Innovative Work Behaviors: Role of Employee Engagement & Organizational Citizenship Behaviors

Okechukwu Ethelbert Amah

Innovative work behavior (IWB) is crucial in constantly changing business environments. Hence, the study utilized the broaden-and-build theory and explored the relationships among employee engagement (EE), two dimensions of organizational citizenship behavior (OCB), and IWB, a gap identified in past studies. The study utilized 450 participants drawn from 3 sectors of the Nigerian economy. Results show that EE is positively related to the two dimensions of OCB, and IWB. The two dimensions of OCB partially mediated the relationship between EE and IWB. The study established EE as a critical variable in enhancing OCB and achieving high IWB in employees, and also recommended that organizations will benefit from investments made to build the level of employee engagement.

Okechukwu Ethelbert Amah is from Lagos Business School, Pan Atlantic University Lagos Nigeria. E-mail: oamah@lbs.edu.ng

Innovative Work Behavior

In a constantly changing business environment, employees who are innovative respond to situations rapidly (Afsar et al., 2018). Hence, the necessity to explore what will encourage employees to exhibit innovative work behaviors during and outside crisis periods for the benefit of organizations (Akturan & Çekmecelioðlu, 2016; Caniels & Rietzschel, 2015; Barnhill & Smith, 2018; Gerke et al., 2017). Innovative work behavior includes activities that move ideas from generation to realization (Nair & Gopal, 2011). Past studies have determined the antecedents of IWB (Aryee et al., 2012; Cai et al., 2019; Herrman & Felfe, 2013; Jensen, 2000; Kharakiah et al., 2019; Ren & Zhang, 2015; Yildiz et al., 2017). Recently, Lee et al. (2019) identified that under certain conditions, dissatisfied employee can be creative. Despite the number of past studies, there is still a gap in fully understanding the antecedents of IWB (Aryee et al., 2012; Yildiz et al., 2017).

Individual characteristics and activities will form a major determinant of the antecedents of IWB.

Innovative work behaviors are products of individual capacity and intentional behaviors (West & Farr, 1989). Hence, individual characteristics and activities will form a major determinant of the antecedents of IWB. For example, Scott and Bruce (1994) established that IWB is at the intersection of the individual, leader, work group and organizational context. The current study viewed employee engagement and organizational citizenship behavior (OCB) as individual characteristics which are intentional and should be antecedents of IWB. Researchers, consultants and popular press have stated that engaged employees go the extra mile, enact extra-role (organizational citizenship behavior) and proactive activities, and adopt creative methods of working (Abraham, 2012; Fay & Sonnentag, 2011). These comments point to the possibility of potential relationships among employee engagement, OCB, and IWB (Kim & Park, 2017; van Zyl et al., 2019). Past studies have explored different sections of these relationships.

Past Studies

Studies that explored the relationship between OCB and innovative behaviors have produced inconsistent results. For example, Suwant et al. (2018) failed to establish a relationship between one-dimensional OCB and innovative behavior, while Naqshbandi et al. (2016) found that one-dimensional OCB predicted innovative work behavior. Podsakoff and MacKenzie (1997) did extensive review of the effect of OCB on organizational performance, and concluded that more research is needed to establish how OCB relates to innovation and other variables. The relationship between employee engagement and organizational citizenship behaviors has also been identified by past studies (Babcock-Robinson & Strickland, 2010; Rich et al., 2010; Pillai et al., 1999; Organ & Ryne, 1995; Saks, 2006; Shantz et al., 2013). These studies utilized one-dimensional OCB. Aryee et al. (2012) found that EE related to IWB and that the relationship was moderated by leader-member exchange. The study recommended that future studies should include OCB as possible linkage between EE and IWB to test the postulations of Podsakoff, Whiting, Podsakoff and Blume (2009) and Walumbwa, Cropanzano and Hartnell (2009). There is therefore shortage of empirical research which establish the relationships among employee engagement, innovative work behavior and one-dimensional OCB (Shin & Zhou, 2003; Ryan & Deci, 2000; McEwen, 2011). Furthermore, the author did not find any study that explored how employee engagement and multidimensional OCB directed to individual (OCBI), and to organization (OCBO) relate to IWB in the same model.

The Present Study

Hence, there are three research gaps filled by this study. The first determined the relationships among EE, two dimensions of OCB, and IWB. The second

explored the differential effects EE may have on OCBI and OCBO (Harper, 2015). The third determined if OCBI and OCBO are differentially related to IWB. Filling these gaps will give more accurate picture of the contributions of engaged employees to individual and organizational productivity, and also provide better information on how to evaluate and reward engaged employees (Podsakoff et al., 2009).

The current research makes some contributions to literature in employee engagement, OCB and innovative work behavior. Firstly, this is the only study known to the author that established the relationships among EE, OCBI, OCBO, and IWB. Past attempts to establish the relationship between one-dimensional OCB and IWB gave inconsistent results, and the anticipated positive relationship between EE and IWB required further explanation. The current study formalized these relationships using two dimensions of OCB. Secondly, it established EE as a critical variable in enhancing employees' citizenship behaviors and innovative behaviors. Thirdly, it established OCBI and OCBO as partial mediators of the relationship between EE and IWB. Past studies have explored the mediating role of one-dimensional OCB in the relationship between other variables and IWB (Suwanti et al., 2018), but the author is not aware of any study that has explored the mediating role of multi-dimensional OCB on the relationship between EE and IWB. Fourthly, it showed that EE has similar relationships with OCBI and OCBO, while the relationships OCBI and OCBO have with IWB differ statistically. This addressed the recommendations of Harper (2015) and Podsakoff et al. (2009).

The Broaden-and-Build Theory

Prior to the development of this theory, it is believed that all emotions elicit predetermined action tendencies (Jager & Russeler, 2016). For example, fear is linked to flight. However, with time the hypothesis of predetermined action tendencies failed when applied to positive emotions. Hence, the broaden-and-build theory was postulated to explain reactions in positive emotion (Fedrickson & Branigan, 2005). The theory postulates that positive emotions broaden attention and thought action process. This promotes the discovery of novel and creative ideas and social bonds, and builds resources which can be used in future actions. The theory rests on the premise that individuals with positive emotions are open to more attention; they see more possibilities and more ways of doing things, and are more creative. This is because creativity is premised on the ability to see and concentrate on diverse possible ways of doing things. The broaden action enables people to see other possible actions such as engaging in social conversation and building social bonds (Fredrickson & Branigan, 2015). Generally, those who are experiencing positive emotions actively engage with their environments and participate fully in activities in their environment (Fredrickson & Branigan, 2005). Those with positive emotions discard automatic responses and instead seek for creative, flexible, and unpredictable new ways of

thinking and acting (Fredrickson, 2004). The broaden action leads to the acquisition of physical, intellectual, psychological and social resources. The broaden-and-build theory has been tested successfully in laboratory experiments (Fredrickson & Branigan, 2005; Lin et al., 2014), and in field studies (Isen & Daubman, 1984; Isen et al., 1985). Employee engagement is associated with positive emotion since positive emotion drives EE (Hazelton, 2014). Hence, broaden-and-build theory can explain the relationships among EE, OCB, and IWB.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behaviors are discretionary behaviors which exceed stipulated job requirements. OCB is also referred to as extra-role behavior to separate it from in-role behaviors which are normally part of the job description. OCB is important to organizations because it enhances coworker and organizational productivity; it frees resources which can be used in other production areas, and it improves an organization's ability to adapt to changes (Podsakoff et al., 2009). Hence, organizations which rely on only in-role performance cannot compete in a constantly changing business environment and can be described as a fragile social system (Katz, 1964). Since the introduction of OCB in organizational behavior research, it has been conceptualized in many ways by past researchers (Bolino et al., 2004; Boorman & Motowidlo, 1993; Organ, 1997; Organ & Paine, 1999; Podsakoff et al., 2000). Williams and Anderson (1991) crystallized all the dimensions of OCB into two dimensions representing OCB directed to the organization (OCBO), and OCB directed to individuals (OCBI). Even at this, the nature of OCB has remained controversial with authors advocating for different dimensions. For example, Williams and Anderson (1991) and Moorman and Blakely (1995) advocated for two factor structures, while DiPaola and Tschannen-Moran (2001) established a unique factor. Another unresolved issue is whether OCBI and OCBO have similar or different relationships with antecedents and outcomes (LePine et al., 2002; Harper, 2015; Podsakoff et al., 2009). The authors recommended that future studies should establish if OCBI and OCBO have similar or differential relationships with antecedents and outcomes.

Job attitudes have been found to be antecedents of OCB.

Job attitudes have been found to be antecedents of OCB (Bateman & Organ, 1983; Podsakoff et al., 2000), while its outcomes include organizational reward and turnover intention (Chen et al., 1998; Rioux & Penner, 2001).

Employee Engagement (EE)

Engaged employees are physically, mentally and emotionally involved in assigned roles. They always seek and perform their jobs in a manner that adds significant value to the overall goal of their organizations (Saks, 2006). They exhibit high energy levels, are proactive, and go

the extra mile to engage in activities that would give their organization competitive advantage (Kuntz & Roberts, 2014). Engaged employees are highly innovative and seek opportunities to be creative and improve organization functioning. Employee engagement is associated with employee retention, job satisfaction, improved profitability and maximization of shareholders' return (Ababneh, 2015; Amah, 2016; Kuntz & Roberts, 2014; Kim et al., 2013; Macey et al., 2009; Rich et al., 2010; Thoren, 2017). Employee engagement is also related to organizational relational context, active support from leaders (Tapia & Turner, 2018), and crosses over from one individual to the other in teams (Bakker et al., 2006).

Research on EE has progressed through many stages. The initial stage was dominated by consulting firms and popular press (Gallup, 2007; Harter et al., 2002; Perrin, 2003; Right Management, 2009). Emphasis was on the outcomes of EE so as to justify the importance attached to it, and the need for organizations to enhance employee engagement. The second stage involved construct definition and establishing the factor structure of the construct (Saks, 2006; Schaufeli et al., 2006). The third phase involved the determination of the antecedents and outcomes of EE since the construct had been accurately defined (Chhetri, 2017; Raveesh, Mona & Suryakant, 2010; Rick et al., 2010; Schaufeli et al., 2006; Xanthopoulou et al., 2009).

Popular press, researchers, and consultants have speculated that engaged employees are innovative and go the extra mile (OCB) in helping organizations enhance productivity in a constantly changing environment (Abraham, 2012). However, there is a shortage of empirical research to corroborate these speculations (Shin & Zhou, 2003; Ryan & Deci, 2000; McEwen, 2011). Although past studies have established relationship between EE and one-dimensional OCB (Rich et al., 2010; Chhetri, 2017), an area that has not been sufficiently addressed is the relationship among employee engagement, OCBI, OCBO and innovative work behavior.

Based on the broaden-and-build theory, people with positive emotions have flexible thinking (Isen & Daubman, 1984), and creativity (Han et al., 2019). Since employee engagement is associated with positive emotions (Dale Cornegie, 2017; Hazelton, 2014; Perrin, 2003), EE will predict IWB. Hence, the following hypothesis is stated:

H1: Employee engagement is positively related to IWB

According to the broaden-and-build theory, individuals with positive emotion are actively engaged in their environment; they participate in activities, engage in social conversation, and build social bonds (Fredrickson & Branigan, 2005). Rhee (2016) postulates that positive group emotion affects the quality of group output measured by creativity and decision quality, enhances the quality of group social process which affects members' capability, and enhances individual members' learning. These activities will make

group members to involve in extra-role activities to individuals and organization aimed at enhancing members' performance. Some past studies have established a positive relationship between EE and one-dimensional OCB (Christian et al., 2011; Sonnentag, 2003). Because of the interactions involved in OCB, individuals will be exposed to new, more creative and flexible ways of thinking and actions (Fredrickson, 2004). Hence, the following hypotheses are stated:

H2: Employee engagement is positively related to OCBI

H3: Employee engagement is positively related to OCBO

H4: OCBI is positively related to IWB

H5: OCBO is positively related to IWB

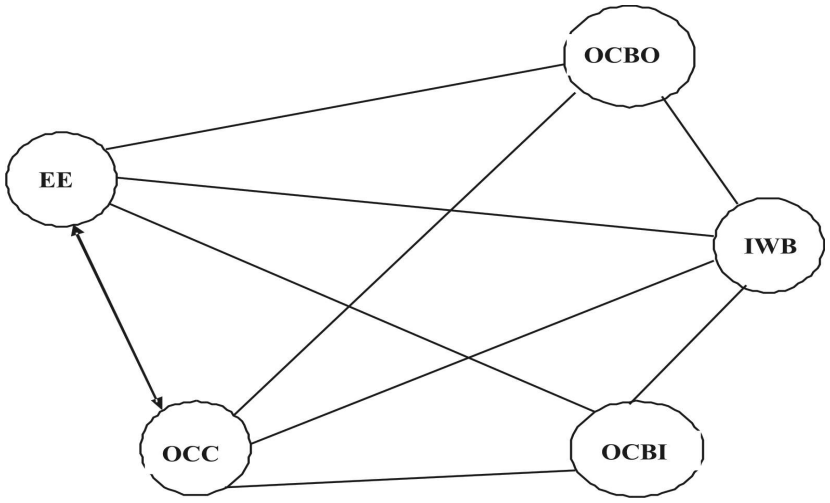
Employee engagement is directly related to IWB. It is also likely that engaged employees will pick up creative ideas from their involvement in OCB directed to both the individuals and organization. Hence, the following hypotheses are postulated:

H6: OCBI will mediate the relationship between EE and IWB

H7: OCBO will mediate the relationship between EE and IWB.

The model tested is in figure 1

Figure 1 Hypothesized Model



EE=Employee engagement; OCC=Organizational creativity culture; OCBI=Organizational citizenship behavior directed to individual; OCBO=Organizational citizenship behavior directed at the organization; IWB= Innovative work behavior

Methodology

Three organizations in the banking, manufacturing, and oil sectors participated in the study. The organizations gave the researcher access to their phone directory which was used in generating the list of employees who took part in the

study. The researcher ensured that no officer in any of the organizations participated in the acquisition of information from participating employees. Questionnaires were sent directly to the employees in sealed envelopes and the filled questionnaires were returned to the researcher in sealed envelopes.

Part one of the questionnaire contained the purpose of the study and assurance to the participants of the confidentiality of supplied data and that results would be issued in a format that would not identify participants. The demographic variables of the participants were in part two of the questionnaire, while part three contained the items which measured the three study variables. One thousand and two questionnaires were sent out to the participating employees of the three organizations. The employees provided data on all the study variables. However, only 450 paired usable questionnaires were returned (33% return rate) by employees. The participants consist of 77% male, average age is 36.85 years (SD= 8.15), average tenure is 12.5 years (SD=4.25), were mainly bachelor's degree holders (65%), and mainly married (56%).

Measures

Employee engagement is taken from the work of Seppala et al. (2009). Example is: "At work I feel strong and vigorous." The Cronbach alpha obtained in this study is .86.

Innovative work behavior is adapted from the work of Janssen (2000). Example is "The employee introduces ideas into the work environment in a systematic way." The Cronbach alpha obtained in this study is .89

Organizational citizenship behavior is taken from the work of Lee and Allen (2002). It measures the two dimensions of OCB, namely, OCBI and OCBO. Example for OCBI is "Willingly, I give my time to help others who have work-related problems," and that of OCBO is "I offer ideas to improve the functioning of the organization." The Cronbach alpha for OCBI and OCBO obtained in this study is .84 and .82 respectively.

Organizational creativity culture is adapted from the work of Rosello and Tran (2011). Example is "People are recognized for creative work in this organization." Cronbach alpha obtained in this study is .86.

Control variables: Past studies involving EE have controlled for gender, age, marital status, and tenure (Rai, 2018). Consequently, the current study controlled for these variables. Since the participants came from different organizations, the study controlled for organizational creativity climate (OCC) which is known to affect employee creativity (Taha et al., 2016).

Preliminary Analysis

Statistical Package for Social Sciences (SPSS 25) and the Analysis of Moment of Structures (AMOS 25) were used for the statistical analysis. The values of goodness of fit index (GFI), com-

parative fit index (CFI), and root mean standard error of approximation (RMSEA) gave indication of the fit of the estimated model to data. According to Hu and Bentler (1999), the values of GFI and CFI must be more than 0.9, and RMSEA must fall between 0.05 and 0.08 for the fit of the model to be acceptable. Initial rotated exploratory factor analysis showed that the items for OCB loaded on two factors. Consequently, to confirm the factor structure, two factor and one factor models were compared in confirmatory factor analyses. Results show that the two-factor model representing separate factors for OCBI and OCBO is better (χ2(19, N=450) = 32.458, p= .09; χ2/ df = 1.708; GFI = 0.97; CFI = 0.99; RMSEA= .055) (Table 1).

Table 1 Confirmatory Factor Analysis for OCBI and OCBO Items

Model	χ^2	*Df*	$\Delta\chi^2$	χ^2 /df	GFI	CFI	RMSEA
2 Factor (items loaded on their factors	32.458	19	-	1.708	0.97	0.99	0.055
1 Factor (items loaded on a single factor)	56.792	20	24.334**	2.840	0.95	0.96	0.089

Note. *n*=450
χ^2: Chi-square; df= Degree of freedom; GFI: goodness of fit index; CFI: comparative fit index; RMSEA: root mean standard error of approximation.
** $p < .01$

Common method variance: Three methods were used to ascertain the level of common method variance in the study. The first factor of an unrotated factor model involving the items of the study variables extracted, only 22% variance compared with 80% extracted by all the factors. This is an acceptable common method variance level (Podsakoff & Organ, 1986). Various factor structures representing combinations of the study variables were tested in a confirmatory factor analysis (Table 2). Four factor structure with all the study variables as separate factors has the best fit (χ2(84, N=450) = 155.796, p=.13; χ2/df = 1.855; GFI = 0.92; CFI = 0.96; RMSEA= .061).

A common factor was included in the 4-factor model in the third method. Result showed that the constrained loading of all the items was .38 which translates to common method variance of 21% which is below the threshold point of 50% (Eichhorn, 2014). These tests indicate that the estimates obtained in the study were not affected by common method variance.

Table 2 Confirmatory Factor Analysis for the Study Variables

Model	χ^2	*Df*	$\Delta\chi^2$	χ^2 /df	GFI	CFI	RMSEA
1 Factor (items loaded on a single factor	414.435	90	-	4.605	0.78	0.81	0.124
3 Factor (OCBI+OCBO, others in separate factor)	219.697	87	194.73**	2.525	0.88	0.92	0.081
4 Factor (items loaded on their factors	155.796	84	63.901**	1.855	0.92	0.96	0.061

Note. *n*=450
χ^2: Chi-square; df= Degree of freedom; GFI: goodness of fit index; CFI: comparative fit index; RMSEA: root mean standard error of approximation. ** $p < .01$

As indicated in Tables 3 and 4, all the variables satisfied conditions needed for construct, convergent, and discriminant validity. Factor loadings more than 0.5, reliabilities above 0.9, average variance extracted more than 0.5, and the average variance extracted by each factor exceeded the variance shared with other factors (Hair et al., 2010; Nunnally, 1978; Koufteros et al., 2002).

Table 3 Convergent Validity

Variable	Range of item loadings on factors	Average variance extracted	Cronbach's alpha	Composite reliability
IWB	0.74-0.83	0.63	0.89	0.73
OCBI	0.68-0.79	0.54	0.84	0.73
OCBO	0.68-0.81	0.54	0.82	0.72
OCC	0.85–0.87	0.74	0.86	0.80
Employee engagement	0.62–0.79	0.57	0.84	0.82

Note. *n*=450
IWB, Innovative work behavior; OCBI, Organizational citizenship behavior directed to individual; OCBO, Organizational citizenship behavior directed to organization; OCC. Organizational creativity culture.

Table 4 Discriminant Validity

Study variables	1	2	3	4	5
1.IWB	0.63†	-	-		
2. OCBI	0.37	0.54†			
3. OCBO	0.32	0.46	0.54†		
4. OCC	0.24	0.24	0.24	0.74†	
5. Employee engagement	0.28	0.32	0.29	0.31	0.57†

Note. *n*=450
IWB, Innovative work behavior; OCBI, Organizational citizenship behavior directed to individual; OCBO, Organizational citizenship behavior directed to organization; OCC. Organizational creativity culture.
†The average variance extracted, and all other entries are squared correlation matrix.

Results

Table 5 shows the correlation between study variables. The patterns of the correlations indicate support for most of the hypotheses. For example, IWB is positively correlated with all the study variables. After controlling for OCC and the control variables, EE is positively related to IWB (β = .17, CR = 2.12, p = .035), OCBI (β = .42, CR=4.698, p=.001), and OCBO (β = .44, CR=4.930, p=.001). OCBI is positively related to IWB (β = .28, CR=2.20, p=.04), and OCBO is positively related to IWB (β = .22, CR=2.056, p=.045). Hence, hypothesis 1 to 5 are supported (fig. 2). The study variables explained 46% variance in IWB, 37% variance in OCBI, and 22% variance in OCBO. Table 6 shows that the indirect effects from OCBI (β = 0.12, 95% CI [0.0473, .2048]), and OCBO (β = 0.10,

95% CI [.0178, .1759]) are significant. These results imply that OCBI and OCBO partially mediated the relationship between EE and IWB. Hence, H6 and H7 are supported.

Table 5 Means, Standard Deviations, Reliability Coefficient and Correlations

	SD	*M*	1	2	3	4	5	6	7	8	9	10
1.Job status												
2.Gender			-.05									
3.Age			.43**	-.01								
4.MS			.29**	.04	.55**							
5.Education			.16*	-.04	.28**	.30**						
6.IWB	1.05	5.45	.12	.01	.09	-.06	-.04	**.89**				
7. OCBI	1.16	5.23	.12	.02	.13*	-.03	.06	.61**	**.84**			
8. OCBO	1.23	5.28	.19**	.05	.13*	-.03	.04	.57**	.68**	**.82**		
9. OCC	1.18	5.18	.04	.03	.10	-.06	.01	.49**	.49**	.49**	**.86**	
10.EE	1.11	5.34	.13*	.01	.08	-.09	.02	.53**	.57**	.53**	.56**	**.84**

Note. *n*=450

MS, Marital status; IWB, Innovative work behavior; OCBI, Organizational citizenship behavior directed to individuals; OCBO, Organizational citizenship behavior directed to organization; OCC, Organizational creativity Culture; EE, Employee engagement. Diagonal elements are reliability coefficient

*p < .05. **p < .01

A separate analysis was done to determine the equality of the relationships EE has with OCBI and OCBO, and also the equality of the relationships OCBI and OCBO have with IWB. According to Cumming (2009), two regression estimates are statistically different if their corresponding 95% confidence interval overlap is not more than 50%. The CI for EE and OCBI relationship (CI [0.3004, .5481]), and EE and OCBO relationship (CI [0.3074, .5654]) overlap by more than 50%. This implies that the regression estimates are not statistically different. However, the CI for OCBI and IWB relationship (CI [0.1454, .4243]), and that of OCBO and IWB relationship (CI [0.0473, .2048]) overlap by less than 50%, hence, they are statistically different. This implies that OCBI has a higher effect on IWB than OCBO.

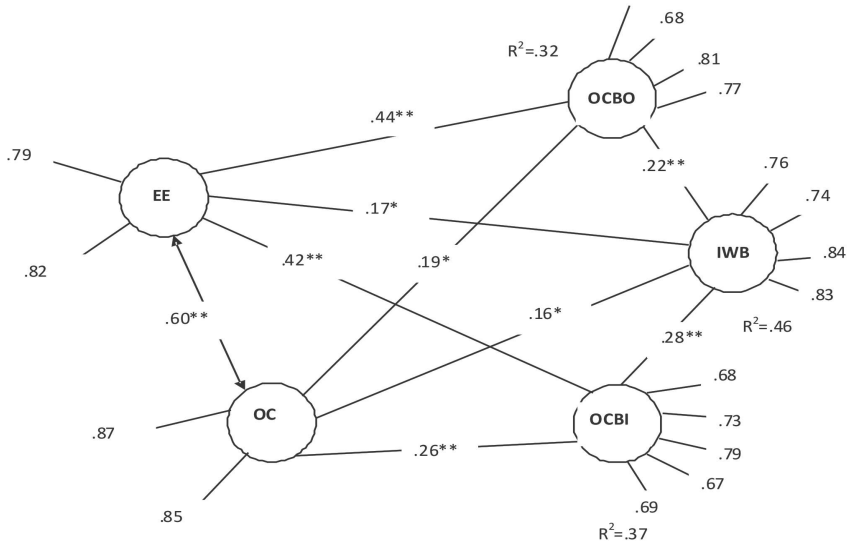
Table 6 Indirect Effect of EE on IWB Through OCBI and OCBO

Relationship	Values	Standard error	95%CI
EE → OCBI → IWB	.12	.0430	.0473-.2048
EE → OCBI → IWB	.10	.0390	.0178-.1759
EE → IWB	.22	.0479	.1222-.3079

Note. *n*=450

EE: Employee engagement; OCBI: Organizational citizenship behavior directed at individual; OCBO: Organizational citizenship behavior directed at organization; IWB: Innovative work behavior

Fig. 2 Estimated Model



$\chi 2(104, N=450) = 153.008$, p=.01; $\chi 2/df = 1.474$; GFI = 0.93; CFI = 0.98; RMSEA= .045, p=.684

EE=Employee engagement; OCC=Organizational creativity culture; OCBI=Organizational citizenship behavior directed to individual; OCBO=Organizational citizenship behavior directed at the organization; IWB= Innovative work behavior
*p < .05. **p < .01

Discussion

The study was undertaken to resolve some issues involved in the relationship among employee engagement, OCBI, OCBO, and employee innovative work behavior. The study also resolved the postulation of Harper (2015) to the effect that EE may have differential effects on OCBI and OCBO, and that the effects of OCBI and OCBO on IWB may not be equal. Seven hypotheses were postulated, and all were supported. Employee engagement is positively related to IWB. This agrees with what management practitioners and popular press have stated that engaged employees are highly creative and look for better ways of enhancing personal and organizational productivities (Abraham, 2012). Employee engagement is also positively related to OCBI and OCBO. Practitioners have postulated this relationship, and past studies have confirmed it using a unidimensional organizational citizenship behavior construct (Shantz et al., 2013). The current study expanded this to show that engaged employees involve in citizenship behaviors directed to individuals and the organization. It also shows that the established relationships are statistically similar.

Engaged employees are highly creative and look for better ways of enhancing personal and organizational productivities.

Organizational citizenship behavior directed to individuals and OCBO have positive effects on IWB. This means that involvement in citizenship behavior enhances employees' innovative behavior. However, the effect of OCBI on IWB is greater than that of OCBO on IWB. This means that individuals involved in OCBI are in social interaction which provides resources and information that will enhance both the creativity of donor and receiver of OCBI. This agrees with Rhee (2006) that team interaction enhances the effectiveness of the team and individuals. Such interactions are not available in OCBO. Both OCBI and OCBO partially mediated the relationship between EE and IWB. This means that the creativity of engaged employees comes partially from within them and the interactions they experience while performing the extra-role activities.

Managerial Implications

In the 21st century characterized by constant changes, organizations need employees who are creative and willing to go the extra mile by doing what is not reflected in their key job responsibilities. The study shows that employee engagement is critical in achieving both objectives. The implication is that organizations must be interested in building their stock of engaged employees. It is the positive emotions that engaged employees have that help them to be creative and to engage in extra-role activities based on the broaden-and-build theory. The environment created by organizational leaders is very critical in the engagement of employees (Momeni, 2009). The climate created by leaders depends on their leadership style and emotional intelligence (Byrne, 2015; Magem, 2017). Hence, organizations must train leaders on the appropriate leadership style and on developing high emotional intelligence so as to build a stock of engaged employees.

The effect of OCBI on IWB is statistically larger than the effect of OCBO on IWB. This means that in OCBI, more innovations are generated than in OCBO interaction. Social interaction in OCBI leads to cognitive flexibility and combination of creative ideas which enhances a group's creativity. This implies that more members of the group acquire creative ideas and enact innovation behaviors (Nijstad et al., 2003; Rhee, 2006). The implication is that organizations should encourage group cohesion which will improve the quality of group interaction that will in turn enhance the wide spread of innovative work behavior in the group. For example, Vogus and Welbourne (2003) and Weick and Roberts (1993) advocate that encouraging group norms which enhance different perspectives will boost creativity in a group.

Limitations & Future Research

The use of cross-sectional design is a limitation of this study; hence, causation cannot be inferred. Because self-report was used to acquire three of the study variables, common method variance cannot be totally ruled out. However, the statistical analysis done indicates that common method variance associated with the study is low. Future study should use

longitudinal study to demonstrate the causation. Future studies should also look for more boundary variables which can explain how employee engagement affects innovative work behavior.

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