribution status of the factors that govern their innovative behavior, deserve to be vital element of issues that contemporary business organizations operating in the world of intense global competition and continuous environmental adaptation have to focus (Černe et al., 2017). However, there exists lack of studies that represent different scenarios considering geographical, thematic or temporal lines to arrive at the appropriate level of knowledge on the issue.

Innovation is one of the ingredients that an organization needs to possess to survive and grow and stay relevant in the business. Innovation is one strategy that an organization could embrace to achieve excellent business performance (Golovko & Valentini, 2011). Furthermore, innovation in the workplace is vital, as it could open a bigger door for a

company to penetrate the market faster and to have a better connection for market development. Innovation has always been at the heart of business success (Waters, 2019). Importantly, embracing innovation will enable the organization to stay relevant in the industry and keep pace with the rapid changes in the business environment and secure competitiveness. To be an innovative organization, it needs to implement the ideas instead of merely exploring new opportunities. Furthermore, being innovative will allow the organization to become more responsive to the external demands, more streamlined and nimbler, and more ecologically sustainable. Hence, it becomes a significant indicator for a successful business, especially for SME.

Innovative work behavior can be seen as embedded in inter relationship with motivation which is in turn coined with perceived employees work related relationship with co-workers, leaders/supervisors, organizations and relevant external elements and the derived feeling of happiness they acquire in their work place (Eisebberger et al., 2016). However, the effect that variability of the issue is less researched makes it difficult to certainly know what each factor contributes in determining innovative behavior. Variability in management style, cultural differences and organizations' and leaders differences in responsiveness to innovation make it problematic to have universally applicable determinants similar to all work environments (Gogoleva, Balabanova, & Efendiev, 2016).

On one hand, researches in the area of innovation indicated exaggeratingly low level of prevalence in the developing world as compared to the West (Cinar et al., 2019). In the other hand, despite the acknowledged SMEs importance to the development of a country's economy, the SMEs performance in Malaysia still has not reached the target. Additionally, the increasing instances of business failure among SMEs became a recurrent issue rendering a critical problem affecting the survival of SMEs (Sallem, Nasir, Nori, & Kasim, 2017). However, the means for the firms to be innovative remain questionable (Makanyeza & Dzvuke, 2016). In the current scenario, to achieve long-term success, an organization needs to support and enhance its employees' innovative potential rather than focusing solely on research and development professionals, scientists, or specialists. In an organization, employees' innovativeness is an intangible asset that provides the best idea to remain competitive. Hameed and Waheed (2011) mentioned that employees are the key ingredient to

an organization, and it was the employees' performance that determines the organization's success or failure.

In foreign studies, many researchers have been carried out on determinants of innovative behaviour of employees in different settings and considering various determinant factors. For instance, Abun et al.(2023) taken innovative work environment such as leadership, work practices that support innovation, promote innovation, physical environment and provision of learning opportunities as determinant factors of IWBE. However, Helmy et al.(2023) have taken transformational leadership has significant determinant factor of IWBE, but another study by Simatupang et al.(2022) pointed out transformational leadership, psychological empowerment and knowledge sharing are the determinant factors for IWB. Besides, Yassir et al.(2021) have shown the direct effect of knowledge sharing, functional flexibility, and psychological empowerment on IWBE, but Anser et al.(2021) assessed IWB of SME's workers through knowledge sharing by accessing functional flexibility as a mediator. Nevertheless, Khan and Mohiya (2020) figured out the impact of determinants of SME's employees' creativity such as training and brainstorming; employee recognition and reward; resource and fund allocation; employee competency; work place environment; and management support on innovation at work place.

In Ethiopian context, many local studies also have been carried out on determinants of employees' innovative behaviour in different settings and at different area. Sileshi (2014) assessed on government policy and regulation; technological and market information; inadequate research and development; high cost of innovation; organizational culture; skilled personnel, finance and absence of cooperation on Innovation and barriers to innovation: Small and Medium Enterprises in Addis Ababa. Chalchisa and Bertrand (2019) assessed entrepreneurial orientation, market information processing , network ties and education levels of owners/managers to investigate the determinants of innovative success of small to medium enterprises. On the other hand, Wondwossen (2018) assessed on human capital, access to finance, incentive schemes, entrepreneurship support programmes, and linkage with technology development organizations, educational institutes to investigate determinants of innovative performance by Ethiopian Informal-Sector Micro and Small Enterprises. However, even though, the researcher was not in a position to cover many foreign and local

literatures, all the prior studies, listed above did not take in to account the effect co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership on IWBE in SMEs. In case of Gurage Zone to the best of the researcher’s knowledge, until now, determinants of employees’ innovative work behaviour in enterprises sectors in Gurage Zone, in particular on SMEs has not been adequately studied empirically. Besides, what initiated the researcher to conduct this study was that, as a CBE employer, observed weak activities of some SMEs and some of them also failed to return their loan according to scheduled time and encountered several problems that hindered their progress. Furthermore, according to Gurage Zone Enterprise and Industry Development Department report (2023), even if the sector took initiation and tried to enhance the formation and supported the enterprises, the performance of the enterprises has faced different challenges.

Therefore, this study tried to fill this gap and intended to extend it into the towns of Gurage Zone. Hence, in light of the indicated gap and given that the private firms' innovation is based on the development and execution of employees' innovative work behavior, examining determinants of the innovative work behavior considering the above stated determinant factors was imperative.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study was to examine determinants of innovative work behaviour of employees in SMEs in the towns of Gurage Zone.

1.3.2. Specific Objectives

In line with the general objective, the study set the following specific objectives:

- To assess the effect of co-workers support on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.
- To investigate the effect of work place happiness on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.
- To examine the effect of perceived organizational support on innovative work

- behaviour of employees in SMEs in the selected towns of Gurage Zone.
- To identify the effect of external work contact on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.
 - To examine the effect of transformational leadership on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

1.4. Hypothesis of the Study

The following hypotheses were developed in accordance with the theoretical review literature and empirical studies to test effect relationship between the independent variables and the dependent variable. Therefore, in this study the directional alternative hypotheses were stated and were tested using the 5% level of significance, customary level used when working on significant effect relationship (Brooks, 2008; Dhakal, 2019).

H_a(1): Co – worker support has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

H_a(2): Work place Happiness has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

H_a(3): Perceived organizational support has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

H_a(4): External work contact has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

H_a(5): Transformational Leadership has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

1.5. Significance of the Study

In developing countries like Ethiopia, studying the determinant factors of innovative work behaviour of employees in SMEs is paramount for the development of not only for the owners but also for the society and the country as well. One of the bases to minimize the failures and to maximize the success of SMEs is that to examine determinants factors which affect innovative work behaviour of employees. Therefore, this study and its findings will

have the following significances: It provides for the participant enterprises with relevant information on the existing status of employees' innovative behavior and recommendations for their improvement. It will also be important for the Enterprise and Industry Development Department Office of Gurage Zone to initiate employees of SMEs to undertake a great measure over the problems concerning failure and success of their enterprises. In addition, it will motivate employees to enhance their innovative behaviour. On the other hand, due to the lack of literatures and limited previous researches on IWB, this study will provide empirical evidence that may contribute additional insight to the literatures and enhances the understanding of determinants of IWB of employees in SMEs in the study area. It also draws the attention of researchers with academic and/or pragmatic intent in the area of improving employees' innovativeness. Similarly, it benefits employers' associations and their varying structures by giving the chance to observe the limitations and potential opportunities in a crucial aspect of management of organizations, employees' innovative behavior. The study may contribute to the sum total of the body of knowledge. The study may serve as a spring board as well as a reference for those who are interested to conduct further study on related topics.

1.6. Scope of the Study

The study is delimited in terms of geographical, conceptual and methodological aspects within the time and budget framework to achieve the objective of the study. Geographically, the study delimited and focused on SMEs in five administrative towns of Gurage Zone, namely, Wolkite, Arekit, Agena, Emdiber, and Gunchire. Since the number of SMEs are highly concentrated, about 62.9% of the total employees of SMEs in the Zone. Besides, practically it was unmanageable and difficult for the researcher to conduct the study in-depth in the entire SMEs.

Conceptually, the study was delimited to examine determinants of IWB employees working in the SMEs considering the determinant factors such as co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership with the aim of examining their influence on the IWB employees, because the researcher believed that these variables were appropriate to attain the objectives of the study.

Finally, with regards to methodological scope, the study was delimited to employ descriptive and explanatory research design along with quantitative and qualitative approaches using questionnaire, interview, and document review, because as stated in Creswell and Plano (2007) it is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves pragmatic assumptions: what works and solutions to problems; focusing attention on the research problem in social science research and use pluralistic approaches to derive knowledge about the problem. For the mixed methods research, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collection. Thus, it is more than simply collecting and analyzing both kinds of data so that the overall strength of a study is greater than either qualitative or quantitative research.

1.7. Limitations of the Study

This study encountered with some limitations. First of all the study was mainly focused on examining determinants of innovative work behaviour of employees of SMEs in five administrative towns of Gurage, Central Ethiopia Region.

The other limitation was generalizability issue (failing to include the other woredas), since the study examined the effect of co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership on employee innovative behaviour of employees in the SMEs in administrative towns of Gurage Zone; as the result of this it might make it difficult to make conclusions about other SMEs outside of the Gurage Zone, Central Ethiopia regional state and in the country as well, i.e., the results of the findings of the study do not necessarily apply to other SMEs employees working outside of the Gurage Zone.

Furthermore, this study did not investigate the impact of every possible extraneous on the employees of SMEs. In general, even though, the researcher has faced the above limitations, these limitations did not have significant impediment on the outcomes of the study.

1.8. Definition of Key Terms

Employee's Innovative Behavior: is work related behavior that is displayed by an employee or a group of employees from the idea generation to the implementation stages for a new or adopted service or commodity product, its marketing and distribution or other related operations involved in the process (Lee & Trimi, 2016).

Work place Happiness: Workplace Happiness refers to the perceived extent that an employee or a group of employees involved in the study have towards their workplace in matters related to the understanding, support and fulfillment of their psychological well-being/happiness (Cinar et al., 2019).

Co-worker Support: Co-worker support refers to the perceived extent of practically existing and expected work related support relationships within their organizations among co-workers who are subjects of the study (Gupta, 2012).

Perceived Organizational Support: refers to employee's perceived extent of organizational support as measured by the existing and expected value/rate they give to components of organizational support such as; supervisory encouragement, sufficiency of resources and recognition in their work related encounters around their work place (Cinar et al., 2019).

Transformational leadership: is closely related to issues such as teamwork, organizational effectiveness, personnel satisfaction with supervisors, and perceived group performance (Helmy et al., 2023).

1.8. Organization of the Study

The research report is organized into five chapters. The first one includes; introduction, statement of the problem, research question, objectives of the study, scope of the research, and significance of the study. The second chapter covers a brief literature review on the main and related issues. This part of the study consists; definitions of significant terms, theoretical literature, empirical literature, and conceptual framework. The third chapter is organized by methodologies that were implemented in the study. It covers description of the study area, research design and approach, target population, sampling techniques and sample size determination, data sources and instruments of data collection, validity and reliability tests,

method of data analysis, and ethical considerations. The fourth one constitutes analysis and presentation of the research findings .The fifth chapter comprised of summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. The Concept of Innovative Work Behavior

Innovative work behavior is defined as all employee behavior directed at the creation, introduction or application of a related role, group or organization, which includes an idea, process, product or procedure, new to the relevant adoption unit. This definition limits innovative behavior to a deliberate attempt to provide new results that benefit the organization. Innovative work behavior is the intention of employees to create, introduce and implement new ideas that they have in the group or organization where they work, intended to optimize the performance of the group or organization (Shanker et al., 2017). Innovative work behavior is also defined as a complex behavior consisting of three different tasks, such as idea formation, idea promotion, and idea realization. Innovative work behavior begins with the creation of ideas, or the production of new ideas or solutions, which can be original or adapted from existing products or processes. Akram et al. (2020); Bos-Nehles and Veenendaal (2019) describe IWB as all individual actions directed at generating, processing and implementing new ideas about how to do things, including new products, ideas, technologies, procedures or work processes with the aim of increasing effectiveness and success.

Innovative work behavior is reflected as a deliberate act of workers towards the realization of new ideas to perform activities in the workplace in a better way (Hartini, Sudirman, & Wardhana 2021; Almulhim, 2020). Innovative work behavior is a procedure for identifying, encouraging, realizing, and implementing ideas in certain operations within an organization that provides performance improvement benefits at the individual and organizational levels (Ayesha et al., 2021). This challenge requires employees to engage in innovative behavior to increase the competitive advantage of SMEs. The main problem of this study is that the innovative work behavior of MSME employees has decreased due to the imbalance in the

implementation of transformational leadership, psychological empowerment, and knowledge sharing. The existence of behavior that leads to innovation is one of the important factors for the company because it can guarantee business growth and become a strong pillar in driving its success (Ayesha et al., 2021; Knezovic & Drkic, 2021).

Innovation can evolve from a firm's internal value chain functions or can be copied or adopted from external value-added chain of suppliers, customers, partners, university, research institutions, competitors and related industries (Afuah, 2003). Both sources are considered in this study because they represent the two contexts in which employees are expected to interact with other actors and exhibit their innovative behaviors (DeJong & Kemp, 2003). Moreover, there is a growing consensus that innovation in organizations is realized through the efforts and behaviours of employees. According to Kesting and Ulhøi (2010), individual innovation remains the key driver of organization-wide innovations. Nonetheless, innovation at the individual level is not easily defined and measured. There is prevalent misconception that individual innovation is similar to creativity and suggestion making (Dorenbosch & Verhagen, 2005).

Consequently, researchers have conceptualized individual's innovative work behavior as a complex behavior in corporation both employee creative behavior and implementation behavior (DeJong & denHartog, 2010; Yuan & Woodman, 2010). This study follows Yuan and Woodman's (2010) and describes innovative work behavior as "an employee's intentional introduction or application of new ideas, products, processes, and procedures to his or her work role, work unit, or organization." As such, innovative work behavior is considered to involve an employee's conscious generation and use of novelties, either developed in the organization or adopted from external sources, to enhance their work activities or organizational processes in general. Such behaviors are said to be displayed when for example in finding solutions to problems, convincing people to support new ideas, finding new approaches to doing work and searching for new methods and technologies.

2.1.2. Theories Related to Innovative Behavior

Many researchers and practitioners agree that innovative work behavior can be explained through exchange theories, namely social exchange theory and the economic exchange

theory, norm of reciprocation, person-employment fit theory, as well as the five factor theory (like George & Zhou, 2001; Janssen, 2005; 2002; Oldham & Cummings, 1996; Ramamoorthy et al., 2005; Scott & Bruce, 1994; Subramaniam, 2007). Among the related theories, the researcher of this study views social exchange as the underlying theory that links the predictors of the variables; independent variables workplace happiness, organizational support, external contacts, and co-worker support with the dependent variable (innovative work behavior).

2.1.2.1 Exchange Theory

One of the most prominent theories associated with workplace behavior is the exchange theory (Cropanzano & Mitchell, 2005). Aryee, Budhwar and Chen (2002) stated that the employment relationship may be characterized either as a social or economic exchange. According to Stamper and VanDyne (2001), economic exchange is based on equal exchange transactions such as monetary rewards to employees for their contribution to employers. Hence, in economic exchange relationships, job requirements and expectations are clearly stated in contracts, which allow employees to adjust their contributions by assessing their personal costs and benefits associated with the exchange (Stamper & Van Dyne, 2001).

According to Cook and Rice (2003) social exchange is defines social exchange as a "voluntary action of individual that is motivated by the returns they are expected to bring and typically do in fact bring from others". As such, in contrast with economic exchange, a social exchange relationship does not specify the details of the exchange in advance, and monitoring inducements and contributions is less relevant. In such a context, social exchange involves a series of interactions that generate obligations that draw on the relationship of trust, not on transactions (Cook & Rice, 2003).

Thus, employees who perceive their relationship with the organization as one of the social rather than economic exchange may be more likely to demonstration innovative work behavior (Subramaniam, 2007). Employees will exert extra effort and perform non-required behavior like innovative work behavior because they trust that their employer will appreciate their extra-role contributions and reciprocate at some time in future. However, if employees perceive their relationship with employer to be one of economic exchange, they will only put

in the effort to meet the terms of the formal agreement and perform at the minimum required level (Stamper & Van Dyne, 2001). This situation may reduce innovative work behavior among employees.

2.1.2.2 Social Cognitive Theories

According to Bandura (1989), social cognitive theory views human behavior as an interactive, dynamic and reciprocal network of personal factors, behavior, and the environment. Mind of an individual is an active tool that guides his/her steps towards framing expectation, abilities and outcomes.

Social cognitive theory gives focus and addresses the linkage between contextual effects on individual behavior, including intervening organizational variables (Madrid et al., 2014; Riaz et al., 2018, Shanker et al., 2017). In relation to employees' innovative behavior, these variables may involve leadership, subordinates, and management support for innovation (Walumbwa et al., 2018). Important aspects of this study, leader-member-exchange and organizational support, are derived from this theory. Employees' understanding and perception of their organization be its co-worker support or cohesiveness affects their psychological attachment (trust) and their contribution accordingly (Yu et al., 2018). Similarly, it is possible to explain employee innovative behavior as affected by co-worker support climate using social cognitive theory.

2.1.2.3 Norm of Reciprocation

According to Gouldner (1960) norm of reciprocity refers to certain actions and obligations performed as repayments for benefit received, which is the underlying concept of the exchange theory. Cropanzano and Mitchell (2005), states that the norm of reciprocity is based on the interdependent relationship between the different parties involved. It is stressed that contingent interpersonal transactions, whereby an action by one party leads to a response by another. As such, when a person supplies a benefit, the receiving party should respond in kind. In other words, the spiral natured process begins when at least one participant makes a "move," and if the other reciprocates, new rounds of exchange are initiated. Once the process is in motion, each consequence can produce a self-reinforcing cycle (Cropanzano & Mitchell, 2005). Alongside with the norm of reciprocation, being innovative at the work place, create

beliefs among employees that their employer will reciprocate their efforts at a later date. Accordingly, this belief may further embolden innovative work behavior among employees.

2.1.3. Determinant Factors Associated with Innovative Work Behavior of Employees in SMEs

Employees either individually or together in groups are the basis of creative ideas and subsequent innovation. As such, researchers have given significant level of attention to the investigations of personality or person-specific factors that contribute to employees' innovativeness. This line of research is largely focuses on identification of how innovativeness is affected by differences in individual characteristics such as their demographic and biographic factors (Anderson et al., 2004; Shalley et al., 2004).

The organizational related factors are those drivers that fall under the domain and control of the organization. These factors belong to job-relevant dimensions, supervisory behaviors and team dynamics (Janssen, 2005; Mumford, Scott, Gaddis & Strange, 2002). Researchers have examined the effect of a variety of job-related factors on innovative behavior.

2.1.3.1 Work place Happiness

The concept of happiness as a contemporary work place issue in the form of well-being, positive attitudes, pleasant moods and emotions is attracted a great deal of attention (Chia & Chu, 2016; Moccia, 2016; Salas-Vallina et al., 2017). It is taken as a more precise and realistic assessment of employees' mood, which is somewhat broader and more accurate than the conventional concept of job satisfaction (Gupta, 2012). It is seen as a prime ingredient of a range of social and psychological workplace manifestations. The main assumption states that genuinely happy individuals are more likely to engage in attitudes and behaviors conducive to improved organizational outcomes (Roche & Rolley, 2011; Abdullah et al., 2016; Chia & Chu, 2016).

Work place Happiness happens when employees feel happy at work and see their work environment as something pleasurable and enjoyable (Salas-Vallina et al., 2016). It comprises all aspects of work that nurture feelings of pleasantness, happiness and positive well-being that make the work not just satisfying but also enjoyable (Ford et al., 2003).The

other view regarding workplace happiness of the individual's experiences of pleasures at work, which they normally expect to enjoy in their social environment (Wok & Willbehim, 2015). This occurs when there existed support in work place on the psychological needs and civic aspirations such as meaning, autonomy, behavioral norms, feedback, supportive relations and personal growth.

In this study, work place happiness refers to the perceived extent to which the work place understand, support and fulfill employees' psychological well-being (happiness) in pursuit of eudemonic happiness (Albano, 2009). It is believed to be a key driver of employees' innovative behavior, as happiness at work can stimulate creativity, maximize performance and enable employees to achieve their potential (Pryce-Jones, 2011). This means, when an employee feels happy, he/she will be more positive and relaxed in the work environment. Consequently, this enhances the likelihood his/her body to generate the necessary brain chemicals conducive to creativity and effective problem-solving (Anchor, 2010; Dolan and Metcalfe, 2012; Gupta, 2012; Abdullah et al., 2016; Salas-Vallina et al., 2017). Employees in a state of peace or happiness will tend to be more creative and innovative, leading to a positive organizational impact. According to Gupta (2012), it is firmly believed that happy employees tend to be significantly more productive, come up with innovative ideas, attempt to save time and enhance effectiveness by inventing new ways of work.

2.1.3.2 Co – worker Support

The concept of co-worker support is its basis on the theory of social exchange. It considers that employees could form different social exchange relations with various partners within their work place, such as their co-workers (Cropanzano & Mitchell, 2005).

Co-worker support is one of the essential social supports employees anticipate in the work place (Loi et al., 2014; Li & Liu, 2017). According to Susskind et al.(2003) co-worker support refers to “the extent to which employees believe their co-workers are ready and willing to provide them with work-related assistance to aid them in the accomplishing their duties. It is not just task-related assistance but extends to include socio-emotional support such as love, care and empathy (Nugent & Abolafia, 2006; Rousseau et al., 2009). Co-worker

support may facilitate and inspire employees to exchange their knowledge and expertise, particularly when they are faced with a complex and new task (Scott & Bruce, 1994).

2.1.3.3 Perceived Organizational Support

Organizational support refers to perceived support for employees to have appropriate work environment, supportive procedures and practices to motivate new ideas and achieve results, and awareness of the importance of innovation. There exist three components of organizational supportiveness. The first one is supervisory encouragement, which refers to the manager's ability to allow employees to take initiatives, engage in demanding tasks, and learn from their mistakes. The second is sufficient resources, which is ability to access sufficient resources provided by the organization. And the third one is recognition, which is a process of recognizing, valuing, or awarding achievement of the employees (Boonyam, 2011).

Perceive organizational support focuses on the strong incentives and support provided by the organization to motivate employees at all levels to develop a more productive mindset and create a superior work environment. POS has become one of the top strategies to help employees dramatically reduce stress levels and regain control over work-life balance (Sun, 2019). Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values employee contributions and cares about employee welfare. Perceived organizational support also refers to employees' overall beliefs about the extent to which the company values employees, cares about their well-being, and supports employees' socio-emotional needs by providing resources to help employees (Linda & Yonita, 2018).

2.1.2.4 External Work Contacts

External work contacts relate to the frequency of employees' contacts with individuals or groups outside the organization who may form a relevant source of information, inspiration or innovation resources. Examples of external work contacts of employees include contacts with customers (Kanter, 1988), professionals outside the organization (Kimberly & Evanisko, 1981) and researchers (Kasperson, 1978). Employees with external work contacts have better opportunities to engage in innovative work behavior, as their contacts expose

them to more diverse views and ideas that may help spark their creativity. In addition, external work contacts may help to find resources for innovation. Perry-Smith and Shalley (2003) developed propositions on the association between social relationships and the related construct of creativity. Drawing on social network theory, several mechanisms are suggested through which the social context influences creativity. Accordingly, individuals with frequent external work contacts will be found to have a more diverse network. The access to non-redundant information and diverse social circles emanate from weak ties facilitates several processes helpful for innovative work behavior, including options for opportunity exploration, sources of ideas, and support to implement innovations.

2.1.2.5 Transformational Leadership

The leadership and organizational management literature shows that transformational leaders can influence employee attitudes and behavior (Nguon, 2022). In addition, this research was motivated by the need for more clarity from the inconsistent results of previous studies. For example, Udin and Syaikh (2022) have examined the innovative behavior of mining workers in Indonesia. The results show that transformational leadership does not affect innovative work behavior. They argued that transformational leadership could sometimes lead to high employee shackles and dependence on the leaders. Employees only work to complete the target. They were not motivated to use their critical abilities to improve creative ideas. Similar results, Afsar, Adir, and Bin Saeed (2014) have studied employees in Asia. They concluded that employees with a collectivist culture tended to work according to standards and were less likely to seek out-of-the-box solutions. This fact indicates that transformational leadership can lead to high dependence on leaders.

In contrast to previous research, Ferdinan & Lindawati (2021) found that transformational leadership has a negative effect on innovative behavior. Transformational leaders often evoke challenges that put pressure on employees. Employees who cannot follow the leader's directions will become stressed and unable to develop (Wei, Li, Li, & Chen, 2021). This inconsistency requires further investigation to reveal the ideal role of transformational leaders in improving employee's innovation behavior.

2.2. Review of Empirical Studies

Many researchers have been carried out on issues related to determinants of employees' innovation work behaviour in private enterprises. Since the main aim of this study was to examine the determinants of innovative work behavior of employees in SMEs in the selected towns of Gurage Zone, different foreign and local researchers' designs, approaches, findings, conclusions and recommendations regarding the related topic of the study under investigation are presented below.

Mekanyeza et al.(2023) study investigated factors influencing innovativeness in small and medium enterprises (SMEs): Evidence from manufacturing companies in Harare, Zimbabwe. Using empirical data from 330 SMEs, structural equation modeling was employed to test the factors that influence innovativeness at the level of the firm, namely the firm's resources, government support and institutional policies, networks and collaborations, the organization's innovative culture, local knowledge diffusion, and facilitating conditions. Results of the study shown that the firm's resources, government support, institutional policies, and net works and collaborations each has positively influenced innovativeness of the firm. On the contrary, the organization's innovative culture, local knowledge diffusion and facilitating conditions were found to have insignificant effects on innovativeness. It is recommended that, to increase innovativeness, SMEs should invest in building up their resources in terms of both tangible and intangible resources. They can also lobby the government for support and to institute policies that promote innovativeness. Furthermore, SMEs are advised to build networks and collaborations with other institutions such as colleges, universities, research institutions and well-established and innovative firms. SMEs in developing and emerging markets can benefit from these findings.

Ahmad (2022) on Relationship between Innovative Work Behavior, Competitive Advantage and Business Performance aimed at to see how the influences of innovative work behavior on business performance in SMEs, while the mediating variable is competitive advantage. Innovative work behavior is the basis for developing excellence which will impact business performance. The sample of the study was 111 SMEs in Jambi province, especially those that had been established for more than 5 years. The data used was primary data taken through questionnaires distributed to 111 SMEs managers, and processed with verification analysis

techniques using structural equation modeling. Based on the results of the study they concluded that innovative work behavior has an effect on a company's competitive advantage and has an impact on increasing business performance. Increasing innovative work behavior from individuals will also increase business performance.

Abebaw et al.(2022) conducted to identify the fundamental factors influencing the success of innovations and to discover, provide, and forward workable solutions to Ethiopia's evolving firms. The data sources for firm-level innovation used in this paper are based on the Enterprise Survey conducted by the World Bank (WBES, 2011 and 2015). The WBES currently covers over 644 firms in 2011 and 862 in 2015. 372 firms have been used in the panel data survey. The factors affecting Ethiopian firms' innovativeness are then investigated using a panel regression model. Panel data regression can assist to control dependent variables on an in the dependent variable. The factors affecting Ethiopian firms' innovativeness are then investigated using a panel regression model. The paper explored Ethiopian firms' innovation by examining both the positive and negative factors that influence the variables such as training, R&D participation, education, and certification of a quality product that influence the innovation value chain. The paper suggested that firm owners and the government invest more in R & D involvement, training for workers who create new ideas, and the development of a firm website to boost innovation.

Simatupang et al.(2022) conducted their study to determine the contribution of transformational leadership, psychological empowerment, and knowledge sharing to innovative work behavior. The study employed library and field research design with a quantitative approach. The research subject taken in this study was SME actors in the culinary sector in Pematangsiantar City. The study used observation, interviews, questionnaires, and documentation as data collection techniques. The data analysis method used was Partial Least Square (PLS). The results of the study revealed that transformational leadership, psychological empowerment, and knowledge sharing positively and significantly affect innovative work behavior. The theoretical implication of this study concluded that aspects of knowledge sharing, psychological empowerment, and transformational leadership are important stimulants to encourage innovative work behavior. Furthermore, the managerial implications in this study concluded that aspects of knowledge sharing,

psychological empowerment, and transformational leadership required serious attention for business actors to encourage more innovative work behavior.

Tjoa and Arief (2022) conducted on determinants of innovative work behavior: the role of job satisfaction as mediation and environmental dynamism as moderating variable. Quantitative techniques were used by involving 100 respondents in F&B manufacturing industries beverages focused in Indonesia. The analysis of this study was a Structural Equation Model (SEM) approach with the help of smart PLS. The results shown that knowledge acquisition didn't affect innovative work behavior; but leader role expectations; perceive organizational support; and job satisfaction affected innovative work behavior. In the mediation hypothesis, it was found that job satisfaction was able to mediate the relationship between knowledge acquisition and leader role expectations; job satisfaction was not able to mediate the relationship between perceived organizational support and innovative work behavior. Then, the environmental dynamism variable was not able to moderate the relationship between knowledge acquisition and perceived organizational support on innovative work behavior; environmental dynamism was able to moderate the relationship between leader role expectations and innovative work behavior.

Yassir et al.(2021) aimed at proposing a model based on knowledge sharing (KS) to explore that how functional flexibility (FF) and psychological empowerment (PE) plays a mediating role between KS and innovative work behavior (IWB) among employees of SMEs. Cross-sectional research design was employed to investigate the hypothesized model. Survey instrument was used to collect data from 769 employees of SMEs through self-administered questionnaires. Furthermore, correlation and structural equation modeling approach was used for the analysis of the collected data. The findings revealed that KS has a significant positive relationship with IWB. Second, FF and PE fully mediate between KS and IWB. This study offered empirical evidence how to flourish a mechanism of IWB among employees in SMEs. Furthermore, this study highlighted some facts that should be meaningful options for human resource managers to understand the nexus of KS, FF and PE for enhancing the IWB among workers in SMEs. Moreover, the study in hand provided significant implications for management by focusing on KS as a fundamental predictor for IWB via FF and PE.

Wyrwa (2020) on Measuring Innovative Employee Behavior in an Enterprise – Methodological aspects aimed at to present the concept of measuring innovative employee behavior in the internal perspective of the organization. The article discusses the main methodological problems regarding the employee innovation measurement model. The implementation of the objective required reviewing the literature and developing an independent research model. The novel nature of the issues raised, together with the high relevance of the research problem at hand, prompted the need to pay special attention to the correct design of the research process.

Chalchisa and Bertrand (2019) aimed at investigating the determinants of innovative success of small to medium enterprises in Ethiopia. A qualitative research approach was employed in the investigation. Instruments used to collect data were semi-structured interviews. Accordingly, through face-to-face interviews with 49 owners/managers of small to medium enterprises data were collected. With this study, many determinant factors of product innovative success were identified. However, the three strategic types; namely entrepreneurial orientation, market information processing and network ties were identified as the highly important while experience of workers and education levels of owners/managers of small firms were also mentioned as other factors. Also, the importance of market information utilization and network ties with other enterprises have been great but contributions of the so-called technology-issuing information channels were not significantly used by many enterprises. But, until now, the market information was not as much formally acquired and utilized by many small firms to produce a planning, competitor analysis, internal analysis and for product innovation. Therefore, the study recommended all the information together should be used to produce new products that help for product innovation success.

Wondwossen (2018) also examined the main factors affecting the process of learning and innovation in informal-sector micro and small enterprises (MSEs) in Ethiopia. It makes use of the handloom weaving and leather footwear sectors in Addis Ababa as lenses through which to explore the patterns of innovation in MSEs, and to identify factors that influence collaboration and the spread of knowledge among the enterprises. The study also explores the potential of formal intellectual property mechanisms for the protection of informal-sector

innovations, and considered other less formal appropriation mechanisms through which benefits can accrue to the enterprises. In this study, none weavers, and only one of the footwear manufacturers, had benefitted from skills upgrading programmes or other technology support services offered by formal institutes. Therefore, linkages of the MSEs with industry development organizations and technical institutions of learning should be strengthened to improve their innovation activities. The practical trainings on technical matters and the marketing and management skills offered by the institutes could help the MSEs to improve their innovation performance.

Sileshi (2014) examined barriers for technological innovation in SMEs. The data for the study was collected from four selected sub cities of Addis Ababa SMEs (Akaki, Bole, Kirkos and Yeka). Questionnaires were distributed randomly for 207 SME managers and/or owners to gather the needed information. The data gathered from managers or owners' using ordinary scale was analyzed quantitatively. On the other hand, interview data from official of sub cities was analyzed qualitatively. The mean, mode, percentage, and correlation analyses were used to process variables and data analysis. The result of this study indicated that the major barriers of introducing or expanding technological innovation for the sampled SMEs were: lack of government policy and regulation, lack of technological and market information, inadequate research and development, high cost of innovation, organizational culture, size of enterprise, lack of skilled personnel, lack of finance and absence of cooperation. In addition, the comparative analysis indicate that, except government policy and regulation, organizational culture, size of enterprise and lack of skilled personnel, all other factors were considered to be an important barrier to industry level and both for Small and Medium Enterprises. Similarly, all factors have statistically significant relationship for Industry, Small and Medium specific, except lack of cooperation, it is statistically insignificant for SME's specific technological innovation.

2.3. Interaction between the Study Variables: Hypothesis Development

2.3.1. Co-worker Support and Employees' Innovation Behaviour

In terms of the organizational environment, co-workers' support is characterized by their willingness to aid one another in activities such as collaboration, assistance, and respect

(Indriyani et al., 2019). According to Rehman et al.(2019), good CWS may enhance the work environment and decrease employee stress, resulting in lower absenteeism. Furthermore, even when job demand is strong, people who have excellent connections with their co-workers are typically productive and effective at work (Attiq et al., 2017a). IWB may exist among peers as they work together to accomplish given tasks. The support between co-workers also plays an important role in organizations in a way that benefits them as they are given the opportunity for being creative (Attiq et al., 2017b).

When an employee is surrounded by colleagues who are ready and willing to share their expertise and provide help to accomplish tasks, he/she is more likely to gain confidence in his/her ability to meet challenges and to become innovative (Madjar, 2005). Working with helpful, supportive employees creates an environment where innovative ideas can be discussed more freely and openly, thus boosting the EIWB in the organization (Prieto & Pérez-Santana, 2014; Li & Liu, 2017).

Although the above linkages are logical and plausible, it is not certain that they would apply to employees in the private sector, especially in the selected towns of Gurage Zone, hence the need to explore these relationships. Based on the above arguments and literature, the following hypothesis was set and has been tested.

H_a(1): Statistically, co – worker support has significant and positive effects on innovative work behaviour of employees of SMEs in the selected towns of Gurage Zone.

2.3.2. Work Place Happiness and Employee Innovative Behaviour

A survey conducted among 328 employees on the determinants of EIB proved work place to be a key driver of employee Innovative Behavior (Bani-Melhem et al., 2018). According to a study by Pryce-Jones (2011) happiness at work can stimulate creativity, maximize performance and enable employees to achieve exploitation of their potential. Gupta (2012) tried to confirm whether employees who are in a state of peace or happiness tend to be more creative and innovative, leading to a positive organizational impact. He found and strongly argued that happy employees tend to be significantly more productive, come up with innovative ideas, attempt to save time and enhance effectiveness by inventing new ways of work. Based on the above findings the following hypothesis was formulated to examine

whether there was significant and positive effect of work place happiness in the selected SMEs employees' innovative work behaviour or not in the study area.

H_a(2): Statistically, work place happiness has significant and positive effects on innovative work behaviour of employees of SMEs in the selected towns of Gurage Zone.

2.3.3. Perceived Organizational Support and Employees' Innovation Behaviour

Various studies confirmed the effect of organizational supportiveness on team climate inventory and innovative work behavior. Crespell and Hansen (2008) suggest that supervisory encouragement and sufficient resources support innovative work behavior. In a study by Boonyam (2011), it is found that organizational supportiveness does not only affect innovative work environment but also supports team climate inventory. Moreover, the higher perceive organizational support is, the higher the innovative work behavior will be. In this regard, Bos-Nehles and Veenendaal (2019) explained that IWB employees can be encouraged by providing a supportive work environment in creating creative ideas and concepts. Innovation requires several elements of intrinsic motivation that underpin the notion of an innovative work environment that sets the stage for the realization of such ideas as meaningfulness, sense of competence, autonomy and effectiveness. In addition, Saether (2019) stated that organizational support needed for creativity increases intrinsic motivation and positively influences innovative work behavior in this regard. Similarly, Le and Lei (2019) stated that there is a positive relationship between supervisor support and innovative work behavior in their study.

Furthermore, the importance of top-level management and employees working together has lately received a lot of attention. MS not only triggers workers to be more innovative and risk-taking, but also encourages them to stimulate ideas and to cope with work-related conflicts (Majed et al., 2020). It has been discovered that mutual duty is an element of the employment contract, and that there may be instances when top-level management is expected to assist workers in dealing with situations that transcend outside the workplace (Yaacob et al., 2019). It is not only about providing people with skills, training, job opportunities, and fair pay; it is also about establishing a culture of trust and a safe psychological environment that motivates people to participate and dedicate themselves.

One of the reciprocal duties is the connection between employers and their workers, and managerial support happens when top-level management treats people fairly, establishes trust, and consults them on work issues (Jiang & Shen, 2018). As a consequence, they may establish a mutually respectful relationship in which workers believe their requirements are taken into account and effectively addressed (Amran et al., 2019). According to the findings that most SMEs have substantial links with creative work behavior, Amran et al.(2019) suggested that top management executives should seek to promote IWB among their staff. Hence, based on the above evidences the following hypothesis was drawn for further understanding on the relationship between the two variables.

H_a(3): Statistically, perceived organizational support has significant and positive effects on innovative work behaviour of employees of SMEs in the selected towns of Gurage Zone.

2.3.4. External Contacts and Employees' Innovative Behaviour

On a study conducted among 402 Chinese employees Riaz et al.(2018) proved that external contacts have displayed strong moderated mediation effect on the relation between thriving at work and with employees' innovative behavior. Scholars agreed that external work contacts facilitate knowledge exchange with employees and provide new ideas to solve the same problems in different and innovative ways, offer a solid knowledge base that can generate innovation(Porath et al., 2012), and suggest ways to learn through others' experiences (Gilson & Shalley, 2004). Gambatese and Hallowell (2011) concluded that for an innovation to be regarded as a success, it is measured by the extent to which it would have diffused in an industry. In a study by Manyati (2014), it was revealed that there is a positive relationship between knowledge diffusion and innovation development in firms. Bara (2016) also observed that diffusion increases the ability of firms to innovate. These observations from extant literature imply that the diffusion of innovation information within an industry can increase the ability of firms to innovate. Therefore, based on the above view points, the following directional hypothesis was formulated to examine whether there was a significant and positive effect of external work contact in the selected SMEs employees' innovative work behaviour or not in the study area.

H_a(4): Statistically, external work contact has significant and positive effects on innovative work behaviour of employees of SMEs in the selected towns of Gurage Zone.

2.3.5. Transformational Leadership and Employees' Innovative Behaviour

Leadership is an important factor in the success of innovation at the individual level. Leaders provide the inspiration and support employees need in implementing new ideas. In addition, the leader ensures that the methods and way of working of the employees remain in line with the vision of the company (Hoang et al., 2022). Several studies agreed that transformational leadership can encourage employees to be more innovative (Udin Muhammad, & Syaikh, 2022). Ferdinan and Lindawati (2021) concluded that transformational leaders provide support for the development of employee innovation in the workplace.

A transformational leader gives his members more space to hone the various skills they need at work. This freedom allows them to be more creative in innovating to find new solutions to old problems, and to be able to see into the future. That way, every employee has the power to make decisions and act as needed in every job. Transformational leaders are more sensitive to dynamic environmental changes so they don't limit employees from continuing to change for the better (Musonnafa, Sumiati, & Djazuli, 2022). Research by Nguon (2022) stated that transformational leadership can motivate employees to independently seek novel ideas.

Transformational leaders always try to change outdated thoughts, techniques and targets that have been maintained so far. The goal is to get more useful results and for the greater common good. As a way of achieving this, leaders always open new opportunities for every employee to learn. Transformational leaders demand employees to be more proactive in exploring new ways of doing things and innovating to produce solutions.

H_a(5): Statistically, transformational leadership has significant and positive effects on innovative work behaviour of employees of SMEs in the selected towns of Gurage Zone.

2.4. Conceptual Framework of the Study

The following conceptual framework was prepared based on the theoretical and empirical literature reviewed for this study. The preparation of the model involves combination of

tested components from previously conducted models of researches in the area of employees' innovative work behavior.

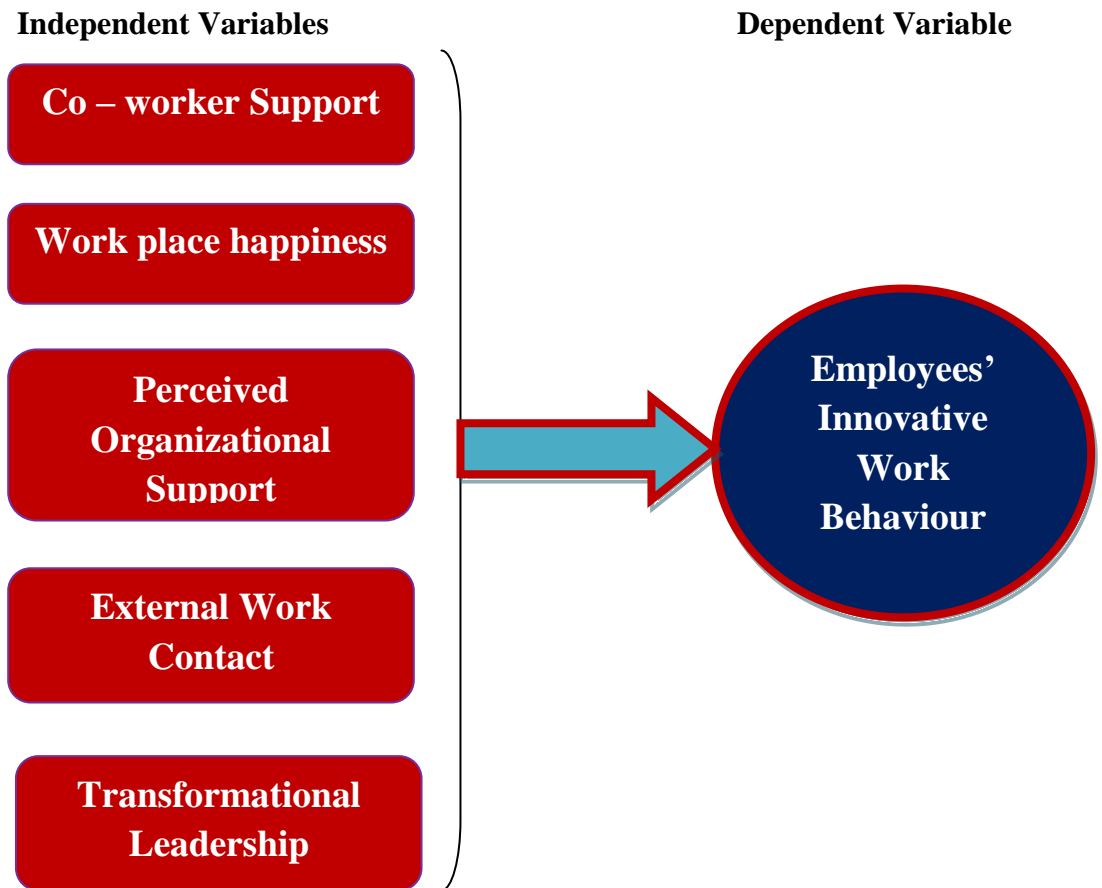


Figure 2.1: Conceptual Framework of the study variables

Source: adapted from the literature (Bani-Melhem, et al., 2018; Riaz et al., 2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

Gurage Zone is found in the Central Ethiopia Region. Gurage zone was located south west of the capital Addis Ababa about 174.9 km distance and it is also located 210.7km away from Hawassa, the capital of Sidama Region. Geographically, Gurage Zone is located at 8.1824° N, 38.063° E. This zone was named for the Gurage people, whose homeland lies in this zone and bordered on the southwest by Hadiya and Yem special woreda, on the west, north and east by the Oromia Region, and on the southeast by Silt'e Zone. Wolkite is the administrative town of the Zone.

Currently this zone has 10 woredas and 5 administrative towns namely: Abeshge, Cheha, Endegagne, Enmore, EnorEner, Ezha, Geta, Gummer, MuherNaAklil, Kokir Gedebano Gutazer Wolene, Wolkite town, Emdeber town, Gunchrea town, Arekite town, and Agena town.

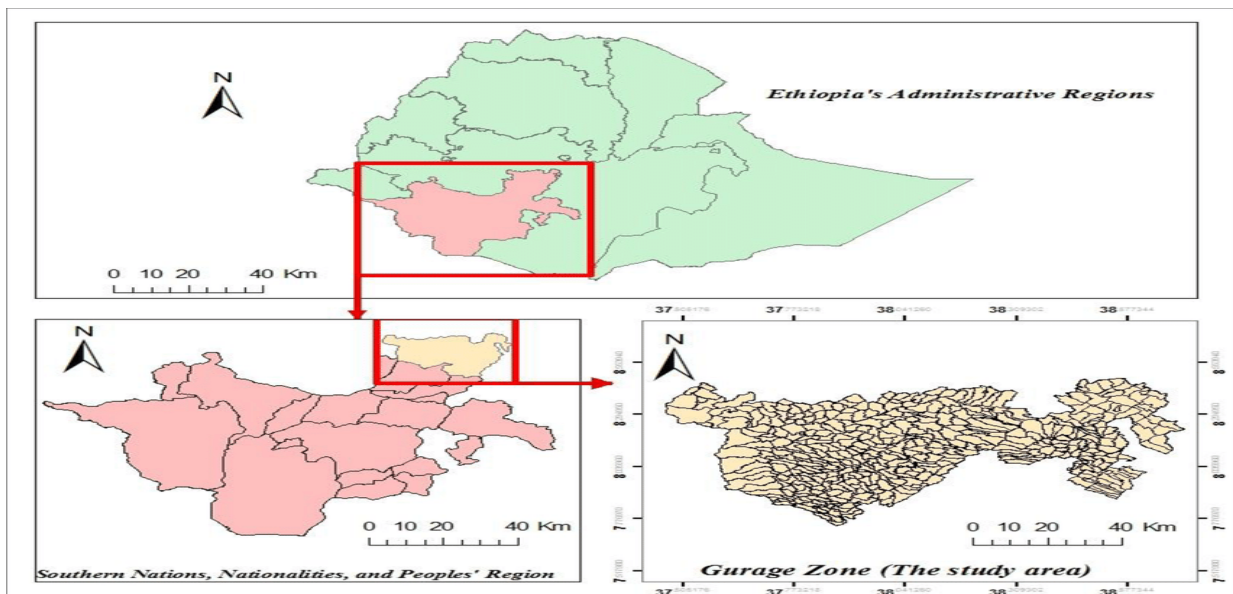


Figure 3.1 2: Map of Gurage Zone

Source: Gurage Zone Record office (2017)

3.2. Research Approach

In this study both quantitative and qualitative approaches were used. Quantitative approach is more objective. It is used to evaluate the evidence and to clarify theories and hypothesis. It is much more focused on the collection and analyses of quantitative data (Hunter & Leahey, 2008). On the other hand, qualitative method interprets what the people think. Such method, according to (Creswell, 2007) helps to minimize the risk of validity, reliability and subjective issues. By doing so, the study gave emphasis to both quantitative and qualitative enquiry. Mixed approaches can capitalize strength of each approach and offset their different weakness and provides a better understanding of research problem than either approach alone. It can also provide more comprehensive answer to research questions going beyond the limitation of a single approach (creed et al., 2004).

3.3. Research Design

In this study descriptive and explanatory research design was employed. Descriptive survey research design was utilized, because the researcher believed that this method helps to find or gather relevant data in detail and to make detailed analysis. Moreover, according to Creswell (2006) descriptive design gives a better and deeper understanding of a phenomenon, which helps as a fact-finding method with adequate and accurate interpretation of the findings. Similarly, Cohen (1994) describes that descriptive survey research design also helps to gather data at a particular point in time with the intention of describing the nature of existing condition or identifying standards against which existing conditions can be determined.

In addition, explanatory research design was employed in order to investigate determinant factors affecting employees' innovative work behaviour. It captures the effect relationship between variables (Saunders et al., 2007). In explanatory study a situation or problem leads to the explanation of the relationship between variables, i.e., it seeks answers to why and how types of questions by identifying determinant factors and outcomes of the target phenomenon (Bhattacharjee, 2012). This design was chosen because it is one of the correlational research designs that are used in social science research (Creswell, 2012; Saunders et al., 2009). More specifically, it enables the researcher to describe what type of relationship that was existed among different variables related to the topic under investigation. That is it was useful to

describe the effect of the independent variables - co-worker support, perceived organizational support, external contact and transformational leadership on the outcome variable – employees’ innovative work behaviour using the correlation statistical test including the strength and the direction of the relationship between them so as to provide more information about effect relationship. Finally, it helped to make interpretations and draws conclusions from the statistical test results.

3.4. Target Population

In this study, the target population, the members (units) of the population from which sample was drawn, was the entire 5747 employees working in the five administrative towns SMEs in Gurage Zone; namely, Wolkite town, Emdeber town, Gunchre town, Arekit town, and Agena town. Because, defining the target population is the first step in designing the sample (Creswell, 2009). Therefore, the target population was all the above employees working in 3758 SMEs, of which 1013 are construction, 1,529 service, 249 urban agriculture, 488 trading and 479 manufacturing enterprises (Enterprise and Industry Development Department Office of Gurage Zone, 2023).

3.5. Sampling Techniques and Sample Size Determination

3.5.1. Sampling Techniques

In this study multi – stage sampling techniques were used such as simple random, proportionate stratified and purposive sampling techniques. As aforementioned, in Gurage Zone, there are five administrative towns. Therefore, simple random sampling technique was used to select the three administrative towns, namely, Wolkite, Agena and Gunchire towns. This is because; the results obtained from simple random sampling can be assured in terms of probability, i.e., one can measure the errors of estimation or the significance of results from a random sample and it ensures the law of statistical regularity which states that if on average the sample chosen is a random one, the sample have the same composition and characteristics as the target population (Catherine, 2009).

The second stage of the sampling technique was proportionate stratified sampling. This was done in order to set the number of participants from the selected administrative towns’ SMEs

using proportional allocation rule. In this method first the sampling frame (study population) was separated into mutually exclusive homogeneous segments – strata, and then a simple random sampling technique was used to select participant from each segment – stratum. The samples selected from the various strata were combined into a single sample. In this study, the basis for stratification was that the types of the enterprises – manufacturing, construction, trade, service, and urban agriculture on which SMEs operate in Gurage Zone towns. Accordingly, each of the five enterprises was treated as one strata and proportionate stratified sampling technique was used to draw sample from each enterprise. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. In other words, the size of the sample drawn from each enterprise is proportional to the relative size of that enterprise in the study population.

Finally, the third stage was purposive sampling technique to select all the 3 (100%) heads of the selected administrative towns Enterprise and Industry Development Department of Gurage Zone and 15 employees, 5 from each administrative town were selected randomly for interview. Moreover, 15 managers/owners five from each town were also selected randomly for interview sessions for the triangulation purpose.

3.5.2. Sample Size Determination

In order to determine the sample size, the study used sampling frame from which the sample size was determined and described in Table 3.1. The study used sampling frame because of the concentration of the enterprises in the chosen administrative towns.

Table 3.1: Sampling Frame of the employees with respect to their enterprises

Name of the Enterprise	Wolkite	Agena	Gunchire	Total
Manufacturing	246	164	69	479
Construction	516	347	150	1013
Trade	292	141	55	488
Service	627	576	326	1529
Urban Agriculture	113	82	54	249
Total	1794	1310	654	3758

Source: Field Survey Data from Gurage Zone TIDD, 2023

Sample size from the study population (sample frame, Table 3.1) was determined using the simplified formula for proportion which was developed by Yamane (1967) cited in Ajay and

Micah (2014). But, to select participants from each stratum (enterprise), proportional allocation rule was employed to obtain better precision.

The formula is: $n = \frac{N}{1 + N(e)^2}$, Where n is the sample size, N is the population size (SMEs = 3758), e is the level of precision (5%). Therefore, the sample size for this study is

$$n = \frac{N}{1 + N(e)^2} = \frac{3758}{1 + 3758((0.05)^2)} = \frac{3758}{10.395} = 361.519962 \cong 362$$

Where, n = is number of sample size; N = the total number of employees working in the enterprises in the chosen administrative towns; e = level of precision = 5%

Therefore, the sample size of the study was 362. However, considering response rate, 10% of the sample size was added on the obtained optimal sample size and resulted in sample size of 398. So, in order to determine the number of employees from each of the selected administrative towns SMEs, the researcher used proportional allocation rule (Ajay & Micah, 2014):

Sample determination from each administrative town:

For instance: from Wolkite: $\frac{n_W}{N_W} = \frac{n}{N}$, where n_W = sample size of participants from Wolkite town and N_W = population of all SMEs employees in Wolkite town in the sampling frame.

$$\text{Thus, } \frac{n_W}{1794} = \frac{398}{3758} \Rightarrow n_W = 1794 \times \frac{398}{3758} = \frac{714,012}{3758} = 189.99787 \cong 190$$

Similarly, sample size employees from each enterprise in the selected administrative towns also obtained as:

For instance: from Wolkite town SME manufacturing: $\frac{n_{WM}}{n_{SW}} = \frac{N_{WM}}{N_{MT}}$, where n_{WM} = sample size of participant employees from Wolkite Manufacturing, n_{SW} = sample size of employees in Wolkite town, N_{WM} = total employees of Wolkite town manufacturing and N_{TEW} = total employees in Wolkite town enterprises.

$$\text{Thus, } \frac{n_{WM}}{190} = \frac{246}{1794} \Rightarrow n_{WM} = 190 \times \frac{246}{1794} = \frac{46,740}{1794} = 26.05851 \cong 26$$

Regarding the sample distribution of the employees from each of the three administrative towns SMEs, proportional allocation rule was used accordingly and summarized in Table 3.2 given below.

Table 3.2: Sample Size Distribution employees of SME in terms of their enterprises

Name of the Enterprise	Wolkite	Agena	Gunchire	Total
Manufacturing	26	17	7	50
Construction	55	37	16	108
Trade	31	15	6	52
Service	66	61	34	161
Urban Agriculture	12	9	6	27
Total	190	139	69	398

Source: Field Survey Data from Gurage Zone EIDD, 2023

3.6. Methods of Data Collection and Instruments

3.6.1. Sources of Data

The study used both primary and secondary sources of data for its accomplishment. The primary source of the data for this study was the whole individual employees who are supposed to dispose their daily activities as per their respective SMEs. Therefore, eligible members of staff were selected from SMEs. Secondary data on the existing theories, models and research findings were collected from different journals, publications, internet websites books and documents from Enterprise and Industry Development Department Office of Gurage Zone.

3.6.2. Data Collection Instruments

The methods of collecting data for descriptive and explanatory research can be employed singly or in various combinations, depending on the objectives of the study at hand. Therefore, questionnaire, interview and document review were the data collecting tools.

3.6.2.1 Questionnaire

Structured and self-administered questionnaire was developed and conducted on 398 selected employees of the enterprises. The researcher used questionnaire as the main data gathering tools because questionnaire is believed to be better to get large amount of data from respondents relatively in short period of time with least expenditure (Kothari, 2004).

The questionnaire was structured and self-administered for efficient use of time and finance for large and dispersed branches. In the questionnaire, structured and closed – ended questions/items will be included. The survey instrument contains two sections. The first section included the demographic characteristics such as sex, age, educational background, etc. The second section was about on the independent and dependent variables. The items were prepared in the form of affirmative statements, relating to the objectives of the study and intended to identify the determinant factors that can affect employees' innovative behaviour, in such a way to enable measurement of the respondent's opinions. The items in the study variables were adapted from related literature review. The responses of the close-ended items were measured on a 1 – 5 point Likert scale: 1 for strongly agree, 2 for agree, 3 for undecided, 4 for disagree, and 5 for strongly disagree. These scales were used in order to investigate the extent of the effect of co – workers support, work place happiness, perceived organizational support, external work contacts and transformational leadership on employees' innovative work behaviour. The questionnaires were filled by employees working in the selected SMEs such as construction, service, trade, urban agriculture and manufacturing in the selected towns.

3.6.2.2 Interview

In this study, semi – structured interview guide questions were prepared and conducted with 3 heads of the selected administrative towns Enterprise and Industry Development Department Offices, with 15 employees of these offices and with 15 managers/owners. The content of the interview deals about determinants of innovative behaviours of employees. This tool was chosen, because interviewing is essential in a qualitative research methodology (Creswell, 2006). It offered an opportunity to gather information upon respondents' attitudes, perceptions, opinions, and experiences systematically and simultaneously for a certain purposes. This approach helped the interviewer to have more opportunity to explore beyond the answer and so as to enter into discussion with the interviewee to get valid information for cross checking and supplementing quantitative data analysis results.

3.6.2.3 Document Review

In this study documents which are related to the study variables were reviewed. Because, document review provide numerous types of data needed in a research to elicit preliminary

information about subject being investigated. Moreover, it is relevant to enhance the quality of the findings through quantitative methods. Therefore, relevant document related to demographic characteristics, independent variables and employee innovative work behaviour were reviewed.

3.7. Validity and Reliability of the Instruments

3.7.1. Validity

Validity is “the extent to which the measuring instrument measures the characteristics or dimensions that the researcher intends to measure” (Tavakol & Dennick, 2011). Data collection instrument, the questionnaire was designed by taking in to consideration of the basic research questions and all items included in the questionnaire were directly derived from related literature and consistent with the objectives of the study. Based on the definition and different perspectives of validity, the items in the questionnaire were reviewed by the advisors. Finally, before the collection of the actual data, pilot study was conducted on the questionnaire.

3.7.2. Reliability

Reliability refers to the stability of the measurement tool and its consistency over time (Sürücü & Maslakç, 2020). In other words, reliability is related to the fact that the measurement tool gives similar results when applied at different times. Therefore, the result of a researcher is considered reliable if consistent results have been obtained in identical situations but in different circumstances. The researcher used reliability test to ensure the internal consistency of the items in the questionnaire. Different methods for determining the reliability of measurement tools are available for research in social sciences. These are test-retest reliability, alternative forms, split-halves, inter-rater reliability and internal consistency tests. The most widely used in social sciences is the internal consistency test (Sürücü & Maslakç, 2020). To measure the reliability as indicated in (Baharin et al., 2015), Cronbach alpha values was used. The Cronbach alpha provides a coefficient of inter-item correlations. This is a measure of the internal consistency among the items in the tool. It is the average correlation among all the items in question, and is used for multi-item scales/questionnaire. The reliability test was conducted using the rule stated in (Baharin et al., 2015). Cronbach’s

Alpha value that ranges from 0.9 – 1.0 taken as excellent, 0.8 - 0.89 as very good, 0.7 - 0.79 as acceptable, 0.6 - 0.69 questionable while 0.5 - 0.59 as a poor and the value less than 0.5 as unacceptable, whereas the closer Cronbach’s alpha is to 1.00, the higher the internal consistency reliability will be.

Table 3.3: Reliability Test Results

No	Variable	Description	Cronbach Alpha	Number of items
1	Independent	Co – worker support	.793	8
		Work place happiness	.772	7
		Perceived organizational support	.754	9
		External work contact	.767	8
		Transformational leadership	.802	15
2	Dependent	Employee Innovative work behaviour	.782	15
Overall Reliability			.787	62

Therefore, the reliability of the items in the questionnaire was checked using pilot test on 36 employees selected from three SMEs: construction, service and manufacturing who were not included in the actual study. The analysis was done using SPSS version 26. According to the result of the reliability test displayed in Table 3.3 the Cronbach alpha of the study variables are at least in the acceptable, after the necessary comments by advisors, the items were used to conduct the actual study.

3.8. Variables and Measurements

3.8.1. Dependent Variable

The dependent variable of this study was employees’ innovative work behavior. However, it has three dimensions that were identified and stated by De Jong and Den Hartog (2010):

1. **Idea Generation:** It is the first stage of the innovative behavior dimension, which refers to generating concepts and ideas to improve.
2. **Idea Championing:** It is relevant when it has been successfully created. It includes support-seeking behavior and building coalitions by expressing enthusiasm and confidence in successful innovation, persistence, and negotiation to support ideas that have been initiated to solve problems.

3. Idea Implementation: The proposed ideas need to be implemented with sufficient effort and results oriented attitude to bring them to fruition.

The items in these components were measured using a 1 – 5 point Likert scales, where strongly disagree (SDA) = 1, disagree (DA) = 2, undecided (U) = 3, Agree (A) = 4, and strongly agree (SA) = 5

3.8.2. Independent Variables

The independent variables of this study were comprised of two types. The first type was the main independent variables (factors affecting employees' innovative work behaviour) such as: co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership. Similar to the dependent variable, the items in those independent variables were measured by a 1 – 5 point Likert scale. The other independent variable was demographic characteristics of the respondents: sex, age, and educational qualification.

3.9. Methods of Data Analysis

After the collection of the data, necessary arrangements were made and organized according to their characteristics and items. The data analyses involved the analysis of information gathered through questionnaire. The data were analyzed on the basis of the research questions. Accordingly, descriptive statistics, Pearson correlation coefficient, inferential statistics analysis and qualitative data analysis were employed. All the collected quantitative data were analyzed using Statistical Packages for Social Science (SPSS) version 26.

3.9.1. Quantitative Data Analyses

3.9.1.1 Descriptive Statistics

In this section the data collected through questionnaire, on factors affecting employees' innovative work behaviour as well as EIWB were analyzed using frequency count, percentage, mean, and standard deviation to determine to what extent did the factors such as co – worker support, work place happiness, perceived organizational support, and external work contact affected EIWB using a 1 – 5 point Likert scales. Moreover, the characteristics

of the respondents in terms of sex, age, and educational level and work experience, were analyzed using frequency counts and percentage.

3.9.1.2 Correlation Analysis

As Phyllis and his associates (2007) speculated that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables are continuous. Since one of the objectives of this study was to ascertain whether a statistically significant relationship exists between the five independent variables and the dependent variable or not, the analysis was carried using the Pearson correlation coefficient analysis.

The existence of significant relationship between the dependent and independent variables were interpreted using the Pearson correlation coefficient obtained from the output of bivariate matrix. Different authors suggested different interpretations of the values of the correlation coefficients; however, the researcher used Senthilnathan (2019) and the results of the correlation coefficient were interpreted as follows: roughly categorized r values as, if r values ranges from - 0.20 to 0(exclusive) and from 0(exclusive) to 0.20, it was interpreted as very weak and negligible correlation; if r values ranges between - 0.35 and - 0.20 and between 0.20 and 0.35, it was interpreted as weak correlation, but to be considered; if r values ranges between - 0.50 and - 0.35(inclusive) and between 0.35(inclusive) and 0.50, it was interpreted as moderate, if r values ranges from - 0.70 to - 0.50 and from 0.50 to 0.70, it was interpreted as high correlation and if it was between - 1.00 and - 0.70 or between 0.70 and 1.00, it was interpreted as very high correlation. In this study to ascertain whether a statistical significant relationship exists between each of the five determinant factors and EIWB in the SMEs in the study area, Pearson Product Moment Correlation Coefficient was used.

3.9.1.3 Regression Analysis

Since one of the objectives was to examine the extent of the effect of the determinant factors of employees innovative work behaviour, multiple linear regression models was utilized. The model specification for regression analysis is the statistical tool that allows us to examine how multiple independent variables are related to a dependent variable is:

$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$ is the multiple linear regression model with 5 – independent variables.

Where the parameters β_i , $i = 0, 1, 2, 3, 4, 5$ are called the regression coefficients and represents the expected change in the dependent variable Y (employees' innovative work behaviour) per unit change in x_i when all of the remaining independent variables x_i were held constant. Where x_i , $i = 1, 2, 3, 4, \text{ and } 5$ are the independent variables (factors affecting employees' innovative work behaviour: co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership. This model is formulated in order to test the hypotheses of the study.

Model Assumptions

Tests of ordinary least square assumptions (OLS) were undertaken to confirm that the collected data were fitted the multiple linear regression model (MLRM). The assumptions are:

Sample size: The sample must be representative of the population.

Linearity: The mean of the response variable should be a linear combination of the parameters and the predictor variables and linearly related.

Normality: This assumption states that the error term should be normally distributed.

Equal Variance (Homoscedasticity) Test: Different response variable have the same variance in their errors, regardless of the values of the predictor variables.

Non-Multicollinearity: The explanatory variables should not be highly correlated.

3.9.2. Qualitative Data analysis

The data gathered through interview and document review from the selected administrative towns enterprise offices as well as from managers/owners of the enterprises were summarized accordingly and described qualitatively in the interpretation of the data. The content of the collected qualitative data was analyzed using inductive approach. Using this

method, the researcher was able to organize the data, break them into manageable units, and then supplemented for quantitative data analysis result and discussion.

3.10. Ethical Considerations

Research ethics is referred to as a system of moral values that is concerned with the degree to which research procedures adhere to professional, legal and sociological obligations to the study participants (Polit & Beck, 2004). According to Creswell (2012), data collection should be ethical and it should respect individuals and cites. Obtaining permission before starting to collect data is not only a part of the informed consent process but it is also an ethical practice. Therefore, voluntary participation of respondents was encouraged. Responding to interviews and filling of questionnaires require significant time and energy and its participation may be disrupt the respondents' regular activity. For this reason, the researcher explained the objectives and significance of the study to the respondents and allowed them to exercise their right to voluntarily participate. To avoid any psychological harm, questions/ questionnaires were designed in a manner that were not offensive and disturbs their personality. The information respondents provided was kept confidential.

CHAPTER FOUR

RESULTS AND DISCUSION

In this section, the results of descriptive analyses are presented first followed by the inferential analyses. A total of 398 questionnaires were distributed across the selected SMEs employees from Wolkite, Gunchre, and Agena towns and 364 questionnaires were retrieved successfully, representing 91.5% response rate. Twenty questionnaires were found

uncompleted and fourteen failed to collect. Moreover, 3 heads and 15 employees of Trade and Industry Development office from the three towns and 15 managers/owners of SMEs participated in the interview sessions. In general, this section is organized in the following way. First, demographic characteristics of the sampled respondents are presented. Second, the data collected through the questionnaires were analyzed and discussed and supported by the qualitative data results. Moreover, the correlation coefficient, multiple regression model diagnostic tests and the results with the output are presented and discussed accordingly.

4.1. Demographic Characteristics of the Respondents

4.1.1. Respondents' Sex, Age and Educational Background

Table 4.14: Results of Respondents' Sex, Age and Educational Background Distribution

Variables	Category	Frequency	Percent
Sex	Male	305	83.8
	Female	59	16.2
Age	21 – 30 years	95	26.0
	31 – 40 years	140	38.5
	41 – 50 years	76	20.8
	Above 50 years	53	14.7
Educational Background	Primary School(G.1 – 8)	79	21.7
	Secondary School (G.9 – 12)	170	46.8
	Certificate	49	13.4
	TVET	32	8.9
	Diploma	34	9.2

Source: Field survey, 2024

The first part of the questionnaire was designed to gather information about SMEs employees' demographic characteristics. The study showed more than three – fourth 305 (83.8%) of the respondents were male and 59 (16.2%) of them were female. The study also showed that 95 (26.0%) of the respondents are found in the age category of 21 to 30 years old, majority of the respondents 140 (38.5%) are in the age category of 31 to 40 years old and 76 (20.8%) are in the age group of 41 to 50 years old. The remaining 53 (14.7%) of the respondents reported that they are found in the age category of above 50 years old. This shows that most of SMEs' employees are younger with age below 40 years. The educational background of the respondents ranges from primary school to Diploma. The study showed that 79 (21.7%) of the respondents are primary school (grade 1 – 8), whereas majority of the respondents 170 (46.8%) are secondary school (grade 9 – 12) and 49 (13.4%) are certificate

holders. The remaining 32 (8.9%) are TVET graduates and 34 (9.2%) have college diploma. The study also showed that more than two – third of the respondents 68.5% are in primary and secondary school level. The result of this study is in line with the study conducted by Goedhuys and Sleuwagen (2000) that argue higher education not only raises enterprise performance, but also increases outside options such as wage employment. Lower education significantly influenced the likelihood of being entrepreneurs rather than wage employees.

4.2. Descriptive Statistics on the Independent and Dependent Variables

Descriptive analysis provided the mean and standard deviation for each variable in order to depict the level of the practices on the five determinants of employees' innovative work behaviour: co – worker support, work place happiness, perceived organizational support, external work contact and transformational leadership as well as the extent of employees' innovative work behaviour in the selected enterprises. The mean and standard deviation were calculated from a 1 – 5 point Likert scale items on the independent and dependent variables. A higher mean indicates more practices or implementation of the items in the five independent variables implying high effect on the dependent variable and the low value showed low practice/implementation indicates low effect on the employees' innovative work behaviour. Similarly, in the case of the dependent variable – employees innovative work behaviour, a higher mean indicates high behaviour and low mean value indicates low innovative work behaviour, whereas standard deviation shows the variability of an observed response from the mean score of the whole sample respondents.

The interpretation of the mean of the responses of the participants was adapted from Abanis et al. (2013) and summarized as follows. Scaled Likert Criterion: Mean range Response Options for the independent variables/dependent variable: 1.00 to 1.80 represent very low practice or implementation, 1.81 to 2.60 stands for low practice or implementation, 2.61 to 3.60 stands for moderate practice or implementation, 3.61 to 4.20 represent high practice or implementation, and 4.21 to 5.00 stands for very high practice or implementation. Therefore, the results of the analyses on the 364 employees from the selected enterprises in responses to each of the 62 items are presented, interpreted and discussed below accordingly.

4.2.1. Co – worker Support

Table 4.2 5: Respondents view on Co – worker Support

Items	Mean	SD
My co-workers are supportive of my goals and values.	3.74	.833
My co-workers encourage me when I am down.	3.81	.707
Help is available from my co-workers when I have a problem.	3.80	.786
My co-workers really care about my well being.	3.77	.820
My co-workers help if someone falls behind in his/her work.	3.79	.654
My co-workers care about my opinions.	3.72	.711
My co-workers are willing to offer assistance to help me to perform my job to the best of my ability.	3.70	.724
My coworkers are willing to share their expertise with each other.	3.84	.774
n = 364	Grand Mean and standard deviation	3.77 .219

Source: Own Survey Data, 2024

As it can be seen in Table 4.2, the participant employees were asked to rate on ‘My co-workers are supportive of my goals and values’, they responded with the mean score (M = 3.74; SD = .833) indicating high support by the co – workers in most of the selected enterprises.

As per “My co-workers encourage me when I am down”, the result shows high implementation, since their responses mean score was (M = 3.81; SD = .707). From this result it can be noticed that most of the employees from the selected enterprises were in a position to support each other when employees were weak in their psychological makeup.

As to availability of support from co – workers while there was problem, the result shows high implementation, since their responses mean score was (M = 3.80; SD = .786). From this result it can be noticed that the employees from the selected enterprises were in a position to support each other when there was problems.

With regards to ‘My co-workers really care about my wellbeing’, similar to the above responses, the participants responded with mean score of (M = 3.77; SD = .820) indicating high care was implemented about the wellbeing of others. From this result it can be inferred that the employees are paying attention for the wellbeing of their co – workers.

As to ‘My co-workers help if someone falls behind in his/her work’, the participants responded with mean score of ($M = 3.79$; $SD = .654$) indicating high implementation of the stated item. This implies that co-workers are complimentary of somebody’s accomplishment at work. Therefore, from this result it can be said that the employees in the selected enterprises are performing their jobs paying attention to individual’s support to accomplish his/her job.

When the participant employees from the selected enterprises were asked to rate on ‘My co-workers care about my opinions’ according to the survey data analysis, their responses mean score was ($M = 3.72$; $SD = .711$) indicating high care was carried out in the sampled enterprises’ employees. From this result it can be noticed that employees in the selected enterprises care about opinions of their co – worker highly.

As to willingness to offer assistance to perform best, the respondents were asked the extent of the help on “My co-workers are willing to offer assistance to help me to perform my job to the best of my ability” accordingly their responses mean score was ($M = 3.70$; $SD = .724$) indicating high practice of the stated item

Finally, the respondents were asked to rate the extent of the implementation of ‘My coworkers are willing to share their expertise with each other’, according to their responses reply it showed high implementation, since the mean score is ($M = 3.84$; $SD = .774$). From this result, it can be said that employees in the selected enterprises accomplish their work by co –operating each other and by sharing their experiences highly.

In general, considering the overall responses grand mean ($M = 3.77$; $SD = .219$) and Since the standard deviations of item were less than 1, those values indicated that the responses of the respondents were close to the mean of each of the data set, on average showing high practices of the indicated eight items which are related to co – workers support among the employees in the selected enterprises. Therefore, from this result it can be inferred that co – workers support activities is to some extent fully practiced in most of the selected employees in their respective enterprises. In this regard, the finding of this study is in contrast with the finding of Melkachew (2020) who found out low practice on co – workers support in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

4.2.2. Work Place Happiness

Table 4.3 6: Respondents view on Work Place Happiness

Items	Mean	Std. Dev.
I am not worried about the security of my job.	3.45	.796
I am satisfied with the cooperative work of employee(s) in my organization.	3.57	.679
I am always learning new things at work.	3.37	.991
I receive a clear and consistent guidance for my work.	3.39	.895
I find my work personally satisfying.	3.47	.873
I am satisfied with the reward system of my organization.	3.44	.859
The work environment in my organization is suitable to carry out my job.	3.40	.770
n = 364	Grand Mean and standard deviation	3.44 .304

Source: Own Survey Data, 2024

From the above Table 4.3 it can be seen that, respondents were asked in relation with work place happiness issues. As per the first question, the participant employees were responded for ‘I am not worried about the security of my job’ with mean score of (M = 3.45; SD = .796) which fall in the range of 2.61 – 3.60 indicating moderate practice of the indicated item. Therefore, it is possible to conclude that, employees of the selected enterprises are not as such worried about the security of their job.

As to the second item which was: I am satisfied with the cooperative work of employee(s) in my organization. The result of their responses of the mean score was (M = 3.57; SD = .679) indicating moderate practice of the stated item by employees of the selected enterprises with small variation among their responses that is shown by the standard deviation which is less than one. Therefore, it is possible to infer that, employees in most of the selected enterprises are cooperative in their day – to – day activities.

Regards to the third item, similar to the above items, the respondents were asked to rate on ‘I am always learning new things at work’, so according to their responses, the mean score was (M = 3.37; SD = .991) indicating moderate practice of the indicated item by employees in the selected enterprises. Therefore, from this result it can be noticed that most of the employees in the selected enterprises are keen to learn new things moderately.

As to the fourth item which was intended to get the responses of the respondents on ‘I receive clear and consistent guidance for my work’, according to the survey data analysis

result, the participant employees responses mean score is ($M = 3.39$; $SD = .895$) indicates to moderate practice of the stated item. Therefore, from this result, it is possible to conclude that, most of the employees in their respective enterprises received clear and consistent guide line for their work.

The respondents were asked to rate on ‘I find my work personally satisfying’, so similar to the above most items the participant employees responded with mean score of ($M = 3.47$; $SD = .873$) indicates moderate satisfaction. Therefore, from this result it can be said that most of the employees in the selected enterprise have got moderate satisfaction by their respective work.

As to the responses on “I am satisfied with the reward system of my organization”, the result of the analysis indicate mean score of ($M = 3.44$; $SD = .859$) showing that the reward system in most of the selected enterprises was at moderate stage.

Finally, the mean score of the respondents on “The work environment in my organization is suitable to carry out my job” was ($M = 3.40$; $SD = .770$) indicates the work environment in most of the enterprises was suitable moderately to carry out most of their jobs.

In general, considering the whole responses mean, the grand mean ($M = 3.44$; $SD = .304$) indicates moderate practice of the items. Therefore, most of the employees are happy moderately in their work place. In this regard, the finding of this study is in line with Melkachew (2020) study who found out moderate practice on work place happiness in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

4.2.3. Perceived Organizational Support

Table 4.4 7: Respondents view on Perceived Organizational Support

Items	Mean	Std. Dev.
My organization has set aside sufficient resources to support the implementation of new ideas.	3.52	.729
This organization really cares about my wellbeing.	3.71	.711
My organization provides employees time for putting ideas and innovations into practice.	3.40	.649
I receive clear and consistent guidance for my work.	3.36	.764
Employee(s) ability to function creatively is respected by the leadership.	3.49	.733
My organization recognizes formally those who are innovative.	3.41	.853

Creativity is encouraged in my organization.	3.45	.700
Help is available from this organization when I have a problem	3.46	.844
In my organization, there is a reward system to encourage employees' innovation.	3.42	.732
n = 364	Grand Mean and standard deviation	3.47 .198

Source: Own Survey Data, 2024

In this section, the mean and standard deviations were calculated to assess the level of the practices on perceived organizational support items in the selected firms. As it can be seen in Table 4.4, the participant employees were asked to rate on 'My organization has set aside sufficient resources to support the implementation of new ideas', accordingly responses mean and standard deviation was (M = 3.52; SD = .729) indicating moderate practice of the indicated item. So, from this result, it can be noticed that the five SMEs in the selected Gurage Zone administrative towns do not have sufficient resources to support the implementation of new ideas.

With regards to 'This organization really cares about my wellbeing', similar to the above responses, the participants responded with mean score of (M = 3.71; SD = .711) indicating high practice of the stated item by most of the SMEs. From this result it can be said that the enterprises cared about the wellbeing of their employees.

As to the consideration of the provision of time for employees for putting ideas and innovations into practice, the responses mean and standard deviation was (M = 3.40; SD = .649) indicating moderate practice by majority of the SMEs. From this result it can be noticed that majority of the enterprises did not give sufficient time for employees new idea and innovative activities.

As to the provision of clear and consistent guidance for employees to their works, the responses mean and standard deviation was (M = 3.36; SD = .764) indicating to moderate practice by the majority of the SMEs. Therefore, from this result it can be said that employees are doing their job by their own to fill the gap of the guidance provided by their respective enterprises.

With regards to respect given by managers/owners for employees ability to function creatively, the result of the survey data analysis depicted in Table 4.4 showed moderate

implementation by the SMEs, since the mean and the standard deviation was ($M = 3.49$; $SD = .733$). Therefore, from this result it can be noticed that the enterprises show limited respect to creative employees.

In respect of formal recognition to those employees who were innovative, similar to the above responses, the participants responded with mean and standard deviation of ($M = 3.41$; $SD = .853$) indicating moderate practice of the stated item by the enterprises. From this result it can be inferred that the majority of the enterprises are not in a position to give enough attention for innovative activities.

As to encouraging creativity by the SMEs, majority of the enterprises carried out such things moderately as confirmed by the respondents' responses mean and standard deviation ($M = 3.45$; $SD = .700$). Therefore, this result can imply that most employees are doing their job with no sufficient attention for further creativity.

Help was not available sufficiently by the respective enterprises when employees have problem, since the mean and standard deviation of the responses was ($M = 3.46$; $SD = .844$). From this result it can be said that the enterprises were not fully in a position to give available support for its employees when they encountered with problems.

Finally, as to the existence of reward system to encourage employees' innovation by their respective enterprises, the result of the analysis shown mean and standard deviation of ($M = 3.42$; $SD = .732$) indicating moderate practice. Therefore, this result implies that majority of the enterprises need to improve their reward system.

In general, considering the overall responses grand mean and standard deviation ($M = 3.47$; $SD = .198$) indicates moderate practices of the indicated nine items which are related to perceived organizational support for employees in the enterprises. Therefore, from this result it can be noticed that employees in most of the enterprises are not well supported by their respective SMEs in the selected Gurage Zone administrative towns. In this regard, the finding of this study is in contrast with the finding of Melkachew (2020) who found out low practice on perceived organizational support in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

4.2.4. External Work Contacts

Table 4.5 8: Respondents view on External Work Contacts

Items	Mean	Std. Dev.
My organization encourages employees to learn new things regularly from other enterprises.	3.10	.735
I keep in touch with prospective customers of my firm.	3.52	.706
I visit conferences, trade fairs and/or expositions.	3.41	.708
I talk to people from other enterprises in our market.	3.44	.638
I keep in touch with people from universities/knowledge institutions.	3.42	.794
In my organization, there is a culture of sharing knowledge among peers' enterprises.	3.51	.835
Employees can access knowledge repositories frequently.	3.34	.813
Employees have knowledge on internal and external environment of the organization.	3.49	.645
n = 364	Grand Mean and Standard deviation	3.41 .254

Source: Own Survey Data, 2024

As it can be seen in Table 4.5, respondents were asked to rate their agreements or disagreement in relation with work place happiness issues. According to the survey data analysis results, the mean score and standard deviation on the encouragement of the employees in the five SMEs by the organization to learn new things regularly from other enterprises' was (M = 3.10; SD = .735) which fall in the range of 2.61 – 3.60 indicating moderate implementation of the stated item. Therefore, it is possible to say that, employees of the SMEs are not learning consistently from other enterprises as expected.

As to the second item, the mean score and standard deviation of the responses on employees in keeping in touch with prospective customers of their firms was (M = 3.52; SD = .706) indicating moderate practice of the stated item by employees in the selected administrative towns with small variation among their responses that is shown by the standard deviation which is less than one. Therefore, this result implies that, employees in most of the selected enterprises are not communicating with their prospective customers properly.

Regards to the third item, similar to the above items, the respondents were asked to rate on 'I visit conferences, trade fairs and/or expositions', so according to their responses, the mean score and the standard deviation was (M = 3.41; SD = .708) indicating moderate practice.

Therefore, from this result it can be noticed that most of the employees in the selected enterprises are keen to learn new things moderately.

As to the fourth item which was intended to get the responses of the respondents on to what extent employees talked to people from other enterprises in their market, according to the survey data analysis result, their responses mean score and standard deviation was ($M = 3.44$; $SD = .638$) indicates moderate practice of the stated item. Therefore, from this result, it is possible to say that, most of the employees need to develop communication so as to create market access.

Regards to employees in keeping touch with people from universities/knowledge institutions, the employees responded with mean and standard deviation of ($M = 3.42$; $SD = .794$) indicates moderate practice. Therefore, from this result it can be said that most of the employees in their SMEs do not have sufficient contact or relationship with institutes related to their enterprises.

In respect of the habit of a culture of sharing knowledge among peers' enterprises, they responded with mean and standard deviation of ($M = 3.51$; $SD = .835$) indicating moderate practice. This result implies that majority of the enterprises are not sharing experiences effectively with other enterprises.

As to the seventh item which was intended to get the responses of the respondents on to what extent employees can access knowledge repositories frequently, so, according to the survey data analysis result, their responses mean score and standard deviation was ($M = 3.34$; $SD = .813$) indicates moderate practice of the stated item. Therefore, from this result, it is possible to say that, most of the employees need more access to knowledge repositories.

Finally, the mean and standard deviation on employees have knowledge on internal and external environment of their organization was ($M = 3.49$; $SD = .645$) indicating moderate practice. That is majority of the employees have some knowledge about their enterprises internal and external environments.

In general, considering the whole responses mean, the grand mean ($M = 3.41$; $SD = .254$) indicates moderate practice of the items. Therefore, most of the enterprises have moderate external contact in their work place. Regards to employees who have relation with people

from other enterprises in their market, the finding of this study is supported by Leong and Rasli (2014) conducted their study on the relationship between innovative work behavior on work role performance in Malaysian automotive organization revealed that employees, who were employed in a cross functional capacity and deal with market or customer related environment, tend to demonstrate high inclination of work role performance. It is also concurred with the finding of Xerri et al.(2009) who found out enterprises have moderate relationship with other enterprises and suggesting that on average workplace social network members perceived themselves as moderately close to other employees within their social network. In this regard, the finding of this study is in contrast with the finding of Melkachew (2020) who found out low practice on external work contacts in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

4.2.5. Transformational Leadership

In this section, the mean and standard deviations were calculated to examine the level of the practices on transformational leadership in terms of its five components: delegating, support for innovation, providing resources, recognizing, and consulting in the selected SMEs. The overall results, interpretation and discussion are presented below using Table 4.6.

Table 4.6 9: Respondents view on Transformational Leadership

Construct	My Manager/owner	Mean	Std. D.
Delegating	Allows me to decide myself how I do my work.	3.41	.743
	Gives me considerable independence and freedom.	3.18	.873
	Allows me to determine my own time planning.	3.50	.666
Support for innovation	Shows sincere interest whenever I come up with an idea.	3.38	.730
	Reacts enthusiastically to my creative thoughts.	3.49	.733
	Supports me when I want to improve things.	3.47	.804
Providing resources	Provides me with time to work out ideas.	3.34	.767
	Provides me with the means necessary for innovation.	3.55	.786
	Is willing to invest time and money in innovative efforts.	3.09	.853

Recognizing	Praises my innovative efforts.	3.52	.880
	Recognizes my contribution to innovation.	3.65	.608
	Gives me credit for innovative ideas.	3.63	.733
Consulting	Consults me about important changes.	3.41	.803
	Lets me influence decisions about long term plans and directions.	3.37	.845
	Asks me to suggest how to carry out assignment.	3.43	.926
Grand Mean and Standard deviation		3.43	.199

Source: Own Survey Data, 2024

The mean scores and standard deviations of the statements on the five components of transformational leadership were found. Accordingly, the mean and standard deviation on delegating in terms of allowing employees to decide themselves on how they do their work, give them considerable independence and freedom, and allowing them to determine their own time planning were (M = 3.41; SD = .743), (M = 3.18; SD = .873), and (M = 3.50; SD = .666) respectively indicating the act of delegation by the managers/owners was carried out or practiced moderately in most of the SMEs in the selected three administrative towns of Gurage Zone.

As to support of the managers/owners for innovation in showing sincere interest whenever employees come up with an idea; reacting enthusiastically to employees' creative thoughts; and supporting employees when they wanted to improve things were practiced moderately as confirmed by the mean scores and standard deviations (M = 3.38; SD = .730), (M = 3.49; SD = .733), and (M = 3.47; SD = .804) respectively from their responses. Therefore, from this result it can be said that majority of the managers/owners are not highly supportive for innovative activities.

Regards to the provision of resources by managers/owners in the SMEs in the selected administrative towns, the mean and standard deviations on providing employees with time to work out ideas; providing employees with the means necessary innovation; and willingness to invest time and money in innovative efforts were (M = 3.34; SD = .767), (M = 3.55; SD = .786), and (M = 3.09; SD = .853) respectively indicating moderate practice of the indicated statements. Therefore, from this result it can be said that the provision of resources are not sufficiently provided by most managers/owners.

In respect of recognition of the managers/owners, the responses of the participant employees analysis result revealed mean scores and standard deviations of ($M = 3.52$; $SD = .880$), ($M = 3.65$; $SD = .608$), and ($M = 3.63$; $SD = .733$) for praising employees innovative efforts; recognizing employees contribution to innovation; and gave employees credit for innovative ideas respectively indicating to some extent high practice of the indicating statement. Therefore, from this result it can be noticed that relative to the above or other transformational leadership activities, most of the managers/owners pay high attention to some degree for recognition of innovative endeavor by employees.

Finally, the mean scores and standard deviations on consultancy of the managers/owners, in terms of consulting employees about important changes; letting employees to influence decisions about long term plans and directions; and requesting employees to suggest how to carry out assignments were ($M = 3.41$; $SD = .803$), ($M = 3.37$; $SD = .845$), and ($M = 3.43$; $SD = .926$) respectively indicating moderate implementation of the stated statements by most of managers/owners in the selected administrative towns. Therefore, from this result it can be noticed that managers/owners of SMEs have some drawbacks regarding consulting employees about important changes, giving opportunities to involve in decision-making and in providing suggestion to carry out various assignments.

In general, the grand mean of the fifteen items was $M = 3.43$ with standard deviation $SD = .199$ indicating moderate practice on almost all the stated items and implies in the selected administrative towns in Gurage Zone the implementation of transformational leadership activities of the managers/owners were carried out moderately. From this result it can be inferred that majority of the managers/owners are not in position in delegating; supporting for innovation; in providing resources; in recognizing; and consulting employees sufficiently.

4.2.6. Employees' Innovative Work Behaviour

In this section, the mean and standard deviations were calculated to examine the level of the innovative work behaviours of employees in terms of its five components: idea generating; idea exploring; idea implementing; idea championing; and idea communicating in the selected SMEs. The overall results, interpretation and discussion are presented below using Table 4.7.

Table 4.7 10: Respondents view on Employees' Innovative Work Behaviour

construct	My leader/Manager/owner	Mean	Std. D.
Idea generation	I try new ways of doing things at work.	3.44	.757
	I prefer work that requires original thinking.	3.54	.831
	When something does not function well at work, I try to find new solution.	3.55	.827
Idea exploration	I try to get new ideas from colleagues or business partners.	3.49	.873
	I am interested in how things are done elsewhere in order to use acquired ideas in my own work.	3.40	.842
	I search for new ideas of other people in order to try to implement the best ones.	3.57	.795
Idea implementation	I develop suitable plans and schedules for the implementation of new ideas.	3.35	.776
	I look for and secure finance needed for the implementation of new ideas.	3.32	.950
	I put effort into the development of new technologies, processes or procedures.	3.55	.765
Idea Championing	I encourage key organization employee(s) to be enthusiastic about innovative ideas.	3.19	.861
	Attempt to convince employee (s) to support innovative ideas.	3.48	.797
Idea communication	When I have a new idea, I try to persuade my colleagues of it.	3.33	.831
	When I have a new idea, I try to get support for it from management.	3.47	.815
	I try to show my colleagues positive sides of new ideas.	3.53	.811
	When I have a new idea, I try to involve employee(s) who is (are) able to collaborate on it.	3.48	.632
Grand Mean and Standard deviation		3.45	.195

Source: Own Survey Data, 2024

The mean scores and standard deviations of the statements on the five components of employees innovative work behaviour were found. Accordingly, the mean and standard deviation on idea generation in terms of employees trying new ways of doing things at their work; in employees preferring work that required original thinking; when something did not function well at work, employees try to find new solutions were (M = 3.44; SD = .757), (M = 3.54; SD = .831), and (M = 3.55; SD = .827) respectively indicating the act of generating ideas by the employees was moderate in most of SMEs in the selected three administrative towns of Gurage Zone.

As to idea exploration by employees for innovation such as in trying to get ideas from colleagues or business partners; in having interest in how things were done elsewhere in order to use acquired ideas in their own works; and in searching for new ideas of other people in order to try to implement the best ones were practiced moderately as confirmed by the mean scores and standard deviations ($M = 3.49$; $SD = .873$), ($M = 3.40$; $SD = .842$), and ($M = 3.57$; $SD = .795$) respectively from their responses. Therefore, from this result it can be said that majority of the employees are not in a position for idea exploration highly in their respective SMEs.

Regards to idea implementation by employees working in the five SMEs in the selected administrative towns, the mean and standard deviations in developing suitable plans and schedules for the implementation of new ideas; in looking and securing finance needed for the implementation of new ideas; and in putting efforts into the development of new technologies, processes or procedures were ($M = 3.35$; $SD = .776$), ($M = 3.32$; $SD = .950$), and ($M = 3.55$; $SD = .765$) respectively indicating moderate practice of the indicated statements. Therefore, from this result it can be said that idea is not implemented efficiently by majority of the employees.

In respect of idea championing by the employees, the analysis results of the responses on encouraging key organization employee(s) to be enthusiastic about innovative ideas and attempting to convince employee (s) to support innovative ideas revealed mean scores and standard deviations of ($M = 3.19$; $SD = .861$) and ($M = 3.48$; $SD = .797$) respectively indicating moderate practice of the stated statements. Therefore, from this result it can be noticed that similar to the above items, majority of the employees are not interested and motivated for innovative ideas.

Finally, the mean scores and standard deviations on idea communication by employees, When they have new idea(s), in trying to persuade their colleagues on it; trying to get support for it from management; in trying to show their colleagues positive sides of the new ideas; and in trying to involve employee(s) who is (are) able to collaborate on it were ($M = 3.33$; $SD = .831$), ($M = 3.47$; $SD = .815$), ($M = 3.53$; $SD = .811$) and ($M = 3.48$; $SD = .632$) respectively indicating moderate implementation of the stated statements by most of the employees in the selected administrative towns. Therefore, this result implies that majority of

the employees are not yet fully understand key role of communication for enhancing the innovative behaviour of employees.

In general, the grand mean of the fifteen items was $M = 3.45$ with standard deviation $SD = .195$ indicating moderate practice on almost all the stated items and implies that in the selected administrative towns of Gurage Zone the innovative work behaviour of employees was at moderate stage. From this result it can be inferred that majority of the employees are not showing full innovative behaviour in their work activities. In this regard, the finding of this study is in contrast with the finding of Melkachew (2020) who found out low practice on employees' innovative work behaviour in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

In general, as the interview sessions conducted with heads and employees of Trade and Industry Development office from the three towns replied for the raised questions is presented as follows. Accordingly, majority of the interviewees confirmed, most of the time there was government intervention in various activities; political instabilities also the other main obstacle for unsuccessfulness of most SMEs in the study area; on the other hand, less attention was given by the society and leadership style change, shifting of employees from one SMEs to the other different SMEs existed in their towns they perform their work by segregating each eg, urban agriculture, trade, service and manufacturing most of the time the trainings are mainly given for some selected employees i.e. not addressing for all. However, as one of the participant head pointed out “opportunities are given to all SMEs when Bazar and exhibitions programs are existed in our town specially at ‘**Meskel**’ and ‘**Arefa**’ it gives a big chance to share idea and experience because different SMEs are comes from different area and place so they share new idea, but for ordinary times no follow-up and necessary support was provided” the current innovative work behavior of the employee in SMEs the progress is good but it needs consistent follow-up to become successful and good leadership is also mandatory and the government also have to support.

Regards to the interview carried out with owners/managers of SMEs in the selected towns, majority of the interviews replied that majority of the employees are not fully happy about their work place, for instance, due to the insufficient work life premises, lack of sufficient material, lack of cooperativeness, lack of security, etc. as the result of this majority of the

employees innovative work behaviour is affected. As to co-worker support, similar to the above reply, majority of the interviews replied that there is cooperative activities among the employees but not sufficient. Regards to support from the managers or owners, as one of the interviewees pointed out “I provide support as much as I can to my employees, but I believe that it is not sufficient, for instance in terms of resources, in terms of helping and encouraging efficiently to make them innovative”. In respect of external contact with other enterprises, customers, and organizations those who have direct or indirect relationship with your enterprise’s day to day activities, majority of the interviewees replied that they did not carried out such things consistently, rather rarely. Besides, even though to some extent there are opportunities to access knowledge, training, conferences, workshop, etc., they were not in a position to implement. Moreover, most of them claimed that they got idea sharing from different enterprises and customer by direct visiting and by call phone how they success one of the best example is **Ezedin Kamil** who is the most successful enterprise in Wolkite town, but this is not sufficient for SMEs to engage themselves in innovative activities. Finally, they were asked “As a manager/owner, how do you express your activities in terms of delegating, support for innovation, providing resources, recognizing and consulting your employees? Would you elaborate?” they did not accomplish such things as expected and required. In general, among other things what hindered the employees of SMEs to become innovative in their respective enterprises, as most of the interviews stressed, was that “lack of government support, lack of awareness about innovation and its related factors, lack of consistent experience sharing program, lack of management competency and skills to govern their employees as well as their enterprises, lack of sufficient entrepreneurial ship training provided by the concerned bodies.”

4.3. Correlation Analysis

In this section the extent and the associations of the independent variable with the dependent variable analysis was carried out. To show whether significant relationship exists or not Pearson correlation analysis was done.

Table 4.8 11: Pearson Correlation Coefficients of the Study Variables

		EIWB	CWS	WPH	POS	EWC	TLS
EIWB	Pearson Correlation	1					

	Sig. (2-tailed)						
CWS	Pearson Correlation	.670**	1				
	Sig. (2-tailed)	.000					
WPH	Pearson Correlation	.665**	.511**	1			
	Sig. (2-tailed)	.000	.000				
POS	Pearson Correlation	.677**	.546**	.507**	1		
	Sig. (2-tailed)	.000	.000	.000			
EWC	Pearson Correlation	.586**	.452**	.400**	.399**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
TLS	Pearson Correlation	.723**	.565**	.497**	.546**	.508**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	364	364	364	364	364	364
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: SPSS output, 2024

Since one of the objectives of this study was to investigate the extent of the effect relationship between co – worker support, work place happiness, perceived organizational support, external work contact, and transformational leadership and the dependent variable – employees’ innovative work behaviour, i.e., to test the null hypothesis: There is no significant relationship between co – worker support, work place happiness, perceived organizational support, external work contact, and transformational leadership and EIWB at .05% level of significance. Table 4.8 shows the results of the correlation analysis, the output of the hypothesis test at $p^{**} < 0.01$ (2 – tailed) precision level. It revealed the significant and positive correlations of all the independent variables with the dependent variables with p – values $< .05$ level of significance. Therefore, the null hypothesis was rejected. Hence, statistically significant and positive correlation existed.

As to the strength of the correlation between the five significant independent variables and EIWB, according to Senthilnathan (2019), high and positive correlations between CWS, WPH, POS, EWC with EIWB were observed, because of their Pearson correlation coefficient: $r = .670^{**}$, $.665^{**}$, $.677^{**}$ and $.586^{**}$ respectively. Whereas, the correlation between TLS and EIWB was very high and positive, because of its Pearson correlation coefficient: $r = .723^{**}$. Therefore, it is possible to conclude that substantial positive and significant relationship exists between the independent variables and the outcome variable – EIWB in most of the selected SMEs in Gurage Zone. In respect of perceived organizational

support, the finding of this study is concurred with the finding of Sania (2021) who examined the relationship between SMEs organizational factors and employee creativity and found out a significant positive relationship between management supports with employee innovation. Regards to EWC (external work contact), the finding of this study is in contrast with the finding of Xerri et al.(2009) where even if on average workplace social network members perceive themselves to be moderately close to other employees within their social network, tie strength was not significantly correlated to the innovative behaviour of employees. However, the finding of this study is in line with the finding of Melkachew (2020) who found out significant and positive correlation between work place happiness, perceived organizational support, external work contact and employees' innovative behaviour.

4.4. Diagnostic Test of Multiple Linear Regression Model

4.4.1. Evaluation of Multiple Linear Regression

In order a multiple linear regression model shows the relationship between the dependent variable and multiple (two or more) independent variables and the validity of the inferences drawn from this model analysis depends on its assumptions being satisfied (Dhakal, 2019). In this regard, in order the analysis to be valid and the regression model explore the relations and examine effects of the independent variables on the dependent variable, it should satisfy all the multiple linear regression model assumptions. Therefore, the assumptions were checked before running the regression analysis using SPSS version 26 software. In this section, the evaluation of the assumptions of multiple linear regression analysis, model fitness test, and significance of the independent variables as a whole are presented and interpreted using the outputs of the SPSS.

4.4.1.1 Model Assumptions

The six assumptions test results using the outputs of the SPSS are presented and interpreted as follows.

Sample Size Test: The sample must be representative of the population.

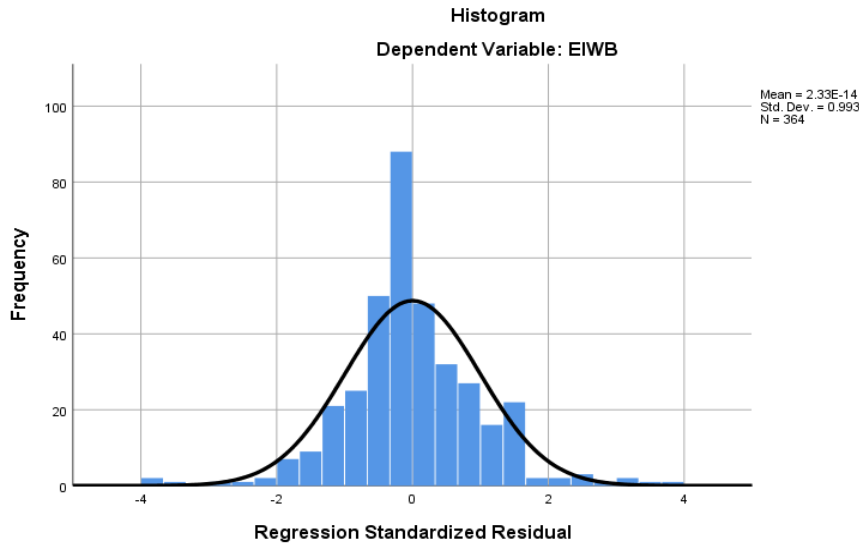
The issue at stake here is generalizability. That is, with small samples one may obtain a result that does not generalize (cannot be repeated) with other samples. If results do not generalize

to other samples, then they are of little scientific value. Different authors tend to give different guidelines concerning the number of cases required for multiple regression. Tabachnick and Fidell (2007) gave a formula for calculating sample size requirements, taking into account the number of independent variables that one wish to use: $n > 50 + 8m$ (where $m =$ number of independent variables). Thus, the present study consists of 5 independent variables; $50+8(5) = 92$ which is less than the observed respondents (sample size), 364. Based on the criteria, the sample size of the participants exceeds the minimum requirements to run the standard multiple linear regression analysis. Hence, the sample size assumption is met.

Normality Test: The random errors should follow a normal distribution with mean 0 and variance σ^2 , $\epsilon_i \sim N(0, \sigma^2)$.

It is common to assume that the errors are normally distributed with mean 0 and variance σ^2 , $\epsilon_i \sim N(0, \sigma^2)$. It has to be emphasized that the distribution is about the errors, not the outcomes y_i (Shi, 2013). So to test this assumption there are several methods of assessing whether data are normally distributed or not. They fall in to two categories: statistical and graphical. To check whether the residuals have a normal distribution, the normal probability plot or normal Q – Q plot of standardized residual or histogram of residuals could be used (Hickey et al., 2019). This was checked by inspecting the histograms of scores on each variable. Therefore, the scattered plots of residuals against each determinants of innovative work behavior were analyzed and the test results of this study as illustrated in Figure 4.1 below show that the residuals were normally distributed.

Figure 4.1 3: Regression Standard Residual Histogram

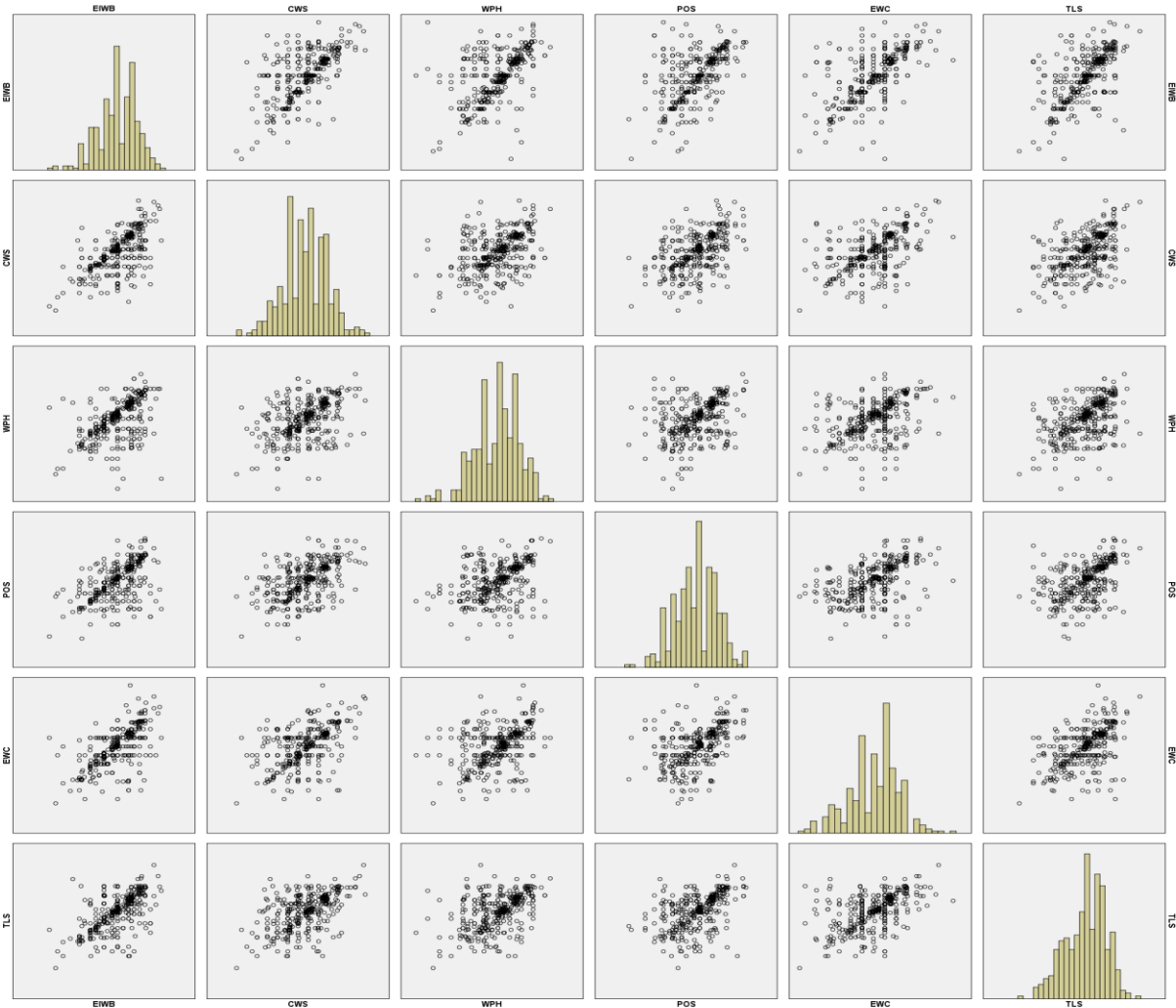


Source: SPSS output, 2024

Linearity Test: The mean of the response variable is a linear combination of the parameters and the predictor variables. If the relationship between the response variable and the predictor variables is not linear, the results of the regression analysis will not be the true relationship.

To detect the linearity assumption in multiple linear regression model, there are different methods, for instance, correlation matrix, where significant correlation indicates the linearity between the response variable and the predictor variables; scatter plot, where straight line pattern of the plots shows linearity. Therefore, in this study the researcher has chosen the second test. In scatter plot method of detecting linearity assumption, one has to identify the pattern of the plots. If the pattern of the plot is a straight line, it shows linearity, otherwise not. As the scatter plots indicated in (Fig. 4.2) below shows to some extent straight line pattern not only between EIWB and the five explanatory variables: CWS, WPH, POS, EWC and TLS but also between the five explanatory variables, linearity assumption is met. Hence, the results of the regression analysis are the true relationship (Shi, 2013).

Figure 4.2 4: Scatter plot Matrix of EIWB with five independent variables

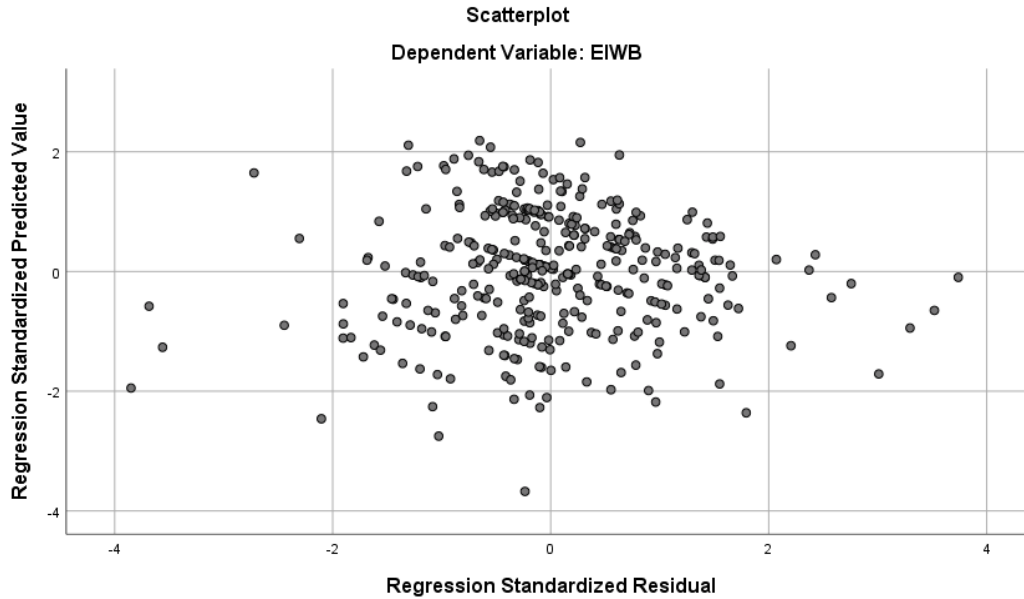


Source: SPSS output, 2024

Equal variance (Homoscedasticity) Test: Different response variable have the same variance in their errors, regardless of the values of the predictor variables.

For every value of the predictor variable (X), the distribution of their dependent variables (errors) must have approximately equal variability. To test this assumption regression standardized residuals and regression standardized predicted value plots were used, because, they detect model’s lack of fitness and unequal variances. As indicated in (Abdel – Salam, 2008; Torres – Reyna, 2007), any trends or patterns in the plots indicate lack of fitness and unequal variances which lead to a potential problem in the model. The scatter plot for the dependent variable – internal audit effectiveness is given below in Figure 4.3.

Figure 4.3 5: Scatter plot for homogeneity of variance for EIWB



Source: SPSS output, 2024

As can be seen from the above scatter plot, Figure 4.3, even though most plots are concentrated towards the upper central part, they do not form a certain pattern and there are some plots dispersed out from the center. This dispersion can show to some extent the homogeneity of the variances. Meaning, nearly it satisfied the equal variance assumption.

Non-Multicollinearity Test: The predictor variables should not be very strongly correlated. That is, the five predictor variables should not have a strong relationship with each other. Multicollinearity occurs when two or more predictors in one regression model are highly correlated. Typically, this means that one predictor is a function of the other or when one predictor variable is nearly linear combinations of the other explanatory variables (Shi, 2013).

Table 4.9. 12: Non-Multicollinearity test of the Predictor Variables

Predictor Variables	Tolerance	VIF
CWS = Co – worker support	.553	1.809
WPH = Work place happiness	.628	1.593
POS = Perceived organizational support	.580	1.723
EWC = External work contact	.686	1.457
TLS = Transformational Leadership	.533	1.877

Source: own construct from SPSS output, 2024

To test this assumption the researcher used the more precise approach, assessing the tolerance and its reciprocal values (VIF, variance inflation factor) in the output results of the regression analysis. The tolerance value is the indication of the percent of variance in the predictor that can't be accounted for by the other predictors, very small value indicated that a predictor is redundant. If the tolerance value of each predictor is greater than 0.10, then it indicates the non – multicollinearity for each predictor if not it shows the existence of multicollinearity. As (Dhakal, 2019; Pallant, 2005) showed that, if the VIF value of each predictor is less than 10, then it indicates the non – multicollinearity of the predictors if not it suggested a problem. When such situation, tolerance less than 0.10 and VIF is greater than 10, is happened the regression model estimates of coefficients became unstable and the standard errors for the coefficients could get inflated. In other words the model loses its statistical validity. As it can be seen in the above Table 4.9, there was no multicollinearity amongst the predictor variables CWS, WPH, POS, EWC, and TLS in the model for the employees' innovative work behaviour. Therefore, the non – multicollinearity assumption is met.

Thus, as the five model assumptions test indicated in the above output results of the SPSS and discussion, all assumptions were met and hence the multiple regression model for the employees' innovative work behaviour for the selected SMEs with the five independent variables was ready and tested for model fitness test and described below.

4.4.1.2 Model fitness: Significance of the Independent Variables as a Whole

For the purpose of determining the extent to which the independent variables explain the variance in the dependent variable, multiple linear regression model is useful. So, in order such model to be useful for prediction purposes, it should pass model fitness test. Thus,

model evaluation and analysis was employed. The results of the analyses are evaluated and narrated below.

Model Fitness Test: Model Utility Test

Multiple linear regression model does a good job of describing the relationship between the dependent variable (employees' innovative work behaviour) and the independent variables (determinant factors), if large proportion for sample coefficient of determination, R^2 , be ensured. Such a test is accomplished by the means of analysis of variance (ANOVA) which enables to test the null hypothesis of no linear relationship between X and Y discussed as follows:

Table 4.10 13: ANOVA output part I: EIWB with the five Variables

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.921	5	2.784	211.335	.000 ^b
Residual	4.716	358	.013		
Total	18.637	363			
a. Dependent Variable: EIWB					
b. Predictors: (Constant), TLS, WPH, EWC, POS, CWS					

Source: SPSS output, 2024

As it can be seen from the above Table 4.10, the F – calculated value with its degrees of freedom (5,358) = 211.335 for employees' innovative work behaviour as a whole is .000 < 0.005 implies that with the confidence interval (1 - α) very close to 100%, where α = sig. value. Therefore, it could be said that at least one of the coefficients $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ was significant for the model – employees' innovative work behaviour. In other words, the variable Y (EIWB) was better if it was a function of at least one of the variables X_1, X_2, X_3, X_4, X_5 (the five determinant factors for the employees' innovative work behaviour) rather than only with β_0 . Therefore, X_i and Y were linearly related and that the model was fit the data. Hence, the regression model was fit and could predict the effect of the five determinant factors on the employees' innovative work behaviour.

4.5. Regression Analysis and Hypothesis Test Results

The regression result that was obtained by regressing factors affecting employees' innovative work behaviour on co – worker support, work place happiness, perceived organizational support, and external work contact are presented, interpreted and discussed. Finally, the hypotheses tests were undertaken based on the proposed directional hypotheses and the regression outputs.

4.5.1. Explaining Capacity of the five independent variables as a whole on EIWB

Table 4.11 14: Model Summary of EIWB on CWS, WPH, POS, EWC, and TLS

R	R Square	Adjusted R Square	Std. Error of the Estimate
.864 ^a	.747	.743	.11478
a. Predictors: (Constant), TLS, WPH, EWC, POS, CWS			
b. Dependent Variable: EIWB			

Source: SPSS output, 2024

In the above Table 4.11, the R – value of the model indicates the multiple correlations which are the equivalent of Pearson's r rather than representing the magnitude and direction of the relationship between two variables. It shows the strength of the relationship between the outcome variable (dependent) and the independent variables as a whole. It tells us how well the model predicts the outcomes. Therefore, the numerical value R = .864 indicate the existence of strong positive relationship between the dependent variable – EIWB and the five predictor variables.

In the same table, the R square value indicated that the percentage of the variation of the dependent variable is directly attributable to the independent variables. As it can be seen from Table 4.11, the R square value is .747 which means the model explained 74.7% of the variance in the innovative work behavior in the selected enterprises in Gurage Zone administrative towns. Since R-squared value more than 25% can be respectable and good to fit Reisinger (1997) and Thompson (2002), and as Pallant (2005) indicated, the explaining capacity of the model with the five predictor variables was 74.7%, whereas, the remaining 25.3% of the variation was explaining by other variables which were not included in this study. Even though, there is a difference in taking the number of independent variables, the

finding of this study is in line with the finding of Melkachew (2020) who found out 74.6% of the explaining capacity of co – workers support, work place, perceived organizational support, external work contacts and leader-member exchange in combination to that of employees’ innovative behaviour in the private enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

The Adjusted R square value, the most useful measure of the success of the model, which is better than the R square value. Because R square value tends to somewhat over – estimate the success of the model when applied to the real world, but the Adjusted R square value takes in to account the number of variables in the model and the number of observations (participants – in this study the selected employees of the enterprises) upon which the model was based on (Diem & Lapuente, 2012). Therefore, the largest adjusted R square value indicates the best fit of the model. Based on this, the adjusted R square value for the innovative work behavior was .743. So, one can say that the innovative work behavior model, with the five determinant factors, had accounted for 74.3% of the variance in explaining the innovative work behavior.

In general, from the above analysis and its interpretation one can infer that the five independent variables: co – worker support, work place happiness, perceived organizational support, external work contact, and transformational leadership are imperative and fit the model and the model is capable to explain the effect relation between the predictor variables and the outcome variable – EIWB.

4.5.2. Effects and Significance of each of the five independent variables on EIWB

In order to identify which regression coefficient (or independent variable) has significant effect for the model (for the dependent variable), the output of the coefficients table of the SPSS was used. The test of significance was conducted by the t – p – value.

Table 4.12 15: Results of the Significance Test of each Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations Zero-order
	B	Std. Error	Beta			
(Constant)	-.066	.116		-.566	.572	
CWS	.160	.032	.181	5.057	.000	.670
WPH	.213	.029	.246	7.331	.000	.665
POS	.220	.033	.229	6.566	.000	.677
EWC	.158	.030	.168	5.244	.000	.586
TLS	.277	.035	.288	7.909	.000	.723

a. Dependent Variable: EIWB

Source: SPSS output, 2024

Effect and Model Interpretation

According to the result obtained from the SPSS, in Table 4.12 above, under the Sig. column , the p – values of all the independent variables are less than 0.05, indicated that they are statistically significant for the model, because their level of confidence are greater than 95% [(1 – p)100%]. Meaning, the five independent variables – CWS, WPH, POS, EWC, and TLS have significant effect on the employees’ innovative work behavior in the selected enterprises.

In general, the information contained and discussed in section 4.5.1 and 4.5.2 characterized the explaining capacity of the predictor variables as a whole and the significant effect of each predictor variable on the employees’ innovative work behaviour. Therefore, the proposed regression model becomes the predictor model (forecast model) with equation:

Predictor model:

$$Y(\text{EIWB}) = -.066 + .160\text{CWS} + .213\text{WPH} + .220\text{POS} + .158\text{EWC} + .277\text{TLS}$$

Forecasting the effect is using regression that involves making predictions about the dependent variable based on the relationships observed in the estimated regression. Therefore, the above predictor model is interpreted in terms of unstandardized coefficients and presented below.

Predictor Model Interpretation

The predictor model, β_i 's, the unstandardized beta coefficients tell us about the effect relationships between the outcomes, employees' innovative work behavior and the five independent variables. Since all the beta coefficients are positive, so are their relationships with the dependent variable. That is, as the mean score of each independent variable increases, the mean score of the employees' innovative work behavior also increases. In addition, these β values give us also an idea of influence each independent variables has on the employees' innovative work behavior if the effect of the other variables are held constant. For example, $\beta(\text{CWS}) = .160$: as the mean score of CWS increases by one unit, holding the other independent variables constant, the mean score of employees' innovative work behavior increases by .160 units. Meaning, as the employees of the enterprises in the selected enterprises are carried out their jobs co – worker support, employees' innovative work behavior becomes more improved.

4.5.3. Hypotheses Tests Results

The objectives of this study was to assess whether there is statistically significant effect of each of the five independent variables on the employees' innovative work behaviour in the selected enterprises in Gurage Zone administrative towns or not. That is, to test the stated hypotheses, the researcher used the SPSS outputs Table 4.12. The regression outcomes presented in these tables provided comprehensive results for examination of the research hypotheses. Therefore, the regression results obtained from the model was utilized to test these hypotheses. The hypotheses sought to test for a significance effect of each of the five variables on employees' innovative work behavior.

4.5.3.1 Hypothesis Test Result on co – worker support

H_a(1): Co – worker support has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

This was the first proposed directional hypothesis that was tested. As per the regression analysis results described in Table 4.12 co – worker support has statistically significant and positive effect on employees' innovative work behavior with ($\beta = .160$, t – value = 5.057 > 2

with sig. value = .000 < 0.0001). Since the positive magnitude sign and t-value of more than two indicate a strong relationship between the co – worker support and the outcome variable – EIWB (Hair et al., 1998). This result led to accept the stated directional hypothesis on this variable. Therefore, it can be inferred that co – worker support has a significant and positive effect on employees’ innovative work behavior in SMEs in the selected towns of Gurage Zone. In this regard, the finding of this study is in line with the finding of Nguyen and Helen (2022) who found that Co – worker support influences employee creativity significantly

4.5.3.2 Hypothesis Test Result on work place happiness

H_a(2): Work place Happiness has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

According to the result obtained from the SPSS, in Table 4.12 above, the unstandardized beta coefficient, t - value and p – value of WPH are $\beta = .213$, $t = 7.331 > 2$ and $.000 < .0001$ indicating that work place happiness has significant and positive effect on employees’ innovative work behavior. This result led to accept the stated directional hypothesis on this variable. This implies that work place happiness has significant and positive effect on employees’ innovative work behaviour in most of SMEs in the selected towns of Gurage Zone. In this regard, the finding of this study is supported by Melkachew (2020) study who found out significant and positive effect of work place happiness on employees innovative work behaviour in most of the selected enterprises of Bahir Dar City, the capital of Amhara Regional State, Ethiopia.

4.5.3.3 Hypothesis Test results on Perceived Organizational Support

H_a(3): Perceived organizational support has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

The regression analysis result described in Table 4.12 revealed that the unstandardized beta coefficient, t - value and p – value of POS are $\beta = .220$, $t = 6.566 > 2$ and $.000 < .0001$ indicate a positive and significant effect on EIWB. This result implies to accept the stated directional hypothesis on this variable. Therefore, from this result it can be inferred that perceived organizational support has significant and positive effect on employees’ innovative

work behaviour in most of the selected SMEs in the selected towns of Gurage Zone. The finding of this study is supported by Tjoa and Arief (2022) who found out a significant positive relationship between perceived organizational support and innovative work behaviour of employees. It is also supported by Le and Lei (2019) who revealed the existence of significant and positive relationship between supervisor support and innovative work behavior of employees. In addition, Saether (2019) also found out that organizational support needed for creativity increases intrinsic motivation and positively influences innovative work behavior of employees. The higher perceived organizational support is, the higher the innovative work behavior will be. As Bos-Nehles & Veenendaal (2019) explained that IWB employees can be encouraged by providing a supportive work environment in creating creative ideas and concepts.

4.5.3.4 Hypothesis Test Results on External work Contact

H_a(4): External work contact has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

As it can be seen in Table 4.12, the regression analysis result revealed that the unstandardized beta coefficient, t - value and p - value of EWC are $\beta = .158$, $t = 5.244 > 2$ and $.000 < .0001$ indicating that external work contact has significant and positive effect on employees' innovative work behavior. Therefore, the hypothesis of this study was accepted. Hence, from this result it can be inferred that external work contact has significant and positive effect on employees' innovative work behavior in most of Gurage Zone towns SMEs. The finding of the current study is corroborates the finding of Sulistiyani et al.(2021) who conducted their study on Knowledge Sharing and Business Performance: The Role of Innovative Behavior in the handicraft sector SMEs in Central Java and found out a significant positive direct effect of knowledge sharing on innovative behavior of employees. However, the result of this study is not consistent with the prior study by Xerri et al.(2009) who found out the strength of ties negatively and significantly affected the innovative behaviour of employees, meaning, as they pointed out, weak ties support the innovative behaviour of employees more so than strong ties. This is because weak ties increase a

workplace social network member's access to new information, supporting their innovative capabilities and fostering innovative behaviour.

4.5.3.5 Hypothesis Test Results on Transformational Leadership

H_a(5): Transformational Leadership has significant and positive effects on innovative work behaviour of employees in SMEs in the selected towns of Gurage Zone.

As it can be seen in Table 4.12, the regression analysis result revealed that the unstandardized beta coefficient, t - value and p – value of EWC are $\beta = .277$, $t = 7.909 > 2$ and $.000 < .0001$ indicating that transformational leadership has significant and positive effect on employees' innovative work behavior. Therefore, the hypothesis of this study was accepted. Hence, from this result it can be inferred that external transformational leadership has significant and positive effect on employees' innovative work behavior in most of Gurage Zone towns SMEs. It is concurred with the finding of Gurbuz and Gulec (2022) who found out transformational leadership has a significant effect on innovative work behavior of the employees. It is also supported by Simatupang et al.(2022) who conducted their study on Determinants of Innovative Work Behavior of MSME Employees during the Covid-19 Pandemic in Pematangsiantar City and found out transformational leadership positively and significantly affected innovative work behavior of employees.

4.5.4. Contribution of each of the four predictor Variables for EIWB Model

In order to identify and compare the extent of the effect of each of the five predictor variables on the employees' innovative work behavior, standardized coefficients, Beta values were used (Table 4.12), because, it gives the measure of the contribution of each independent variable. A large value indicates that a unit change in this predictor variable has a large effect on the dependent variable. For instance, a unit change in the CWS can bring a .181 change on the dependent variable – EIWB, provided that the other independent variables kept constant. The percent of the effect of each of the five independent variables, CWS, WPH, POS, EWC, TLS was obtained by the equation that links $R^2 = 0.747$ as indicated in (Beaumont, 2010) analysis:

$$R^2_{(CWS)(WPH)(POS)(EWC)(TLS)} = \beta_{CWS}r_{0CWS} + \beta_{WPH}r_{0WPH} + \beta_{POS}r_{0POS} + \beta_{EWC}r_{0EWC} + \beta_{TLS}r_{0TLS}$$

Where, β_s are the coefficients (standardized) of the independent variables, r_s are the zero order correlations which had been taken from the output of the coefficients' Table 15, Zero order is the Pearson correlation between each predictor and dependent variable (Brooks, 2008). The value of R^2 could be expressed as the sum of the product of each of the independent variables standardized Beta values by their respective zero order correlation coefficient values as:

$$.747 \times 100\% = (.181 \times .670 + .246 \times .665 + .229 \times .677 + .168 \times .586 + .288 \times .723) \times 100\%$$

$$74.7\% \approx 12.1\% + 16.4\% + 15.5\% + 9.9\% + 20.8\%$$

Therefore, the contribution or the effect of TLS (transformational leadership) has been increased the employees' innovative work behaviour by 20.8% which has the highest effect, whereas WPH, POS, CWS and EWC in the indicated order uplifted the EIWB by 16.4%, 15.5%, 12.1% and 9.9% respectively. From these percentages it can be inferred that transformational leadership is the most decisive determinant factor for the employees' innovative work behavior. Thus the model was at best fit to predict the employees' innovative work behavior. The composite contributions of co – worker support, work place happiness, perceived organizational support, external work contact, and transformational leadership accounted for 74.7% ($R^2 = 0.747$) of the variation in employees' innovative work behavior.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is the final section that presents summary of the findings, conclusions, and recommendations of the study. It reported summary of the main findings of the study as presented in results and discussion section. Then conclusion and recommendations were made based on the findings. Finally, as a result of limitation of the study, the researcher provided suggestion for future study.

5.1. Summary of Major Findings

This study was conducted with the prime intent of examining the determinants of private sector enterprises' employees' innovative behavior in SMEs in the towns of Gurage Zone. That is, the main theme of this paper was to examine the extent of the effect of the factors on employees' innovative work behavior: co – worker support, work place happiness, perceived organizational support, external work contact, transformational leadership as well as their relationship and effect on EIWB.

The major findings of the study are summarized as follows:

The descriptive statistics results on co - workers implies in most of the selected SMEs, on co-workers supportiveness employees' goals and values; availability of help from co-workers when employees have problems; co-worker care about employees wellbeing; existence of co-workers help if someone falls behind in his/her work; taking care of co-workers about employees' opinions, willingness to offer assistance and to share their experiences were carried out or practiced highly. In general, the overall items mean and standard deviation were ($M = 3.77$; $SD = .219$).

Regards to the descriptive statistics result on the work place happiness issues shown that majority of the employees of the SMEs on the security of their jobs; availability of support by co-workers at hard times; learning always new things at work; employees receiving clear and consistent guidance for their respective work, and employees finding their work

personally satisfying practiced moderately as confirmed by the grand mean score of ($M = 3.44$; $SD = .304$).

As to perceived organizational support in the SMEs the results of the analysis shows most of the respondents were practiced moderately on ‘This organization cares about my opinion, This organization really cares about my wellbeing, This organization strongly considers my goals and values, Help is available from this organization when I have a problem, This organization forgives an honest mistake on my part, and This organizations shows very little concern for me’ as confirmed by the mean score of ($M = 3.47$; $SD = .198$).

With regards to the external work contacts the descriptive statistics results shown that most of the participant employees on ‘In my work I visit external customers, I keep in touch with prospective customers of my firm, I visit conferences, trade fairs and/or expositions, I talk to people from other companies in our market, and I keep in touch with people from universities/knowledge institutions’ practiced moderately as confirmed by the overall items mean and standard deviation ($M = 3.41$; $SD = .254$).

As to the transformational leadership, the analysis of the responses of the participants were carried out in terms of five components of transformational leadership and intended to assess the extent of the managers/owners practiced in delegating, in providing support for innovation, providing resources, recognizing innovative work behaviour, and in consulting employees for enhancing innovative activities. Therefore, according to the results of the analysis on the fifteen items, three for each components, revealed moderate practice as confirmed by the overall items mean and standard deviation ($M = 3.43$; $SD = .199$) and by interview sessions results with fifteen managers/owners.

Finally, on the dependent variable – employees’ innovative behaviour, the results shown that in most of the selected private enterprises, participation of employees ‘in creating new ideas for difficult issues, in searching out new work methods, techniques or instruments, in mobilizing support for innovative idea, in introducing innovative ideas into the work environment in a systematic way, and in making important members enthusiastic for innovative idea’, most of the employees were practiced moderately as confirmed by the mean and the standard deviation of the overall items ($M = 3.45$; $SD = .195$) indicating employees

have moderate innovative work behaviour in the selected SMEs in the selected Gurage Zone administrative towns.

With respect to the relationship between the independent variables and the dependent, according to the Pearson correlation coefficient analysis, significant, positive and high correlation was observed between CWS, WPH, POS, EWC with EIWB, because their Pearson correlation coefficients were $r = .670^{**}$, $.665^{**}$, $.677^{**}$ and $.586^{**}$ respectively. Whereas, the correlation between TLS and EIWB was significant, positive and very high with $r = .723^{**}$.

As to the effect of each independent variable, according to the regression analysis output, despite the contribution differences among the five predictors, all have positive and significant contribution for employees' innovative work behaviour in most of the selected SMEs in Gurage Zone administrative towns. All of the five predictors, namely, co – workers support, work place happiness, perceived organizational support, external work contacts, and transformational leadership have positive and significant effect on EIWB. Of these predictor variables, transformational leadership has the greatest effect on the employees' innovative work behaviour in most of the SMEs, whereas the least contribution was by external work contacts. This study found that the composite of SWC, WPH, POS, EWC and TLS accounted for 74.7% of the variance in employees' innovative work behaviour. That is, the explaining capacity of these five predictors that of the outcome variable, EIWB was 74.7%, but the remaining percentage 25.3% was explained by the variables which were not included in this study.

5.2. Conclusions

On the basis of the results and findings, the following conclusions are drawn.

From the results, it is possible to conclude that, most of the employees of SMEs in Gurage Zone towns have moderate implementation on co – workers support, work place happiness, perceived organizational support, external work contacts and transformational leadership. Regards to employees innovative work behaviour also, most of the employees have moderate innovative behaviour.

Regards to transformational leadership, according to the results, it can be easily claimed that innovative work behaviors and ultimately organizational innovation activities of SMEs are affected by the behaviors of the leader. Therefore, it can be concluded that transformational leadership induces the innovative work behaviour of employees and motivates them to generate novel ideas and put these ones into implementation. Moreover, transformational leaders are responsible for the enterprises' overall management in solving problems in various ways to achieve its goals. So, the leader's job in strategic management is multidimensional and oriented toward the organization's welfare as a whole.

Finally, the regression analysis result revealed significant and positive effect of co – workers support, work place happiness, perceived organizational support, external work contacts, and transformational leadership on employees' innovative behaviour, showing that they have vital contribution to the innovative behaviour of most employees in most of the SMEs in the selected towns of Gurage Zone, because the better the five determinant factors, the better the innovative behaviour of the employees will be. Therefore, from the overall analysis on these variables it can be inferred that transformational leadership is one of the decisive variable in making employees more innovative.

In general, it can be inferred that the innovative behaviour of the employees in most of the SMEs will be under question, unless these determinant factors are appropriately pledged in the enterprises.

5.3 Recommendations

Based on the analyzed data results and conclusions, the following recommendations to the private enterprises and concerned bodies:

On external work contact: The results of the regression analysis shown that the positive and significant effect of external work contacts on employees' innovative work behaviour, but the strength of ties should have negatively and significantly affect on innovative behaviour, because tie strength is negatively affected means that weak ties support the innovative behaviour of employees more so than strong ties. This is because weak ties increase a workplace social network member's access to new information, supporting their innovative

capabilities and fostering innovative behaviour. This suggests that the tie strength between workplace social network members is positively and significantly related to the innovative culture of the organization. Therefore, the SMEs in Gurage Zone better to give more attention on external work contacts.

On perceived organizational support: From the results of the analysis and from the conclusion it follows the question that how can organizations develop an organizational support culture that supports the development of the innovative behaviour of employees. The first step required is to communicate the organization's commitment to developing innovation behaviour within the organization. This can be achieved by developing a vision and mission that communicates to employees the organization's commitment to develop innovative practices. Furthermore, it is not enough to just align and communicate the vision; the organization better to develop a supportive structure and mechanisms to facilitate the innovative behaviour of employees. This includes providing adequate resources to employees that support innovation within the enterprise. Such resources include the provision of more time and flexibility within the workplace to pursue innovative ideas, as well as adequate technologies to be able to network effectively.

On transformational leadership: the study revealed transformational leadership was the most crucial determinant factors among the others in affecting the innovative work behaviour of employees. Therefore, it is recommended that managers/owners of SMEs in the selected as well as in the entire Gurage Zone better to acquaint themselves with transformational leadership style.

On employees' innovative work behaviour: This study demonstrates that the proposed model in this study identifies the organizational factors contributing to an employee's innovative behaviour. Therefore, it is suggested that an organization's culture is the support mechanism or the foundation. This foundation fosters an environment that facilitates positive experiences of trust designed to develop workplace social networks to transfer knowledge. Therefore, this increases an employee's resources to develop their innovative behaviour.

5.4. Suggestions for Further Study

Based on the scope and limitations of this study, the following suggestions are recommended for future studies:

- It is better if future research can use probabilistic sampling techniques including all private sector enterprises at zonal level to generate results based on better representative sample survey from the whole private enterprises, because as in all case studies, the justification and generalizability of the findings and the conclusions drawn is limited, although the study does provide evidence of the problems employees encountered in having innovative work behaviour.
- This research was done used only independent variables such as co – worker support, work place happiness, perceived organizational support, external work contacts, and transformational leadership and as a dependent variable employees' innovative work behaviour. The study suggests that further studies better to examine the effects of other determinants, for instance, factors related to the firm's such as cultural diversity, organizational commitment, reward, work satisfaction, and organizational citizenship behavior, because including such variables and others related variables(if any), may have significant effects on employees' innovative behaviour.

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Appendix A: English Version Questionnaire



Wolkite University

School of Post Graduate Studies College of Business and Economics

Department of Management

Questionnaire to be filled by SMEs employees

Dear respondent,

I am a graduate student in the department of management in business administration, Wolkite University. Currently, I am undertaking a research entitled “*Determinants of innovative work behavior of employees in SMEs the case of selected towns of Gurage Zone*”. You are one of the respondents selected to participate in this study. Please assist me in giving correct

and complete information to present a representative finding on the issue under consideration. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose.

Thank you in advance for your kind cooperation!!!

Bereka Fereja Shifa,

Tel.: +251910125740; E – mail:

General Direction:

- ✓ No need of writing your name
- ✓ For Likert scale type statements and multiple choice questions indicate your answers using the “✓” mark in the box [bracket].
- ✓ Use the blank space if you need to add idea/s that is not mentioned in the questionnaire

Section I: Demographic Characteristics of the Respondents

1. Sex

Male Female

2. Age Category

18 - 30 31 - 40 41 - 50 greater than 50

3. Education qualification:

Primary school [grade 1 – 8] Diploma holder

Secondary school [grade 9 – 12] Degree and above

Section Two: Items to measure the independent variables - determinants of employees’ innovative behaviour and the dependent variable - employee innovative work behaviour

In this section items of five determinant factors that can affect employees' innovative work behaviour in SMEs are listed below. After you read each of the factors/items, evaluate them in relation to your behaviour and the enterprises and then indicate the degree to which these factors are affecting employees' innovative work behaviour in your business enterprise by putting a tick mark (√) under the Likert scales, where, 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree and 1= strongly disagree.

2. Factors that can determine employees' innovative work behaviour

2.1. Work Place Happiness

No	Item	Values of Scales				
		5	4	3	2	1
1	I am not worried about the security of my job.					
2	I am satisfied with the cooperative work of employee(s) in my organization.					
3	I am always learning new things at work.					
4	I receive a clear and consistent guidance for my work.					
5	I find my work personally satisfying.					
6	I am satisfied with the reward system of my organization.					
7	The work environment in my organization is suitable to carry out my job.					

2.2. Co – worker Support

No	Item	Values of Scales				
		5	4	3	2	1
1	My co-workers are supportive of my goals and values.					
2	My co-workers encourage me when I am down.					
3	Help is available from my co-workers when I have a problem.					
4	My co-workers really care about my well being.					
5	My co-workers help if someone falls behind in his/her work.					
6	My co-workers care about my opinions.					
7	My co-workers are willing to offer assistance to help me to perform my job to the best of my ability.					
8	My coworkers are willing to share their expertise with each other.					

2.3. Perceived Organizational Support

No	Item	Values of Scales				
		5	4	3	2	1
1	My organization has set aside sufficient resources to support the					

	implementation of new ideas.						
2	This organization really cares about my wellbeing.						
3	My organization provides employees time for putting ideas and innovations into practice.						
4	My organization is open and responsive to change.						
5	Employee(s) ability to function creatively is respected by the leadership.						
6	My organization recognizes formally those who are innovative.						
7	Creativity is encouraged in my organization.						
8	In my organization, employees are allowed to try to solve the same problems in different ways.						
9	In my organization, there is a reward system to encourage employees' innovation.						

2.4. External Work Contacts

No	Item	Values of Scales				
		5	4	3	2	1
1	My organization encourages employees to learn new things regularly from other enterprises.					
2	I keep in touch with prospective customers of my firm.					
3	I visit conferences, trade fairs and/or expositions.					
4	I talk to people from other enterprises in our market.					
5	I keep in touch with people from universities/knowledge institutions.					
6	In my organization, there is a culture of sharing knowledge among peers' enterprises.					
7	Employees can access knowledge repositories frequently.					
8	Employees have knowledge on internal and external environment of the organization.					

2.5. Transformational Leadership

No	Construct	Item	Values of Scales
----	-----------	------	------------------

			5	4	3	2	1
		My leader/Manager/owner					
1	Delegating	Allows me to decide myself how I do my work					
		Gives me considerable independence and freedom.					
		Allows me to determine my own time planning					
2	Support for innovation	Shows sincere interest whenever I come up with an idea					
		Reacts enthusiastically to my creative thoughts					
		Supports me when I want to improve things					
3	Providing resources	Provides me with time to work out ideas					
		Provides me with the means necessary for innovation					
		Is willing to invest time and money in innovative efforts					
4	Recognizing	Praises my innovative efforts					
		Recognizes my contribution to innovation					
		Gives me credit for innovative ideas					
5	Consulting	Consults me about important changes					
		Lets me influence decisions about long term plans and directions					
		Asks me to suggest how to carry out assignment					

2.6. Employees' Innovative Work Behaviour

No	Construct	Item	Values of Scales				
			5	4	3	2	1
1	Idea generation	I try new ways of doing things at work.					
		I prefer work that requires original thinking.					
		When something does not function well at work, I try to find new solution.					
2	Idea exploration	I try to get new ideas from colleagues or business partners.					
		I am interested in how things are done elsewhere in order to use acquired ideas in my own work.					
		I search for new ideas of other people in order to try to implement the best ones.					
3	Idea implementation	I develop suitable plans and schedules for the implementation of new ideas.					
		I look for and secure finance needed for the implementation of new ideas.					
		I put effort into the development of new technologies, processes or procedures.					
4	Idea Championing	I encourage key organization employee(s) to be enthusiastic about innovative ideas.					
		Attempt to convince employee (s) to support innovative ideas.					

5	Idea communication	When I have a new idea, I try to persuade my colleagues of it.					
		When I have a new idea, I try to get support for it from management.					
		I try to show my colleagues positive sides of new ideas.					
		When I have a new idea, I try to involve employee(s) who is (are) able to collaborate on it.					

Appendix – B: Interview - I

Wolkite University

College of Business and Economics School of Graduate Studies

Department of Management

Interview guide for heads and employees of Trade and Industry Development office from the three towns

Dear respected respondents,

This interview guide is prepared to gather information about “*Determinants of innovative work behavior of employees in SMEs the case of selected towns of Gurage Zone*”. The study will be carried out for the partial fulfillment of Masters of Business Administration and it is for academic purpose only. Your genuine responses will have great value for the success of the study. Therefore, I kindly request you to respond each question honestly and kindly.

Thank you in advance for your cooperation!!!

With regards,

Bereka Fereja Shifa

Part One: Personal Information

Sex _____

Interview date _____

Office/ institution/ name _____

Position _____

Town _____

Part Two: Interview

The following are interview guide questions expected to be replied by heads and employees of Trade and Industry Development office at administrative town levels

1. What are the determinants factors of SMEs employees innovative work behaviour in your town? Would you state some and explain how they impacted?
2. How do you describe the innovative work behaviour of the employees of different SMEs' in your town?
3. Did your office provide training on business and technology for SMEs owners/managers as well as for employees? If your answer is yes, how often and would you describe entrepreneurship training provided to SMEs operators? If not what is (are) the reason(s)?
4. Is there any program about experience sharing of SMEs in your town? If so, how often does your office conduct such program? How do you describe its effectiveness? If not what is (are) the reason(s)?
5. How do you assess the current innovative work behaviour of employees in all of the SMEs in your town?
6. How do you see the success of SMEs in your town?
7. What should be done for SMEs to continue successfully in their respective business operation?

Thank You!!!

Interview - II

Wolkite University

College of Business and Economics School of Graduate Studies

Department of Management

Interview guide for owners/managers of SMEs in the selected towns

Dear respected respondents,

This interview guide is prepared to gather information about “*Determinants of innovative work behavior of employees in SMEs the case of selected towns of Gurage Zone*”. The study will be carried out for the partial fulfillment of Masters of Business Administration and it is for academic purpose only. Your genuine responses will have great value for the success of the study. Therefore, I kindly request you to respond each question honestly and kindly.

Thank you in advance for your cooperation!!!

With regards,

Bereka Fereja Shifa

Part One: Personal Information

Sex_____

Interview date_____

Type of enterprise_____

Town_____

Part Two: Interview

The following are interview guide questions expected to be replied by owners/managers of SMEs in the selected towns

1. How do you describe the work place happiness of employees in your enterprise? Do you believe that such things can affect the innovative work behaviour employees? Would you elaborate in terms of satisfaction on security, cooperativeness, system, etc.?
2. What about the co – workers support in your enterprise? Especially supportiveness of the employees each other in every corner? Would you explain?
3. How do you see your enterprise support for employees to make them innovative in their work activities? Do you believe that support from your organization can affect employees' innovative work behaviour? If so in what respect in terms of resource? Time? Responsiveness, etc.?
4. Do you have external contact with other enterprises, customers, and organizations those who have direct or indirect relationship with your enterprise's day to day activities? If so, to what extent? What about access to knowledge, training, conferences, workshop, etc.?
5. As a manager/owner, how do you express your activities in terms of delegating, support for innovation, providing resources, recognizing and consulting your employees? Would you elaborate?
6. In general, what are the main factors that hindered you and your employees not to become more innovative in your work? Would you reason out in detail?
7. How do you describe the innovative work behaviour of your employees? What about in terms of idea generation, idea exploration, idea implementation, idea championing and idea communication? Overall, do you consider yourself and your employees as innovative person?

Thank You!!!

Appendix C: Amharic Version Questionnaire

አባሪ ሀ: የአማርኛ ሥራት መጠይቅ



ወልቂጤ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ቤት የንግድ እና ኢኮኖሚክስ ኮሌጅ

አስተዳደር መምሪያ

መጠይቅ በ SMEs ሰራተኞች መሞላት አለበት።

ውድ ምላሽ ሰጪ፣

በወልቂጤ ዩኒቨርሲቲ በቢዝነስ አስተዳደር አስተዳደር ክፍል የተመረቅኩ ተማሪ ነኝ። በአሁኑ ወቅት “ በጉራጌ ዞን የተመረጡ ከተሞች በጥቃቅንና አነስተኛ የሰራተኞች የፈጠራ ስራ ባህሪ ውሳኔዎች ” በሚል ርዕስ ጥናት እያካሄድኩ ነው ። በዚህ ጥናት ላይ ለመሳተፍ ከተመረጡት ምላሽ ሰጪዎች አንዱ ነዎት። እባኩን ትክክለኛ እና የተሟላ መረጃ በመስጠት በጉዳዩ ላይ ተወካይ ግኝቶችን ለማቅረብ እርዳኝ። የእርስዎ ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ነው እና መጠይቁ ሙሉ በሙሉ የማይታወቅ ነው። በመጨረሻም ያካፍሉኝ መረጃ በሚስጥር ተጠብቆ ለአካዳሚክ ዓላማ ብቻ እንደሚውል አረጋግጣለሁ።

ስለ መልካም ትብብርዎ በቅድሚያ እናመሰግናለን!!!

በረካ ፈረጃ ሺፋ ,

ስልክ: +251910125740; ኢ-ሜል:-

አጠቃላይ አቅጣጫ :

- ✓ ስምህን መጻፍ አያስፈልግም
- ✓ ለLikert ሚዛን አይነት መግለጫዎች እና ባለብዙ ምርጫ ጥያቄዎች የእርስዎን ያመለክታሉ መልሶች $\sqrt{\text{በሣጥኑ [ቅንፍ] ውስጥ ያለውን " " ምልክት በመጠቀም::$
- ✓ በመጠይቁ ውስጥ ያልተጠቀሱ ሃሳቦችን ማክል ከፈለጉ ባደውን ቦታ ይጠቀሙ

ክፍል I : የተጠሪዎቹ የስነሕዝብ ባህሪያት

3. ያታ

ወንድ ሴት

2. የዕድሜ ምድብ

18 — 30 31 - 40 41 - 50

ሀምሳ ና ከ ሃመሳ በላይ 50

3. ኢዱ ካ ቲ ኦን ቁ qu a li f i c a tion

የመጀመሪያ ደረጃ ትምህርት ቤት [1-8 ክፍል] ዲፕሎ ሜትር መያዣ

ሁለተኛ ደረጃ ትምህርት ቤት [9-12] ዲግሪ እና በላይ

ክፍል ሁለት : ገለልተኛ ተለዋዋጮችን ለመለካት እቃዎች - የሰራተኞችን የፈጠራ ባህሪ እና ጥገኛ ተለዋዋጭ - የሰራተኛ የፈጠራ ስራ ባህሪን የሚወስኑ

በዚህ ክፍል ውስጥ የሰራተኞችን የፈጠራ ስራ ባህሪ በአነስተኛና አነስተኛ ትምህርት ቤቶች ላይ ተጽእኖ ሊያሳድሩ የሚችሉ አምስት ወሳኝ ምክንያቶች ከዚህ በታች ተዘርዘረዋል። እያንዳንዱን ምክንያቶች/ንጥሎች ካነበቡ በኋላ ከባህሪዎ እና ከኢንተርፕራይዘቱ ጋር በተዛመደ ይገምግሙ እና ከዚያም እነዚህ ምክንያቶች በንግድ ድርጅትዎ ውስጥ የሰራተኞችን የፈጠራ ስራ ባህሪ የሚለኩበትን ደረጃ ያመልክቱ (√) በ Likert ሚዛኖች፣ የት፣ 5 = በጽኑ እስማማለሁ፣ 4 = እስማማለሁ፣ 3 = ገለልተኛ፣ 2 = አልስማማም እና 1= በጣም አልስማማም።

4. የሰራተኞችን የፈጠራ ስራ ባህሪ ሊወስኑ የሚችሉ ምክንያቶች

2.1. የስራ ቦታ ደስታ

አይ	ንጥል	ሚዛኖች እሴቶች				
		5	4	3	2	1
1	ስለ ሥራዬ ደህንነት አልጨነቀም።					
2	በድርጅቱ ውስጥ በሰራተኞች(ዎች) የተብብር ስራ ረክቻለሁ።					
3	ሁልጊዜ በሥራ ቦታ አዳዲስ ነገሮችን እየተማርኩ ነው።					
4	ለሥራዬ ግልጽ እና ተከታታይ መመሪያ አግኝቻለሁ።					
5	ሥራዬን በግሌ የሚያረካ ሆኖ አግኝቼዋለሁ።					
6	በድርጅቱ የሽልማት ሥርዓት ረክቻለሁ።					
7	በድርጅቱ ውስጥ ያለው የሥራ ሁኔታ ሥራዬን ለማከናወን ተስማሚ ነው።					

2.2. ተባባሪ - የሰራተኛ ድጋፍ

አይ	ንጥል	ሚዛኖች እሴቶች				
		5	4	3	2	1
1	የስራ ባልደረቦቹ ግቦቹን እና እሴቶቹን ይደግፋሉ።					
2	የሥራ ባልደረባዎቹ ዝቅተኛ በሆነ ጊዜ ያበረታቱኛል።					
3	ትግር ሲያጋጥመኝ እርዳታ ከስራ ባልደረቦቹ ይገኛል።					
4	የስራ ባልደረቦቹ ስለ ጤንነቴ በጣም ያስባሉ።					
5	አንድ ሰው በስራው ወደ ኋላ ቢቀር የስራ ባልደረቦቹ ይረዳሉ።					
6	የሥራ ባልደረቦቹ የእኔን አስተያየት ይንከባከባሉ።					
7	የስራ ባልደረቦቹ በተቻለኝ መጠን ስራዬን አንድፈጽሞ የሚረዱኝን እርዳታ ለመስጠት ፈቃደኞች ናቸው።					
8	የስራ ባልደረቦቹ እውቀታቸውን ለሌላው ለመካፈል ፈቃደኞች ናቸው።					

a. የተገንዘብ ድርጅታዊ ድጋፍ

አይ	ንጥል	ሚዛኖች እሴቶች				
		5	4	3	2	1
1	ድርጅቱ ለአዳዲስ ሀሳቦች ትግበራ ድጋፍ የሚሆን በቂ ሀብት መድባል።					
2	ይህ ድርጅት የኔን ደህንነት በጣም ያስባል።					
3	የእኔ ድርጅት ሰራተኞች ሀሳቦችን እና ፈጠራዎችን በተግባር ላይ ለማዋል ጊዜ ይሰጣል።					

4	የእኔ ድርጅት ለለውጥ ክፍት እና ምላሽ ሰጪ ነው።					
5	ተቀጣሪ(ዎች) በፈጠራ የመሥራት ችሎታ በአመራሩ የተከበረ ነው።					
6	ድርጅቱ አዲስ የፈጠራ የሆኑትን በይፋ ያውቃል።					
7	በእኔ ድርጅት ውስጥ ፈጠራ ይበረታታል።					
8	በእኔ ድርጅት ውስጥ ሰራተኞች ተመሳሳይ ችግሮችን በተለያዩ መንገዶች ለመፍታት እንዲሞክሩ ይፈቀዳቸዋል.					
9	ፈጠራ ለማበረታታት የሽልማት ስርዓት አለ ።					

2.4. የውጭ ሥራ እውቂያዎች

አይ	ንጥል	ሚዛኖች እሴቶች				
		5	4	3	2	1
1	የእኔ ድርጅት ሰራተኞች ከሌሎች ኢንተርፕራይዞች በየጊዜው አዳዲስ ነገሮችን እንዲማሩ ያበረታታል።					
2	ከከባንያዬ የወደፊት ደንበኞች ጋር እገናኛለሁ።					
3	ኮንፈረንሶችን፣ የንግድ ትርኢቶችን እና/ወይም ትርኢቶችን እጎበኛለሁ።					
4	በገበያችን ውስጥ ከሌሎች ኢንተርፕራይዞች የመጡ ሰዎችን አነጋግራለሁ።					
5	ከዩኒቨርሲቲዎች/የእውቀት ተቋማት ሰዎች ጋር እገናኛለሁ።					
6	በእኔ ድርጅት ውስጥ በእኩዮች ኢንተርፕራይዞች መካከል እውቀትን የመለዋወጥ ባህል አለ።					
7	ሰራተኞች በተደጋጋሚ የእውቀት ማከማቻዎችን ማግኘት ይችላሉ።					
8	ሰራተኞች በድርጅቱ ውስጣዊ እና ውጫዊ አካባቢ ላይ እውቀት አላቸው.					

2.5. የለውጥ አመራር

አይ	ይገንቡ	ንጥል	ሚዛኖች እሴቶች				
			5	4	3	2	1
		የእኔ መሪ / አስተዳዳሪ / ባለቤት					
1	ውክልና መስጠት	ሰራዬን እንዴት እንደምሰራ እራሴን እንድወስን ይፈቅድልኛል።					
		ትልቅ ነፃነት እና ነፃነት ይሰጠኛል።					
		የራሴን የጊዜ እቅድ እንድወስን ይፈቅድልኛል።					

2	ለፈጠራ ድጋፍ	አንድ ሀሳብ ባወጣሁ ቁጥር ልባዊ ፍላጎት ያሳያል					
		ለፈጠራ ሀሳቦቹ በጋለ ስሜት ምላሽ ይሰጣል					
		ነገሮችን ማሻሻል ስፈልግ ይደግፈኛል።					
3	መገልገያዎችን መስጠት	ሀሳቦችን ለመስራት ጊዜ ይሰጠኛል።					
		ለፈጠራ አስፈላጊ የሆኑትን ዘዴዎች ይሰጠኛል					
		ለፈጠራ ጥረቶች ጊዜን እና ገንዘብን ለማፍሰስ ፈቃደኛ ነው።					
4	እውቅና መስጠት	የእኔን የፈጠራ ጥረቶችን አወድሰዋለሁ					
		ለፈጠራ ያደረሁትን አስተዋፅዖ ያውቃል					
		ለፈጠራ ሀሳቦች ምስጋና ይሰጠኛል።					
5	ማማከር	ስለ አስፈላጊ ለውጦች ያማክራል።					
		የረጅም ጊዜ ዕቅዶችን እና አቅጣጫዎችን በሚወስኑ ውሳኔዎች ላይ ተጽዕኖ እንዳደርግ ፍቀድልኝ					
		ስራን እንዴት ማከናወን እንዳለብኝ እንድጠቁም ጠየቀኝ።					

2.6. የሰራተኞች ፈጠራ ስራ ባህሪ

አይ	ይገንቡ	ንጥል	ሚዛኖች እሴቶች				
			5	4	3	2	1
1	የሃሳብ ማመንጨት	በሥራ ቦታ አዳዲስ መንገዶችን እሞክራለሁ።					
		አሪጅናል አስተሳሰብን የሚፈልግ ሥራ እመርጣለሁ።					
		አንድ ነገር በስራ ላይ በደንብ ካልሰራ, አዲስ መፍትሄ ለማግኘት እሞክራለሁ.					
2	የሃሳብ ፍለጋ	ከስራ ባልደረቦቼ ወይም ከንግድ አጋሮች አዳዲስ ሀሳቦችን ለማግኘት እሞክራለሁ።					
		በራሴ ስራ ውስጥ የተገኙ ሀሳቦችን ለመጠቀም በሌላ ቦታ ነገሮች እንዴት እንደሚደረጉ ለማወቅ ፍላጎት አለኝ።					
		ምርጡን ለመተግበር ለመሞከር የሌሎችን አዳዲስ ሀሳቦችን እፈልጋለሁ።					
3	የሃሳብ ትግበራ	ለአዳዲስ ሀሳቦች ትግበራ ተስማሚ እቅዶችን እና መርሃ ግብሮችን አዘጋጅቻለሁ።					
		ለአዳዲስ ሀሳቦች ትግበራ የሚያስፈልጉትን ፋይናንስ እፈልጋለሁ እና አረጋግጣለሁ።					
		ቴክኖሎጂዎችን፣ ሂደቶችን ወይም ሂደቶችን ለማዳበር ጥረት አደርጋለሁ ሂደቶች.					

4	የሃሳብ ሻምፒዮንነት	ቁልፍ ድርጅት ሰራተኛ(ዎች) ስለ ፈጠራ ሀሳቦች ጉጉ እንዲሆኑ አበረታታለሁ።					
		ሰራተኛ (ሰራተኞች) የፈጠራ ሀሳቦችን እንዲደግፉ ለማሳመን ይሞክሩ።					
5	የሃሳብ ግንኙነት	አዲስ ሀሳብ ሲኖረኝ የስራ ባልደረቦቼን ለማሳመን እሞክራለሁ።					
		አዲስ ሀሳብ ሲኖረኝ ከአስተዳደር ድጋፍ ለማግኘት እሞክራለሁ።					
		ለሥራ ባልደረቦቼ የአዳዲስ ሀሳቦችን አዎንታዊ ጎኖች ለማሳየት እሞክራለሁ።					
		አዲስ ሀሳብ ሲኖረኝ፣ በእሱ ላይ መተባበር የሚችሉትን (ሰራተኞቻቸውን) ለማሳተፍ እሞክራለሁ።					

Appendix D: Amharic Version Interview

አባሪ - ስ: ቃለ መጠይቅ - I

ወልቂጤ ዩኒቨርሲቲ

የንግድ እና ኢኮኖሚክስ ኮሌጅ የድህረ ምረቃ ትምህርት ቤት

አስተዳደር መምሪያ

ኃላፊዎች እና ሰራተኞች የቃለ መጠይቅ መመሪያ እና ከሶስቱ ከተሞች የኢንዱስትሪ ልማት ጽ/ቤት

ውድ የተከበራችሁ መላሾች

በጉራጌ ዞን የተመረጡ ከተሞችን በተመለከተ በጥቃቅንና አነስተኛ ተቋማት ውስጥ ያሉ ሰራተኞችን የፈጠራ ስራ ባህሪ ውሳኔዎች በተመለከተ መረጃ ለመሰብሰብ ነው ። ጥናቱ የሚካሄደው የማስተርስ ኦፍ ቢዝነስ አድሚኒስትሬሽን በክፍል ለማሟላት ሲሆን ለአካዳሚክ ዓላማ ብቻ ነው። የእርስዎ እውነተኛ ምላሾች ለጥናቱ ስኬት ትልቅ ጠቀሜታ ይኖራቸዋል። ስለዚህ ለእያንዳንዱ ጥያቄ በቅንነት እና በደግነት እንድትመልሱ በትህትና እጠይቃለሁ።

ስለ ትብብርዎ በቅድሚያ እናመሰግናለን!!!

ከሰላምታ ጋር,

በረካ ፈረጃ ሺፋ

ክፍል አንድ: የግል መረጃ

የታ _____

የቃለ መጠይቅ ቀን _____

ቢሮ/ ተቋም/ ስም _____

ቦታ _____

ከተማ _____

ክፍል ሁለት: ቃለ ምልልስ

በንግድ ኃላፊዎች እና ሰራተኞች ምላሽ እንዲሰጡ የሚጠበቁ የቃለ መጠይቅ መመሪያ ጥያቄዎች የሚከተሉት ናቸው። የኢንዱስትሪ ልማት ጽ/ቤት በአስተዳደር ከተማ ደረጃ

1. በከተማዎ ውስጥ የአነስተኛ እና አነስተኛ ሰራተኞች የስራ ባህሪን የሚወስኑት ነገሮች ምንድን ናቸው? አንዳንዶቹን ይግለጹ እና እንዴት ተጽዕኖ እንዳሳደረባቸው ያብራሩልን?
2. በከተማዎ ውስጥ ያሉ የተለያዩ የአነስተኛ እና አነስተኛ ድርጅቶች ሰራተኞችን የፈጠራ ስራ ባህሪ እንዴት ይገልጹታል?

3. ቢሮዎ ለ SME ባለቤቶች/አስተዳዳሪዎች እንዲሁም ለሰራተኞች በንግድ እና ቴክኖሎጂ ላይ ስልጠና ሰጥቷል? መልስዎ አዎ ከሆነ፣ ለ SME ኦፕሬተሮች የሚሰጠውን የኢንተርፕረኒሽን ስልጠና በየስንት ጊዜ እና ይገልጹታል? ካልሆነ ምክንያቱ(ዎቹ) ምንድን ናቸው?
4. በእርስዎ ከተማ ውስጥ ስለ SMEs ልምድ ልውውጥ ፕሮግራም አለ? ከሆነ፣ ቢሮዎ በየስንት ጊዜው እንዲህ አይነት ፕሮግራም ያካሂዳል? ውጤታማነቱን እንዴት ይገልጹታል? ካልሆነ ምክንያቱ(ዎቹ) ምንድን ናቸው?
5. በከተማዎ ውስጥ ባሉ ሁሉም SMEs ውስጥ ያሉትን የሰራተኞች አዲስ የስራ ባህሪ እንዴት ይገመግማሉ?
6. በከተማዎ ውስጥ የአነስተኛ እና አነስተኛ ኢንተርፕረይዞችን ስኬት እንዴት ያዩታል?
7. SMEs በየራሳቸው የንግድ ሥራ በተሳካ ሁኔታ እንዲቀጥሉ ምን መደረግ አለበት?

አመሰግናለሁ!!!

ቃለ መጠይቅ - II

ወልቂጤ ዩኒቨርሲቲ

የንግድ እና ኢኮኖሚክስ ኮሌጅ የድህረ ምረቃ ትምህርት ቤት

አስተዳደር መምሪያ

በተመረጡት ከተሞች ውስጥ ላሉ የአነስተኛ እና አነስተኛ ንግድ ድርጅቶች ባለቤቶች/አስተዳዳሪዎች የቃለ መጠይቅ መመሪያ

ውድ የተከበራችሁ መላሾች

በጉራጌ ዞን የተመረጡ ከተሞችን በተመለከተ በጥቃቅንና አነስተኛ ተቋማት ውስጥ ያሉ ሰራተኞችን የፈጠራ ስራ ባህሪ ውሳኔዎች በተመለከተ መረጃ ለመሰብሰብ ነው ። ጥናቱ የሚካሄደው የማስተርስ ኦፍ ቢዝነስ አድሚኒስትሬሽን በከፊል ለማሟላት ሲሆን ለአካዳሚክ ዓላማ ብቻ ነው። የእርስዎ እውነተኛ ምላሾች ለጥናቱ ስኬት ትልቅ ጠቀሜታ ይኖራቸዋል። ስለዚህ ለእያንዳንዱ ጥያቄ በቅንነት እና በደግነት እንድትመልሱ በትህትና እጠይቃለሁ።

ስለ ትብብርዎ በቅድሚያ እናመሰግናለን!!!

ከሰላምታ ጋር,

በረካ ፈረጃ ሺፋ

ክፍል አንድ: የግል መረጃ

የታ _____

የቃለ መጠይቅ ቀን _____

የድርጅት አይነት _____

ከተማ _____

ክፍል ሁለት: ቃለ ምልልስ

የሚከተሉት በተመረጡት ከተሞች ውስጥ ባሉ የአገልግሎት ንግድ ድርጅቶች ባለቤቶች/አስተዳዳሪዎች ምላሽ እንዲሰጡ የሚጠበቁ የቃለ መጠይቅ መመሪያ ጥያቄዎች ናቸው።

8. በድርጅትዎ ውስጥ የሰራተኞችን የስራ ቦታ ደስታ እንዴት ይገልጻሉ? እንደዚህ ያሉ ነገሮች የፈጠራ ስራ ባህሪ ሰራተኞች ላይ ተጽእኖ ሊያሳድሩ ይችላሉ ብለው ያምናሉ? በደህንነት፣ በትብብር፣ በስርአት ወዘተ ላይ ካለው እርካታ አንጻር ቢያብራሩልን?
9. በድርጅትዎ ውስጥ ስላለው የሥራ ባልደረቦች ድጋፍ? በተለይ በየማዕዘኑ የሰራተኞች መደጋገፍ? ቢያብራሩልን?
10. ሰራተኞቻቸውን በስራ ተግባራቸው ፈጠራ እንዲያደርጉ የድርጅትዎ ድጋፍ እንዴት ያዩታል? የድርጅትዎ ድጋፍ የሰራተኞችን የፈጠራ ስራ ባህሪ ሊጎዳ ይችላል ብለው ያምናሉ? ከሆነስ ከሀብት አንጻር በምን ረገድ? ጊዜ? ምላሽ ሰጪነት, ወዘተ.?
11. ከሌሎች ኢንተርፕራይዞች፣ ደንበኞች እና ድርጅቶች ጋር በቀጥታም ሆነ በተዘዋዋሪ ከኢንተርፕራይዞዎ የዕለት ተዕለት እንቅስቃሴ ጋር ግንኙነት ካላቸው ጋር የውጭ ግንኙነት አለህ? ከሆነስ እስከ ምን ድረስ? ስለ እውቀት፣ ስልጠና፣ ኮንፈረንስ፣ ወርክሾፕ ወዘተ ስለማግኘትስ?
12. እንደ ሥራ አስኪያጅ/ባለቤት፣ ውክልና በመስጠት፣ ለፈጠራ ድጋፍ፣ ግብአት በማቅረብ፣ ለሰራተኞቻችሁ እውቅና በመስጠት እና በማማከር እንቅስቃሴዎን እንዴት ይገልጻሉ? ቢያብራሩልን?
13. በአጠቃላይ እርስዎ እና ሰራተኞችዎ በስራዎ ውስጥ የበለጠ ፈጠራ እንዳትሆኑ እንቅፋት የሆኑባቸው ዋና ዋና ምክንያቶች ምንድን ናቸው? በዝርዝር ቢያብራሩልን?
14. የሰራተኞቻችሁን የፈጠራ ስራ ባህሪ እንዴት ይገልጹታል? በሃሳብ ማመንጨት፣ የሃሳብ ዳሰሳ፣ የሃሳብ አተገባበር፣ የሃሳብ ሽምፒዮንነት እና የሃሳብ ልውውጥ? በአጠቃላይ፣ እራስዎን እና ሰራተኞችዎን እንደ ፈጠራ ሰው አድርገው ይቆጥራሉ?

አመሰግናለሁ!!!

