

BUSITEMA UNIVERSITY
FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF ECONOMICS AND MANAGEMENT

PhD Thesis

**INNOVATIVE WORK BEHAVIOR AMONG ACADEMIC STAFF
IN PUBLIC UNIVERSITIES IN UGANDA**


WANYANA MERCY MUGONOLA
REG. NO: BU/G21/PAM/11

**THE THESIS IS SUBMITTED TO THE DIRECTORATE OF GRADUATE STUDIES,
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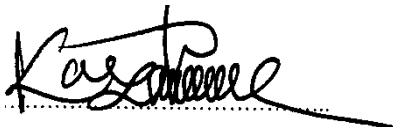
DECLARATION

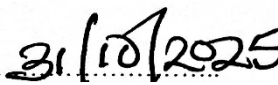
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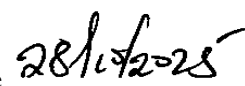
APPROVAL

This is to certify that this thesis entitled “*Innovative Work Behavior among Academic Staff in Public University in Uganda*” has been submitted with our approval.

Signed 
Prof. MPAATA Abdul Kaziba (PhD)

Date 

Signed: 
Assoc. Prof. MUSENZE Ibrahim Abaasi (PhD)

Date 

ABSTRACT:

Higher education in underdeveloped countries like Uganda has changed over the past 20 years, and innovation is crucial to addressing these changes. Based on the combined theoretical perspective of: Social exchange theory, Denison's organizational cultural model and Spritzer's empowerment model, the present study examines the relationship between perceived organizational support (POS), servant leadership (SL), organizational culture (OC), and innovative work behavior (IWB) among academic staff in Uganda's public universities. Specifically, this study focused on examining the relationships between: i) POS and IWB ii) SL and IWB iii) OC and IWB iv) POS and psychological empowerment (PE) v) SL and PE vi) the mediating effect of PE on the relationship between POS and IWB vii) the mediating role of psychological empowerment on the relationship between SL and IWB. To achieve the study's objectives, a cross-sectional and mixed-method study approach- which combines quantitative and qualitative methods was adopted using a sample of academic staff from Uganda's public universities. Based on 308 valid observations, the quantitative data analysis included structural equation modeling, zero order correlations, and descriptive statistics using SPSS 19 and AMOS V.21™. For mediation analysis, the bootstrap approach using AMOS was used. The qualitative data was collected from 10 universities; the point of saturation was reached after 28 senior managers and analysed using the Gioia methodology with the aid verbatim quotes to account for the emerging themes. The findings of direct effects confirmed a positive relationship between POS, SL, OC and IWB. The findings also established that the relationship between POS, SL and IWB is positively and partially mediated by PE. This study concludes that the alternative path to improvements in IWB integrates individual (perceived organizational support, servant leadership, and psychological empowerment) and organizational perspectives (organizational culture), especially in public university setting. The results provide support to the theoretical grounding of this research. Based on the study's findings, policymakers- that is, the NCHE, the Ministry of Education, and Sports, as well as other relevant government agencies, ought to prioritize development of IWB. To accomplish this, governments and organizations can foster a psychologically enabling environment, promote collaboration and information exchange, provide employees with development and growth opportunities, and reward and acknowledge creative thinking. Innovation can also be further stimulated by encouraging open communication, accepting different viewpoints, and questioning assumptions. From the theoretical viewpoint, this study emphasizes the role of the individual level factors in IWB studies, and the mediating influence of PE in explaining the relationship between POS and SL with IWB. This study is not without limitations. First, it was based on cross-sectional research design. Since cross-sectional studies are inherently prone to common methods bias, a longitudinal approach in the replication of the study is advised to explore the development of IWB construct over time. Also, this study solely considered POS, SL, OC and PE as factors explaining IWB. We suggest that other factors and dimensions should be the focus of future studies.

Keywords: *Perceived Organizational Support, Servant Leadership, Organizational Culture, Psychological Empowerment, Innovative work Behavior*

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LIST OF ABBREVIATIONS

No	Name	Abbreviations
1	Innovative Work Behavior	IWB
2	Institutions of Higher Learning	IHL
3	Perceived Organizational Support	POS
4	Servant Leadership	SL
5	Organization Culture	OC
6	Psychological Empowerment	PE
7	Social Exchange Theory	SET
8	National Development Plan III	NDPIII
9	Common Method Variance	CMV
10	Mahalanobis	MAH_1
11	Variance Inflated Factor	VIF
12	Composite Reliability	CR
13	Average Variance Extracted	AVE
14	Uganda National Council for Science and Technology	UNCST
15	Uganda Registration Services Bureau	URSB
16	The National Information Technology – Uganda	NITA-Uganda

LIST OF PUBLICATIONS AND MANUSCRIPTS

The following list includes journal articles published, manuscripts under review

Journal articles published

Wanyana, M. Kaziba A Mpaata; Ibrahim A Musenze (2025). Effect of Psychological Empowerment on Innovative Work Behavior Amongst Academics of Public Universities in Uganda. *International Journal of Applied Research in Business and Management*, 06(02). <https://doi.org/10.51137/wrp.ijarbm.2025.mwet.45846>

Wanyana, M. Kaziba A Mpaata; Ibrahim A Musenze (2025). Determinant Factors that Drive Innovative Work Behavior of Public University Academic Staff in Uganda. *International Journal of Applied Research in Business and Management (ISSN: 2700-8983); Volume: 06 Issue: 02* <https://doi.org/10.51137/wrp.ijarbm.2025.mwdt.45898>

Manuscript Under Review:

Wanyana, M. Ibrahim A Musenze; Kaziba A Mpaata. (2025). Perceived Organizational Support and Innovative Work Behavior: The mediating role of Psychological Empowerment . [*Journal of Economics and Administrative Science by Emerald.*](#)

Wanyana, M. Ibrahim A Musenze; Kaziba A Mpaata (2025). Servant Leadership and Innovative Work Behavior: Does Psychological Empowerment Matter? [*Public Organization Review by Springer*](#)

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CHAPTER ONE:

INTRODUCTION

1.1 Background to the study:

As a result of the recent global developments, the higher education sector is currently under constant pressure to maintain its market share, find a workforce that contributes more value, and increase supply while maintaining quality (Abidi et al., 2022; Alshathri, 2020). This problem is made worse by increased competitiveness and digital transformation (Tanveer et al., 2022; Aboobaker et al., 2021). Consequently, it becomes extremely vital to manage innovative work behavior (IWB) in institutions of higher learning (IHL) (Ibus et al., 2020; Dan et al., 2020).

Over the past two decades, the theme - IWB has consistently gained significant attention from both scholarly and business spheres due to its relevance not only for gaining a competitive edge (Tanveer et al. 2022), adaptability to societal changes (Johari, Wahat, and Zaremohzzabieh 2021), increased client satisfaction (Ibus, Wahab, and Ismail 2020) but also in promoting organizational viability (Sadry, Zeerak, and Popalzai 2022). This implies that IHL, specifically Universities need to manage academic staff's innovative behavior to adapt to a world that is evolving rapidly, update instructional technologies, and get fresh perspectives, cultivate students' innovative thinking and maintain competitiveness (Zeng & Xu, 2020; Tanveer et al., 2022; Wao et al., 2022). IWB is defined as the contribution of individuals and groups within an organization to the implementation of new duties, services, goods, or concepts related to the workplace to produce desired results (Tanveer et al., 2022).

Research indicates that although IHL is a major force behind economic growth and social development, as well as a center for knowledge and innovation, job creation, and poverty alleviation, their rate of innovation is insignificant (Osano, 2021; Ardianti et al., 2024; Kruger &

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