

**MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP
BETWEEN EMPLOYEE RESILIENCE AND EMPLOYEE CREATIVITY IN
SELECTED COMPASSION INTERNATIONAL PROJECTS IN UGANDA**

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DECLARATION

I, Dushime Faith Esther do hereby declare that the information in this dissertation is entirely my own effort and all sources used have been properly cited and fully acknowledged within the text and in the references.

Signed..... Date.....

APPROVAL

We have supervised the development of this dissertation by Dushime Faith Esther entitled '*The Mediating Effect of Work Engagement on The Relationship Between Employee Resilience and Employee Creativity in selected Compassion International projects in Uganda*' and have allowed the student to submit it for examination.

Signed

Date

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Signed

Date

Dr. Kibedi Henry

DEDICATION

To all employees who strive to support their organizations achieve their goals, with dedication.

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First and foremost, I extend my heartfelt thanks to all who have contributed to my life and education, often in ways I did not realize. Thank you for being the mountains I leaned on, enabling me to turn the impossible into possible.

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TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS.....	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION.....	1
Background	1
Statement of the Problem	8
Purpose	9
Objectives.....	9
Hypotheses	10
Significance of the Study	10
Scope	11
Conceptual Frame Work	12
CHAPTER TWO: LITERATURE REVIEW.....	14
Introduction	14
Theoretical Review	14
Empirical Review.....	20

Relationship between Employee Resilience and Work Engagement.....	29
The Relationship between Work Engagement and Employee Creativity at Work.....	34
The Relationship between Employee Resilience and Creativity at Work	37
The Extent to which Employee Resilience, Work Engagement Predicts Employee Creativity	39
The Mediating Effect of Work Engagement on Relationship between Employee Resilience and Employee Creativity.....	42
The Summary and Gaps in Literature Review	44
CHAPTER THREE: METHODOLOGY	47
Introduction.....	47
Research Approach	47
Research Design.....	47
Target Population	47
Sample Size and Procedure.....	47
Data Collection Instrument	48
Measurement of the Variables.....	49
Data Collection Procedure	50
Reliability and Validity	50
Data Management and Processing	55
Data Analysis	55
Ethical Considerations.....	56
CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS	58
Introduction.....	58

Demographic Characteristics of the Respondents.....	58
Status of Employee Resilience, Work Engagement and Employee Creativity in selected Compassion International projects in Uganda	61
Employee Resilience	64
Work Engagement.....	66
Linearity and Multicollinearity of data on Resilience, Work engagement and Creativity	69
Relationship between employee Resilience, Work Engagement, Employee Creativity and Demographics in Compassion International Uganda.....	69
CHAPTER FIVE:DISCUSSION, CONCLUSION AND RECOMMENDATIONS	77
Introduction	77
Discussion	77
Limitations of the Study	82
Conclusions	83
Contribution of the study.....	84
Recommendations	85
Areas of Further Research.....	86
REFERENCE	87
APPENDIX.....	111
Appendix 1: Introduction Letter.....	111
Appendix 2: Questionnaire for Compassion international Uganda employees	112
Appendix 3: Plagiarism Index test results.....	117

LIST OF TABLES

Table 1: Reliability coefficients (Cronbach’s alphas) for the questionnaire	51
Table 2: Rotated Factor Matrix for Resilience	52
Table 3: Rotated Factor Matrix for Work engagement	53
Table 4: Rotated Factor Matrix for Creativity	54
Table 5: Personal Information of Respondents.....	59
Table 6: Work-related Information of Respondents	60
Table 7: Mean Response, SD and Ratings on Employee creativity	62
Table 8 Mean response, SD and ratings on Employee Resilience.....	65
Table 9: Mean response, SD and ratings on Work Engagement	67
Table 10: Linearity and Multicollinearity.....	69
Table 11: Correlation Matrix for Employee Resilience, Work Engagement and Employee Creativity and Employee demographics.....	70
Table 12a: Level of Employee Resilience, Work Engagement and Employee Creativity Across Personal Characteristics	71
Table 13: Results of Regression Analysis of Predictors on Employee Creativity.....	74
Table 14: Mediation Analysis Estimates of Direct, Indirect, and Total Effects of Employee Resilience on Creativity at work	76

LIST OF FIGURES

Figure 1: Conceptual framework illustrating the connection between employee resilience, work engagement, and employee creativity	12
Figure 2: Histogram for Employee creativity	64
Figure 3: Histogram for Employee Resilience.....	66
Figure 4: Histogram for Work Engagement	68

ABBREVIATIONS AND ACRONYMS

COR Conservation of resources

NGOs Non-Government Organizations

ABSTRACT

This study investigated the relationship between Employee resilience, Work engagement and Employee creativity in selected compassion assisted projects from 8 districts of Uganda. By means of a correlational survey design, data was collected using a self-administered-questionnaire from 295 employees. Data was analysed by SPSS 24.0 using Descriptive statistics, Pearson correlation test, multiple regression and mediation analysis. It was revealed that Employee Resilience, Work Engagement and Creativity varied across demographic characteristics, with top managers being above other groups. A high, positive, and significant relationship existed between employee resilience and work engagement ($r = .73, P < 0.01$), work engagement and employee creativity ($r = .78, P < 0.01$) and employee resilience and employee creativity ($r = .72, P < 0.01$). Resilience and work engagement contributed 65.5% to creativity and work engagement mediated ($b = .32, p < .001$) the relationship between resilience and creativity. Employees were resilient and possessed dedication, vigor and purposefulness that permitted them to effectively navigate challenges, pay close attention to and persist in developing solution-focused ideas and outcomes at their work. Employees learnt how to successfully manage problems and developed more psychological resources that enabled them to come up with novel ways of solving problems. Work engagement is a necessary condition for employee resilience to result into better creative and problem solving among employees. To foster a creative workforce, Compassion International should implement strategies that effectively enhance resilience and work engagement.

CHAPTER ONE: INTRODUCTION

The quality of employees plays a critical role in ensuring that organizations successfully achieve their intended goals (Mbonigaba, 2021). This need is especially strong in International Non-government organizations (NGOs) such as Compassion international that require high levels of accountability due to the fact that they depend on donated resources to do their work (Yu, et al.,2019). Alkahtani et al. (2020), argues that having creative employees is one of the key strategies used by NGOs to achieve their goals and organizational success. However, it has been found that in most parts of Africa, employee creativity is one of the key factors affecting effectiveness of NGOs (Omolo & Mose, 2019). This study therefore sought to ascertain the role played by Employee Resilience and Work Engagement in the Creativity of employees of Compassion International Uganda.

Background

The historical, theoretical, conceptual and contextual viewpoints on employee resilience, work engagement, and employee creativity are presented in this section.

Historical Background

Attention to employee creativity that originated in manufacturing firms in the 18th century, due to the demand for the workers with attributes that would enhance the productivity, had by the 1930s crept into other organizations such as private companies (Humphries & Schneider, 2019). By the 1960s, human resource experts started placing emphasis on employees who had necessary attributes to contribute to the effectiveness of organizations and so corporate and public institutions in the USA and Europe started adopting employee creativity as a means of survival and gaining competitive advantage (Duan et al., 2018).

It was during this time of growing in accountability and quality services delivery that non-government organizations (NGOs) started looking at employee creativity as an organizational performance attribute that would enable them provide quality services and remain accountable to their funders (Shalley & Gilson, 2021). By the 1970s, NGOs in Ireland, Netherlands and the UK and some Asian countries like Japan and China had vibrant Employee Creativity strategies based on studies on individual differences, cognitive abilities, and problem-solving styles (Dong et al., 2017).

Due to the nature of operations, three types of employee creativity; Responsive, Expected and Contributory creativity became of especial interest to NGOs (Tandon & Brown, 2013). Responsive creativity was important because it is related to employees utilizing available resources to achieve targets, while Expected Creativity is concerned with employees solving problems not defined by their managers (Glasser, 2008). However, Contributory creativity attracted NGOs most for it enhanced the intrinsic motivation employees to solve problems an attribute that is very much required in the NGO environment (Tse et al., 2018). Thus, Responsive, Expected and Contributory appeal to NGOs due to their promotion of inventiveness and resilience among employees, attributes that are vital to the effectiveness of these organizations (Chaubey et al., 2019).

Considerable evidence from Shalley and Gilson (2021) indicates that employee creativity can fundamentally contribute to work engagement, organizational commitment and resilience among employees in a variety of Institutions. According to Mbonigaba (2021), NGOs that operate in Sub-Saharan Africa, need to adopt employee creativity to help them grow and remain relevant on the world scene.

In Uganda, active interest in relevant employee performance personal attributes, has further woven Employee creativity deeply into the fabric of employee evaluation practices in NGOs (Elks, 2016). Currently, selecting potentially creative individuals is top on the agenda of recruitment procedures in NGOs and many have adopted specific strategies to improve the creativity of their employees (International Labour Organization, 2020).

Despite this progress, studies on employee creativity in the NGO sector are still few. Existing studies have been done in corporate organisations, considering only two variables and none have been done in non-governmental organisations (Omolo & Mose, 2019). Therefore, a knowledge gap existed in the role Work Engagement has on the relationship between Employee Resilience and Employee Creativity in a non -government organizations, particularly Compassion International Uganda.

Conceptual Perspective

Employee creativity, work engagement, and employee resilience were the three main ideas in this study. According to Guo et al. (2018), creativity in organisations is the process through which new concepts that enable innovation are created. Employee creativity is the capacity and aptitude to generate novel concepts or solutions for workplace issues that help businesses accomplish their objectives (Zhan et al., (2019). According to Chaubey et al. (2019), creativity consists of three elements: expertise, intrinsic task motivation, and creative thinking. The dependent variable in this study was employee creativity, which was defined as the ability to create, come up with fresh ideas, and find innovative solutions to problems.

The mediating variable in this study was work engagement. Work engagement is defined as an individual's cognitive, emotional, and behavioral state directed toward desired career and organizational outcomes. (Dillard & Osam, 2021).

As per Macey and Schneider's (2008) findings, there are three fundamental antecedents for work engagement: (a) mentality, (b) feelings/emotions, and (c) work attitude. A positive outlook on life and work is referred to as an employee's mindset. Proactive personalities make for resourceful and careful workers. Positive and engaging work environments encourage employees to give their best effort to complete tasks. Additionally, they are more likely to "go beyond what is necessary [to initiate] change to facilitate organizationally relevant outcomes" and actively participate in their work (Macey & Schneider, 2008). Additionally, "focused, connected, and integrated" workers identify with their careers through their conduct. To complete their tasks, they make use of their resources, talents, and abilities.

Hence, workers who are highly engaged in their employment exhibit greater levels of vigor, devotion, and immersion into their work, demonstrating a greater cognitive, emotional, and behavioral connection to the job. When individuals believe their work is secure, fulfilling, and provides them with the tools they need to fulfill their responsibilities, they are more inclined to devote time, energy, and resources to it. Accordingly, in this study, an employee's level of work engagement was defined as her ability to devote time, energy both physical and mental skills, abilities, and available resources to work in order to produce desired results (Parks, 2023).

In this study, the independent variable was employee resilience. Resilience is the ability to recover and grow in the face of hardship and disappointments (Caniëls et al., 2022). Resilience is reflected by the ability to face and make the most of negative situations, without feeling personally affected. Resilient workers are dedicated to their companies, thrive at achieving objectives and doing well on the job, learn from setbacks, and use them as opportunities for personal development (Malone, 2023).

Agility, tenacity, optimism, and morale are some of the resilience indicators (Amir & Standen, 2018). In this study, employees' perceptions of employee resilience included high tolerance, adaptation, and survival so they could continue to succeed in their jobs in the face of hardship and disappointments.

Theoretical Perspective

The Broaden and Build Theory of Positive Emotions (Fredrickson, 2001) and Hobfoll's Conservation of Resources (COR) (1989, 2001) served as the foundation for this investigation. As stated by the COR theory, employees strive to obtain, foster, and protect attributes they perceive as being important to their lives and success (Holmgren et al., 2017). They take these attributes as resources for survival, so they endeavor to conserve them (Pavlova, 2021). They employ these resources not only to respond to their job demands, but also to build a reservoir of for times of future need (Rubenstein et al.2020). Furthermore, by obtaining and retaining these personal resources, it creates in employees a sense of confidence in their capable to meet stressful challenges. So employees stick to, build and protect an organization that enables these same valued ends.

An important principle of the COR theory is that the appraisals employees make of attributes may be expressed differently but always reflecting the same core elements. Hence in the view of COR theory, resilience, work engagement and creativity are key resources that employees must develop and protect if they are to effectively perform their job tasks. They have also to ensure that these resources fit into their situational demands (). This means that in a demanding work environment, resources such as resilience and work engagement can aid employees grow and have improved adaptation. Workers with resilience and dedication invest a lot of creative power in their careers and organizations (Loffeld et al., 2022).

Additionally, employees that are devoted to their work and feel that it matters, are more likely to give it their all (Lee et al., 2018). This improves their focus and innovation at work. This theory related to Employee resilience and work engagement.

Alternatively, the dependent variable and the broaden-and-build theory are related. According to Fredrickson (2004), the theory highlights creative resources such as attention, cognition, intrinsic motivation, and positive emotions that broaden one's understanding and creative action. The broaden and build hypothesis asserts that thought-action repertoires trigger favorable psychological states, which inspire the want to continue performing those behaviors; interest, which piques the need to learn more; and curiosity a sense of savor is produced by happiness and contentment (Fredrickson, 2004). According to Steinkopf (2018), someone who is cheerful, self-assured, and optimistic may operate effectively despite any potential stressful external conditions. Positive feelings reduce stress and promote collaboration and work engagement in the workplace. According to the theory, positive emotions which include happiness, love, hope, passion, optimism tend to open up employees' minds and they are able to think creatively (Fredrickson, 2004). NGOs require employees who can formulate new procedures or processes for carrying out tasks, to better meet customer needs (Creativity). In order to do this well, they need inner desire to do their work, not just for external rewards (work engagement) and, resolve to have good work outcomes through learn from setbacks, and use them as opportunities for personal development(resilience). Combining the two theories provided a cohesive way study employee resilience and work engagement and how they are related and influence Employee creativity in the NGO context in Uganda.

Contextual Perspective

The context of this study was Compassion International an international non-government organisation. Uganda has 14000 NGOs which include Compassion International (Uganda NGO Forum, 2023). Compassion International is a child-advocacy organization that pairs sponsors with life development of children whose lives have been devastated by poverty. The organization's declared goal is to free children from spiritual, economic, social, and physical poverty. Making sure every child grows up to be a responsible, happy, and contented Christian adult is the organization's main objective. In 117 districts across Uganda, the NGO collaborates with 486 churches to provide support to 140,181 people. The company has large budgets and is therefore formal and professional.

NGOs have become the fastest growing sectors of the economy and major players in a highly liberalized global economy.

Hence to grow steadily and remain relevant in the fast-growing environment of Uganda, they need employees with special personal attributes to propel them forward. Serving the destitute, and substituting for central and local governments, Compassion international needs to have employees with good personal attributes to organize and run its operations (Perry, 2020). Such a big NGO requires employees who are willing to use all their capabilities to supply creative outcomes (Adediran et al., 2020). Considering Monteith and Camfield (2019) advice, Compassion international needs to foster resilience and work engagement in her employee so as to enhance their creativity because it provides a significant source of competitive advantage and organizational innovation.

However, there is very limited information on the extent to which the operating environment of Compassion international fosters creativity through boosting resilience and work engagement. There is need to establish whether resilience and work engagement are supplementary or complementary to creativity in Compassion International in order to sustain long-term survival and effectiveness of the establishment.

Statement of the Problem

Creative employees are the pillars of effective NGOs. Employees who have the enthusiasm and dedication to devise more efficient methods of doing things and solutions to problems, can help NGOs to better achieve their intended goals and effectiveness (Smith & Doe, 2021). However, Nuwagaba et al. (2021) point out that the current operating environment of NGOs has tight regulation making it difficult making it difficult for these organizations to achieve their operational goals. The application of the NGO Law has negatively affected the growth and stability of NGOs. In Uganda, NGOs have been accused of lack of transparency and accountability, this culminated into suspension of 54 NGOs from operations by the National NGOs Bureau of ministry of internal affairs on 20th August 2021 (National Bureau for NGOs 2012)

Being autonomous individuals in leadership have also tended to stifle development of individual employee attributes due to succession fears and preference to a more structured operation (Clegg et al., 2019). A sensitive operating context could compromise good governance and performance of these organizations, leading to serious livelihood problems for the many beneficiaries of these organisations. While employee creativity sustained by Resilience and work engagement has been found to enable these organisations place emphasis on the performance of their operations even in contexts where it is stifled .

There was limited information on these three employee personal attributes affecting the functioning of NGOs in Uganda. Therefore, this study's goal was to assess how work engagement affects the connection between employee resilience and employee creativity in selected compassion international projects in Uganda.

Purpose

In order to make conclusions, the study's goal was to examine how work engagement influences the relationship between employee resilience and employee creativity in selected compassion international projects.

Objectives

The objectives of the study were;

1. To identify the level of employee resilience, work engagement and employee creativity across demographic characteristics in selected Compassion International Projects in Uganda
2. To analyze the relationship between employee resilience and work engagement in selected Compassion International Projects in Uganda.
3. To assess the relationship between work engagement and employee creativity in selected Compassion International projects in Uganda.
4. To evaluate the relationship between employee resilience and employee creativity at work in selected Compassion International projects in Uganda.
5. To determine the extent to which Employee resilience, and work engagement predict employee creativity in selected Compassion International projects in Uganda

6. To investigate the mediating effect of work engagement on relationship between employee resilience and employee creativity in selected Compassion International projects in Uganda.

Hypotheses

The following hypotheses were tested;

1. There is a significant difference in employee resilience, work engagement and employee creativity across demographic characteristics in Compassion International Uganda.
2. There is a significant relationship between employee resilience and work engagement in Compassion International Uganda.
3. There is a significant relationship between work engagement and employee creativity at work in Compassion International Uganda.
4. There is a significant relationship between employee resilience and employee creativity at work in Compassion International Uganda.
5. There is a significant mediating effect of work engagement on the relationship between employee resilience and employee creativity in Compassion International Uganda.
6. There is a significance mediating effect of work engagement on the relationship between employee resilience and employee creativity.

Significance of the Study

Policymakers will also benefit from the study's insights regarding the connections between worker resilience and engagement at work and between worker creativity and work engagement. Gaining insight into these relationships will facilitate the creation of treatments and policies that increase employee engagement, strengthen workforce resilience, and encourage creativity. Future scholars will also utilize the work as a literature source or reference.

The study will support the administration of Compassion International and other non-governmental organizations in developing strategies to enhance employee creativity and work engagement. Additionally, it will guide them in making crucial decisions to foster resilience among employees.

Scope

Content Scope

Under the direction of Hobfoll's (1989) theory of conservation of resources and the broaden and build theory of positive emotions by Fredrickson (2001), this study examined the level and relationship between employee resilience, work engagement and employee creativity among employees and the mediating role work engagement had in this relationship. Employee resilience, the independent variable; was assessed as Survival, adaptation and tolerance instincts among employees, while the mediating variable Work engagement was measured as Vigor, Dedication Absorption exhibited by employees as they do their work. Employee creativity, the capacity of staff members to come up with, carry out, and resolve issues was evaluated as the dependent variable.

Geographical Scope

The study was done among staff of compassion international projects from 8 districts of Uganda, comprising of; Kampala, Mukono, Kamuli, Iganga, Mityana, Masaka, Mbale and Kisoro, where the activities of Compassion are concentrated. The districts also represented about $\frac{3}{4}$ of compassion international employees in Uganda, providing a representative sample. The researcher chose this organization because it operates in many other countries and in Uganda it is spread to more than 117 districts.

So, the organization has a good international and national base and it was more likely to implement standard work-life quality policies, leading to a more homogenous operating work environment and sample, aspects that would contribute to credible findings..

Time Scope

The study was done from January 2024 to August 2024. Thus, writing the proposal, data collection, analysis and reporting were conclusively be done within this period.

Conceptual Frame Work

The broaden-and-build hypothesis of Garland et al. (2015) and the conservation of resources theory of Hobfoll et al. (1993) both link employee resilience, work engagement, and creativity. Figure 1 describes this link.

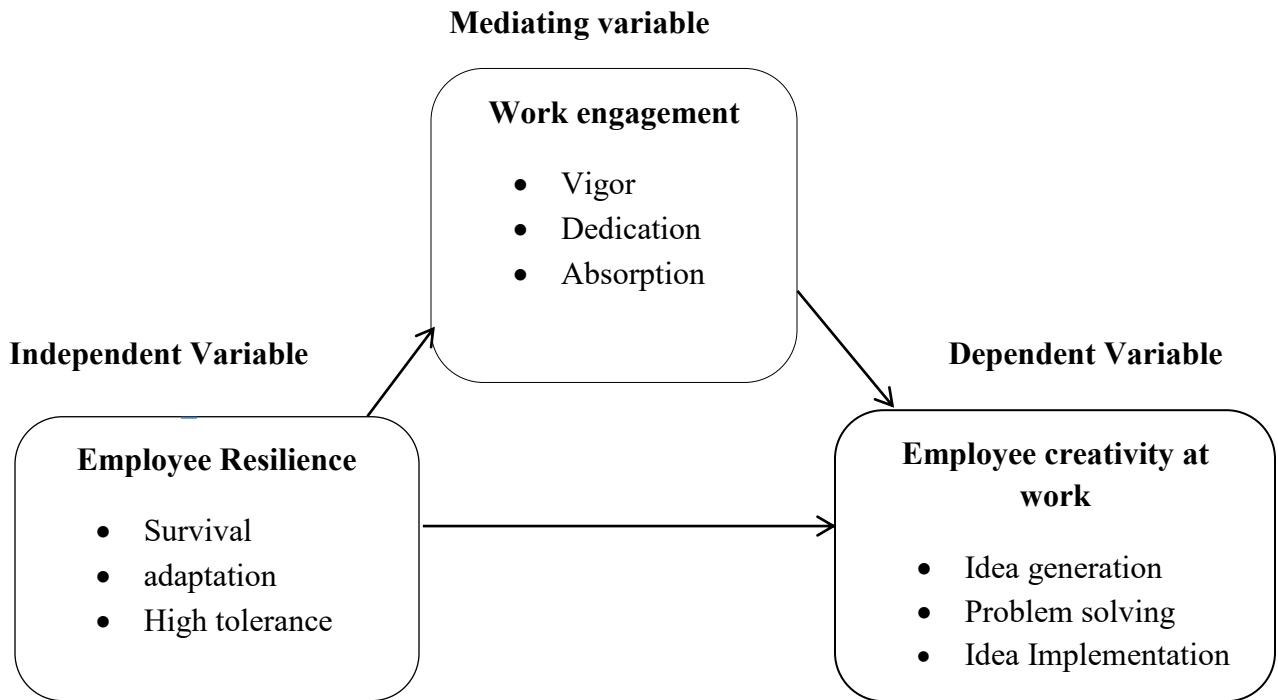


Figure 1: Conceptual framework illustrating the connection between employee resilience, work engagement, and employee creativity

Source: Derived from the Literature review

Figure 1 illustrates that the independent variable in this study was employee resilience, the mediating variable was work engagement, and the dependent variable was employee creativity.

As said by Caniëls et al. (2022), Employees are resilient when they apply High tolerance, Adaptation, and Survival to flourish in their careers despite adversity and setbacks. These actions according to Khan (1990) and Ismail et al. (2019) results into better Problem-solving capabilities of employees through good Idea generation and Implementation as longer as employees possess sufficient Vigor, dedication and absorption.

The framework places significant emphasis on the indirect correlation, mediated by work engagement, between employee creativity and resilience. This suggests that workers who are resilient are more engaged at work, which fosters creativity. Resilient workers are better able to make efficient use of their resources, lessen the effects of risk factors, and sustain high levels of engagement at work. As a result, this increased involvement promotes a more imaginative and creative workplace.

The framework also acknowledges a direct connection between employee resilience and employee creativity. This implies that even in the absence of work engagement, employees with high resilience can directly influence their creative outputs. This direct relationship highlights the inherent value of resilience in promoting creativity, independent of the mediating factors. Therefore, fostering resilience among employees is crucial for enhancing creativity within Compassion International projects.

CHAPTER TWO: LITERATURE REVIEW

Introduction

The primary goal of this chapter is to review earlier research and works by other authors. It looks at the relationships between employee resilience, worker engagement, and employee creativity and includes an examination of the literature critically and the key conclusions of earlier research

Theoretical Review

The broaden and build hypothesis of positive emotions by Fredrickson (2001) and the conservation of resources (COR) theory by Hobfoll (1989) served as the study's guiding theories.

Conservation of Resources (COR) Theory

Fundamental to the notion of Conservation of Resources (COR) theory is that people employ key resources in order to conduct their operations and how they organize, behave, and fit into the greater context of organizations (Holmgreen et al., 2017). So, although organizational psychologists may emphasize individual differences, but largely employee behavior will be predicted by how employees are biologically, the context in which they find themselves, and the roles that exist within their work context (Nagoji et al., 2023). So, resilience leads to better work engagement and Work engagement, in turn, is related to greater personal initiative. This then spirals further into greater personal innovativeness.

According to Browder (2022), a fundamental tenet of the idea of conservation of resources is the primacy of resource loss. This emphasizes that individuals are psychologically more affected by the prospect or experience of losing resources than by acquiring them. This concept aligns with the notion of loss salience in cognitive psychology, which been modified and used in organizational psychology as well. The implications of this principle are profound, suggesting that losses in the workplace carry greater emotional weight than equivalent gains.

For instance, a reduction in salary would likely have a more detrimental impact on an individual's well-being than a comparable increase would have positive effects.

Moreover, this principle implies that the significance of resource gains, particularly in the context of employment, is amplified by preceding losses. For example, securing employment after a prolonged period of unemployment would be particularly meaningful in light of the prior resource depletion experienced during the period of joblessness (Pavlova, 2021).

George (2017) illustrates how the principle of conservation of resources not simply clarifies the negative consequences of resource loss but also informs strategies for resource preservation and management in organizational contexts. Individuals engage in resource investment to acquire new resources, compensate for losses, and mitigate further resource depletion. This notion has been extensively explored in the context of coping, wherein individuals strategically invest resources to prevent additional losses (Nagoji et al., 2023). What sets COR theory apart is its ability to transcend mere predictions of stress and strain, delving into the realm of motivation following experiences of adversity. Consequently, numerous studies have investigated how resources are invested within organizational settings subsequent to resource losses, examining their impact on variables such as job satisfaction, work engagement, various facets of job performance, and even the perpetration of abusive behaviors towards coworkers (Hobfoll et al., 2018).

Rubenstein et al. (2020), provide a nuanced perspective on resource investment by analyzing the two facets of resource acquisition and expenditure within the context of the Conservation of Resources (COR) theory. Their research delves into how speaking activities in the workplace can be perceived as either a risky depletion of currently available resources.

Qin et al. (2018) demonstrate how speaking engagements can serve as both a drain on resources and an avenue for resource enhancement. This synthesis of investment and conservation principles elucidates the complexity inherent in resource allocation processes. The findings suggest that such engagements can actually yield positive outcomes for resource accumulation.

The theory of Conservation of Resources (COR), which was first introduced by Hobfoll and colleagues in 1993, provides a crucial framework for understanding job-related stress and resilience within work environments. This theory underscores the importance of resource possession, loss, and gain, highlighting how social, material, and personal resources interact within resource caravans rather than in isolation. The crossover model, an extension of COR theory, further explores the exchange of emotions and resources among individuals, emphasizing the creation and maintenance of resource caravan corridors. This model illuminates how resource gain climates are fostered through collaborative resource activities, offering insights for research and interventions that promote both individual and organizational resilience (Holmgren et al., 2017).

However, organizational psychology experts have reservations regarding COR due to how loosely the term "resource" is defined and how anything useful may theoretically qualify as one. Other theoretical stances provide difficulties for COR use in organization psychology research. Examples of opposing theories on stress are the adaptability hypothesis and the stress-appraisal theory.

Owing to its clinical psychology foundations, COR can be difficult for organizational psychology researchers to understand because of its integrative perspective on how stressors and the composition of personal resources evolve over time.

Broaden and Build Theory

According to the theory, feeling happy makes one's cognitive capacities stronger and more expansive allowing individuals to effectively respond to a variety of stimuli, favorable and unfavorable (Garland et al., 2015). This framework encompasses a range of positive emotional states such as curiosity, fervor, flow, happiness, and delight, collectively termed as contentment (Shiota et al., 2017). These positive emotional experiences have been shown to bolster motivation, facilitate learning, and improve the evaluative aspects related to emotional perception. Moreover, positive emotions play a big part in encouraging employee resilience as well as enhancing overall mental and physical health (Finan et al., 2015). Thus, cultivating positive emotions is crucial for supporting individual and collective thriving across various domains of life.

The positive emotions' "Broaden and Build" theory by Fredrickson (2001) asserts that experiencing happy feelings like excitement can lead to mental broadening and improved creativity. Fredrickson (2001) asserts that the broaden-and-build theory of happy emotions can actually improve creativity and broaden one's cognitive horizons. When individuals feel joyful, their perspective and actions often become more expansive. According to this theory, positive emotions serve to build up our inner reserves, including psychological, social, and intellectual resources. These resources, such as resilience, optimism, social connections, and problem-solving skills, can be further developed and utilized during challenging times.

The accumulation of positive emotions and resources creates a positive feedback loop, leading to increased well-being and resilience over time.

Fredrickson's idea is in opposition to conventional theories that only address negative emotions and their effects right away, like the fight-or-flight reaction brought on by fear or terror.

Rather, the broaden-and-build hypothesis emphasizes how good emotions have a cumulative and transforming effect on resilience and psychological growth. By understanding how positive emotions contribute to the expansion of one's resources, we gain deeper insights into human flourishing and adaptive responses to life's challenges (Dahl et al., 2020). The broaden-and-build hypothesis, as proposed by Garland et al. (2015) suggests that experiencing positive emotions has profound and lasting effects on individuals by accumulating resources in a transformative manner and expanding intentional focus. This theory posits that the resources developed through positive emotions are more enduring than the initial conditions that gave rise to them.

The broaden-and-build theory, viewed through an evolutionary lens, describes how particular adaptations associated with pleasant emotions, such creativity and exploration, have aided in the development of human total resources. These adaptations have enhanced survival, increased lifespan, and improved procreative capability over generations. Essentially, positive emotions not only broaden immediate cognitive and behavioral repertoires but also foster the accumulation of resources that support long-term well-being and adaptive functioning. This evolutionary lens underscores the significance of positive emotions in shaping human development and resilience over time (Denovan & Macaskill, 2017).

Stifter et al. (2020), present evidence supporting the broaden-and-build development paradigm, suggesting that specific resources make enhanced cognitive, social, and physiological capacity adjustments possible.

Favorable emotional enhance problem-solving abilities, facilitate comprehension of complex ideas, and promote the ability to make connections between seemingly unrelated concepts (Sriwidharmanely et al., 2022).

The significance of positive feelings, especially in difficult or tragic circumstances, is highlighted as a mediator between trait resilience and outcomes such as decreased sadness, according to research by Mouatsou and Koutra (2023). Positive emotions appear to underpin the healthy responses exhibited by resilient individuals in the face of adversity and threat. Laboratory studies further demonstrate that positive emotions can effectively downregulate or mitigate unpleasant emotions, particularly when individuals are feeling anxious or apprehensive. This aligns with findings implying that those with elevated levels of resilience are adept at generating positive emotions, which subsequently contribute to their ability to effectively control stress and adversity (Meneghel et al., 2016). Thus, positive feelings are essential in promoting resilience and buffering against the negative impacts of challenging situations, ultimately fostering psychological well-being and adaptive coping strategies.

Critics of positive emotion-focused theories argue that these frameworks may overlook the importance and purpose of negative emotions. Negative emotions, despite their discomfort, serve important functions in life and can catalyze significant life changes. For example, feelings of sadness or frustration can motivate individuals to address underlying issues or make necessary changes in their lives. Moreover, negative emotions can provide valuable information about one's needs, values, and boundaries, prompting self-reflection and growth.

While positive emotions are certainly beneficial and contribute to resilience and well-being, it is essential to acknowledge the complexity and value of negative emotions in human experience. Negative emotions are a natural part of the emotional spectrum and able to play a constructive role in personal development and making decisions.

Therefore, a comprehensive understanding of emotional well-being should consider the nuanced interplay between positive and negative emotions, recognizing both as integral components of the human emotional landscape. This perspective encourages a balanced approach to emotional health that embraces the richness and diversity of emotional experiences.

The broaden-and-build theory and the conservation of resources theory (COR) were applied in tandem, with COR emerging as the prevailing theory. By incorporating many theoretical frameworks, the study provides a comprehensive understanding of the factors influencing employee creativity, resilience, as well as work engagement. The COR theory illuminates people's resilience and engagement at work by explaining how they endeavor to get, preserve, and safeguard their resources. The "Broaden and Build" strategy conversely, however contends that joyful emotions broaden a person's range of ideas and behaviors and gradually cultivate their own resources which boost long-term wellbeing and creativity. When combined, these ideas provide insightful understanding of how resource management, happy feelings, job engagement, and employee creativity interact.

Empirical Review

Employee Resilience across Demographic Characteristics

Kimhi et al. (2020) focuses on employee resilience, well-being, and demographic factors during the Coronavirus pandemic, several key relationships were identified.

The study found positive correlations ($r = 0.192, 0.117, \text{ and } 0.244$, respectively; $p < .001$) between size of the community, gender, and economic hardships, and the sensation of risk with distress symptoms and perceived threat related to the pandemic.

Specifically, economic hardships and gender demonstrated a strong positive correlation ($p < .001$) with distress symptoms, indicating that individuals experiencing greater economic challenges and identifying as a certain gender (presumably male or female) were more probable to exhibit indications during the pandemic. According to the study, in the context of the pandemic in China, demographic parameters including age, gender, community size, and economic challenges have a substantial impact on employee resilience levels. These results underscore the significance of considering demographic variables when assessing and supporting employee well-being and resilience during times of crisis.

In a research project by Kimhi et al. (2020), the researchers examined how signs of distress as well the sensation of risky related to the COVID-19 pandemic are predicted by measures of employee resilience and demographic traits. The purpose of this investigation was to fill a gap and recognizing the effects of resilience and demographic factors during a major pandemic crisis, a context that has not been extensively explored compared to other types of crises such as security conflicts, natural disasters, and economic downturns.

By adjusting for interactions between variables, the study sought to identify the unique contributions of employee resilience and specific demographic characteristics in predicting distress symptoms and perceived threat associated with the COVID-19 pandemic.

By emphasizing the resilience dynamics and contextual demographic determinants, this study expands on prior knowledge of a global health crisis, shedding light on how individuals' abilities to cope and their demographic backgrounds influence their psychological responses to pandemic-related challenges. The results of this investigation may have consequences for developing targeted interventions as well as support strategies to enhance resilience and well-being among individuals during pandemic situations.

Coulomb et al. (2020) identified age, gender, and family income as demographic factors that predict employee resilience. Similarly, Kimhi et al. (2020) highlighted several sociodemographic factors, including age, gender, educational background, professional background, marital status, and occupation, as influential in understanding employee resilience during crises such as the COVID-19 pandemic.

Regarding educational as well as occupational credentials, information is often categorized into low, middle, and high education levels, and occupations are described in terms of full-time, part-time, unemployment, retirement, and other statuses (Bol et al., 2019). For instance, in some industrial nations, the maximum number of hours for full-time employment may be regulated by sector-specific collective agreements, with 35 hours per week being a common limit (Britt et al., 2016).

The variation in employee resilience is only partially explained by socio-demographic factors, as noted by de Oliveira et al. (2017). Additional social factors, such as exposure to adversity and environmental variables, play significant roles in shaping employee resilience, particularly in relation to stress adaptation (Božović et al., 2021). It is suggested that investigating other determinants of employee resilience beyond socio-demographic factors is essential to gain a comprehensive understanding of resilience in the workplace.

According to Britt et al. (2016), experiences of loss or severe chronic illness can challenge resilience at work, while effectively addressing crises can enhance resilience. Psychological traits like self-efficacy have also been connected to increased employee resilience levels (Santoro et al., 2020). Education and professional experience are identified as key components of employee resilience, as highlighted by Santoro et al. (2020). Moreover, studies evaluating employee resilience often consider various socio-demographic characteristics, including age, gender, work history, educational attainment, family status, marital status, and profession type (Afshari et al., 2021).

Furthermore, self-acceptance emerges as a crucial psychological factor explaining the heritability of employee resilience in both men and women, as indicated by Habib et al. (2023). This brings out the importance of intrapsychic qualities in fostering resilience and adaptation to workplace challenges. Overall, a holistic approach that considers a range of individual, social, and environmental factors is necessary to comprehensively understand and support employee resilience in diverse contexts.

Work Engagement across Demographic Characteristics

Engagement at work is increasingly recognized as a critical issue for organizational excellence, requiring serious attention and strategic management (Taneja et al., 2015). The concept of engagement, as defined by Kahn (1990), involves employees' full involvement and investment in their work roles, encompassing physical, cognitive, and emotional connections to their organization. This emotional attachment is instrumental in fostering commitment and participation in the workplace.

Engagement shares conceptual similarities with organizational dedication and work engagement, but it is considered a distinct and crucial construct in business operations (Albrecht et al., 2015). Previous research emphasizes the unique importance of employee engagement as an influencer of the efficacy and achievement of organizations. Modé (2023) also found a modest to moderate link between employee age and measures of employee engagement, supporting the notion that age contributes to determining the degree of work engagement. These findings suggest that as employees age, they may become more engaged and committed to their work roles.

The impact of employee age on work engagement appears to vary across different studies within specific industries. Jaupi and Llaci's (2015) research in the banking industry suggests that demographic factors, including employee age, significantly influence work engagement. Their findings indicate that age influences the degree of employee involvement in this industry.

In contrast, Marcus and Gopinath's 2017 study on employees from IT firms found that age had an impact on engagement levels, implying that younger or older employees may exhibit differing levels of engagement based on their age demographics. On the other hand, Madan and Srivastava (2015) present findings that suggest disparities in employee age groups do not necessarily lead to variations in engagement levels.

Their research implies that age by itself might not be a deciding factor of work engagement across different age cohorts.

The connection between tenure and employee engagement (years of employment) has been studied by various researchers, yielding mixed findings. Topchyan and Woehler (2021) suggested that years of employee employment could be related to levels of engagement,

indicating that longer tenure may lead to higher levels of engagement due to increased experience and familiarity with the organization.

However, Boakye et al. (2021) found no evidence in favor of tenure as a significant factor influencing variations in employee engagement. These studies did not identify years of expertise as a significant indicator of degree of engagement, suggesting that tenure alone may not explain differences in engagement among employees.

However, a recent study by Mahboubi et al. (2015) found a substantial association between work engagement and employees' work experiences. This suggests that the nature of employees' experiences within their roles and organizations, rather than simply the length of tenure, may play a role in shaping engagement levels.

Employee engagement remains a significant challenge for organizations, despite its recognized importance since the 1990s (Kaufman et al., 2020). High levels of engagement offer numerous benefits for companies, including increased productivity, contentment at work, and retention. Prior studies have highlighted the function of both personal and organizational resources in promoting employee engagement and motivation (Sharma & Kaur, 2019).

According to Chawla and Joshi (2018), demographic elements such as age, work status, job title, and status of marriage significantly influence the level of work engagement exhibited by employees.

Employee Creativity across Demographic Characteristics

Employee creativity has emerged as a vital driver of competitive advantage, economic prosperity, and overall success for countries, governments, and regions (Lasrado, 2019).

Research indicates that demographic factors such as education level and population age structure influence components of employee creativity (Rojenko & Dahs, 2017). Creativity among

employees is the capacity or aptitude of an individual to produce, discover, or produce fresh and useful concepts, including the reconfiguration or transformation of existing knowledge into uniquely personal expressions. When individuals create something new that adds value, whether it's a service, solution, artwork, or innovation, it demonstrates employee creativity (Sawyer & Henriksen 2024).

Creativity is recognized as foundational to progress and significant advancements across various disciplines, serving as a catalyst for social development and innovation.

Employee creativity is influenced by a variety of behavioral and mental traits in the workplace, as highlighted by research (James et al., 2021). These traits include the ability to make connections between seemingly unrelated ideas and contexts, apply multiple viewpoints to problem-solving, maintain curiosity and openness to new experiences, exhibit flexibility in thinking and behavior, generate numerous and qualitatively distinct solutions to problems, demonstrate tolerance for ambiguity and uncertainty, and creatively repurpose everyday objects in unusual ways (James et al., 2021).

The connection between employee creativity and psychological disorders is a widely discussed topic, often referencing instances of exceptionally creative individuals who also faced personal challenges (Kassymova et al., 2019). However, it remains inconclusive whether a higher prevalence of mental disorders correlates with higher levels of employee creativity (Rich, 2016).

In creative professions, productivity typically increases rapidly at the start of a career, peaks around midlife, and then gradually declines. It is unclear whether this decline is inevitable or influenced by factors such as health issues.

Some individuals begin pursuing creative endeavors later in life, suggesting that this decline may not be inherent but influenced by various factors (Karwowski & Wisniewska, 2021). This demonstrates how intricately age, creativity, and other contextual elements interact, requiring further research to better understand the dynamics and implications for fostering creativity throughout individuals' careers.

Psychometric tests designed to measure employee creativity operate under the assumption that creativity is a consistent trait over time and across different domains of endeavor, including art, business, music, and technology.

According to this perspective, individuals who demonstrate above-average creativity in their work roles might also be expected to exhibit higher levels of creativity in other areas. This holistic view of creativity suggests that creative abilities are transferable and can manifest across diverse contexts and activities (Glăveanu & Beghetto, 2021). Such assessments aim to capture and quantify creative potential as a broad and enduring trait that influences various aspects of an individual's endeavors and contributions.

Understanding how the human mind generates new ideas and concepts is a key focus of cognitive psychology, particularly in the context of creatively challenging tasks (Ismail et al., 2019). One theory posits that the creative process resembles biological evolution, involving a mechanism of variety and selection.

In this view, a creative individual's mind generates numerous random combinations of ideas, and a select few of these combinations are chosen for further development or manifestation in behavior. Another perspective suggests that creativity involves overcoming the constraints imposed by prior experiences, enabling individuals to consider a wide range of options and possibilities.

Insight, often referred to as a moment of realization or discovery, occurs when a previously overlooked but promising idea suddenly becomes apparent in the mind (Glăveanu & Beghetto, 2021). These cognitive processes shed light on how creativity emerges from the interplay of novelty, flexibility, and insight within the human mind.

The recognition and reward of individuals as true "innovators" have become increasingly valued in both job settings and the marketplace.

Surveys of top company leaders highlight that "creative thinking" is among the most highly regarded qualities in employees and is considered crucial for future success (Sokół & Figurska, 2021). However, the evaluation and appreciation of employee creativity are often influenced by preconceptions about men's and women's creative abilities. Research by Tønnessen et al. (2021) reveals that men's work is more commonly perceived as creative, and creativity itself is often associated more closely with stereotypically male traits.

The observation that women in a less creative group tend to exhibit more masculine traits, and conversely, men in the same group tend to display more feminine traits, raises interesting questions about the connection between creativity and gender. According to Löffler and Greitemeyer (2021), one possible explanation is that feminine characteristics play a significant part in encouraging employee creativity at work. It is proposed that attributes typically associated with masculinity, such as independence and strength, may stimulate creative abilities in women, whereas men engaged in artistic pursuits may develop qualities traditionally associated with femininity, such as sensitivity and delicacy (Bonvillain, 2020).

The relationship between androgyny and creativity has been explored by various authors, drawing on perspectives from Freud and contemporary studies.

Wiggins (2019) highlights Freud's view of the creative personality as inherently contradictory, often characterized by bisexuality and a logic rooted in spontaneous connections and emotions. Studies have shown that individuals who exhibit androgynous traits, combining both traditionally masculine and feminine characteristics, tend to score higher in measures of creativity compared to those who are sex-typed (strictly adhering to traditional gender roles) or undifferentiated (Liu & Damian, 2022).

Bunnett (2020) notes that while there may not be significant differences in the creative abilities between androgynous individuals and those exhibiting cross-sex traits, the work produced by androgynous individuals is often slightly more highly regarded. This suggests that androgyny, characterized by a blending of diverse gender traits, may contribute positively to creative expression and perception.

Relationship between Employee Resilience and Work Engagement

According to Stokes et al. (2019), resilience, when viewed through the lens of human resource management, can be seen as the sustained work engagement exhibited by employees in the face of difficult organizational conditions. Singh et al. (2022) propose that hiring resilient employees or developing resilience in existing employees is a critical initial step in fostering work engagement. This perspective aligns with Murphy's (2020) definition of resilience as a novel component of work engagement, emphasizing that resilience contributes to maintaining an engaged and dedicated workforce within any organization. Research suggests that resilience is essential for encouraging engagement at work particularly by encouraging as well as motivating disengaged employees to re-engage with their work (Singh et al., 2022).

This highlights the interconnectedness between resilience and work engagement, emphasizing the importance of cultivating resiliency to increase staff dedication and performance in challenging work environments.

According to Shaw et al. (2016) employees who are overloaded with work often struggle to perform well due to the multitude of tasks they are managing, which can lead to increased stress levels. In such circumstances, resilience becomes essential for enhancing and maintaining work engagement, especially when individuals are experiencing burnout.

Resilience is the capacity to endure and bounce back from challenging circumstances, has a significant impact on raising employee engagement at work and continuously raising performance. (Cabrera et al., 2023). Research by Malik and Garg (2020) suggests that organizational factors significantly influence employee engagement and employees have a higher chance to be engaged when they are able to access organizational resources such as recognition and incentives, chances for development and feedback, supportive leadership, and a dependable workplace.

According to Han et al. (2021), three crucial psychological factors include—availability, safety, and meaningfulness—are essential for work engagement. Resilience plays a significant role in achieving these conditions because resilient employees tend to develop their own internal resources, possess high self-esteem, emotional stability, and perceive their goals as meaningful. Employees with higher levels of resilience are less afraid of challenges when compared to their less resilient colleagues. Kahn's model illustrates a strong correlation between these psychological factors and work engagement (Malik & Garg, 2020).

According to Malik and Garg (2020), the persistence and diligence with which employees monitor their work performance are linked to work engagement. Actively engaged

employees tend to feel competent, share the organization's values, exhibit high motivation, and derive enjoyment from their work (Deci et al., 2017). Positive emotions experienced by employees, contribute to enhancing focus and productivity, ultimately leading to excellent performance outcomes. These findings collectively underscore the significance of building resilience and positive psychological conditions to promote sustained work involvement and the success of the organization (Kašpárková et al., 2018).

Research indicates that work engagement has a big impact on workers' attitudes, performance, commitment, and discretionary workplace behavior (Kimberley et al., 2015). Although there is proof that psychological variables have something to do with contentment in work, there is still a dearth of clear evidence that employee resilience is a significant component in work engagement. Previous investigations have indicated a positive correlation between work engagement, personal resources, and job resources. Professional available resources like empowerment, supervisor assistance, developmental input, and growth opportunities, as well as internal elements that influence work engagement, such as optimism and self-efficacy (Malik & Garg, 2020).

The collection of studies demonstrates that resilient professionals not only overcome obstacles with skill but also have other advantageous traits that help them succeed in the workplace. Optimism, vitality, curiosity, and openness to new experiences are traits that resilient people frequently display (Shelton et al., 2022). These attributes help employees feel more motivated and self-assured, which makes them more prepared to take on challenges at work and raises work involvement.

Additionally, research indicates that resilient employees are adept at building supportive networks and meaningful relationships in the workplace (Heath et al., 2020). Social assistance

and powerful interpersonal connections formerly been consistently linked to superior level of work engagement (Malik & Garg, 2020). Therefore, the resilience of individuals not only impacts their ability to handle adversity but also contributes significantly to fostering positive work environments characterized by engagement, support, and collaboration. Organizations can benefit from recognizing and cultivating resilience as a valuable asset for promoting employee well-being and performance.

As per Kuntz et al. (2017), Employee resilience is critical in encouraging job engagement because it fosters employee confidence in their abilities and fosters a favorable image of the workplace as a helpful and inviting environment. Resilient professionals eventually exhibit elevated degree of workplace engagement as an outcome of their enhanced self-assurance and optimistic outlook. Hobfoll's conservation of resource theory (Hobfoll, 1989) and Frederickson's broaden-and-build theory (2001) offer theoretical frameworks to back up this claim.

People that are resilient are more likely to see challenges as a chance for development and expansion, encouraging a proactive as well as engaged approach to their work (McLeod et al., 2021). When employees leverage their resilience, they can effectively manage stress, maintain optimism, and cultivate meaningful connections at work—each of which contributes to the increased degrees of engagement at work (Chakraborty et al., 2019).

According to Ciftci et al. (2020), psychological capital, which includes components like hope and positive feelings, generates positive emotions at work that contribute to work engagement. Hope and positive feelings are essential for encouraging goal-directed behavior, ultimately influencing levels of work engagement. Similarly, Waddell (2015) investigated the connection between health nurses' workplace engagement and resilience and discovered that

hope and favorable feelings play a major part in encouraging goal-directed behavior, this positively affects employee engagement at work.

According to Cooke et al. (2016), worker resilience is important when it comes to engagement at work, with support from the conservation of resources hypothesis. The findings align with current studies that demonstrate the relationship between work engagement and employee resilience (Malik & Garg, 2020).

Considering the idea of conservation of resources, people make an effort to gather, safeguard, and preserve resources, such as social, organizational, and personal resources (Hobfoll et al., 2018). People that possess resilience are more competent to handle and adjust to hardship, which helps to maintain and replenish these resources and ultimately leads to increased engagement levels at work. The relationship that exists between work engagement and employee resilience emphasizes the value of resilience as a crucial component in fostering worker welfare and organizational accomplishment (Gupta et al., 2018).

According to Parkash and Kumar (2016), resilience is the capacity to persevere in the face of hardship and come out stronger on the other side. This theory suggests that resilient individuals can effectively navigate potentially stressful external conditions by maintaining a cheerful, self-assured, and optimistic outlook. Resilience is associated with positive emotions that help reduce stress and enable workers to focus on their tasks more effectively.

Steinkopf et al. (2018) support this theory by demonstrating an inverse relationship between work-related stress and resilience.

According to Barreiro and Treglown (2020), employees who demonstrate positive emotions and resilience in challenging situations more probably will exhibit enthusiasm and create a strong feeling of connection to work.

Bande et al. (2015) have highlighted the connection between resilience, job engagement, and job satisfaction. Research from businesses that operate in both before and after a tragedy indicates that individuals with adaptive resilience, which is the capacity to develop, remain engaged in the workplace, as well as maintain well-being following a major crisis—often exhibit inherent resilience even before encountering significant adversity (Nalakant et al., 2016).

Employee resilience has been found as a substantial personal resource that positively correlates with work engagement, based on Hobfoll's (1989) Conservation of Resources (COR) theory. Kim et al. (2019) research emphasizes the important influence that character traits like resilience have on job engagement. Resilience was found to be the most significant factor favorably influencing work engagement in research including Chinese nurses (Cao et al., 2019). Moreover, Dai et al. (2019) research has shown that workers' resilience increases work engagement while simultaneously lowering their propensity to quit.

Hartmann et al. (2020) suggests that when employees experience positive emotions, resilience positively predicts their ability to focus on their work. In other words, individuals who demonstrate resilience are more probable to be emotionally invested and interested in their profession (Ojo et al., 2021). Numerous earlier researches have shown resiliency among employees and engagement at work are positively correlated. According to Bande et al. (2015) resilience enhances work engagement, Kim et al. (2019), however, draw attention to the impact of personal qualities like resilience on work engagement.

The Relationship between Work Engagement and Employee Creativity at Work

In literature, the terms "creativity" and "innovation" are commonly used interchangeably, and the differentiation between them usually stems from emphasis rather than content (Wilson, 2018).

According to Hughes et al. (2018), creativity is the process of coming up with unique and perhaps helpful solutions to problems, whereas innovation is the process of transforming creative ideas into practical solutions. Due to its abstract character and absence of a generally agreed-upon definition, creativity can be difficult to describe (Sawyer & Henriksen, 2024). One quality that sets creative people apart is their creativity. Since the 1950s, when the term "creativity" first gained prominence, scholars have studied it extensively (Sawyer & Henriksen, 2024).

Although each person's creative expression is distinct, the creative process is what really brings about the benefits of creativity. Recent studies, such as those by Eldor (2017), have demonstrated how motivation has a favorable effect on performance in challenging organizational settings, particularly in terms of developing original ideas, creative thinking, and flexible problem-solving. This emphasizes the significance of motivation in fostering creativity and innovation within workplaces.

Research in the hotel sector by Aldabbas et al. (2023) showed a substantial relationship between creative endeavors as well as work engagement. Supervisors understand how crucial employee involvement at work is to fostering innovative behavior. Because they are motivated to put in more effort and use more creative solutions to accomplish their goals, engaged employees typically produce more (Ahmetoglu et al., 2015).

This suggests that enthusiastic workers approach work as well as their obligations with a positive attitude which motivates people to generate creative ideas and successfully handle difficulties.

Eldor and Harpaz (2016) have established that Fredrickson's broaden-and-build theory (2001) offers a compelling theoretical explanation for the connection between engagement and creativity.

Eldor and Harpaz (2016) claim that enthusiastic, curious, and passionate workers usually feel full engagement, which increases the resources and thought-action repertoires of individuals by encouraging further investigation of concepts and actions (i.e., originality). Good feelings like passion and excitement make a worker more receptive to new things which raise the possibility that they will think creatively and innovatively at work (Ismail et al., 2019). According to this theoretical paradigm, being engaged at work promotes a pleasant emotional state that, by enabling people to think creatively and widen their viewpoints, stimulates creativity.

Higher work engagement participants showed improved problem-solving skills and were more skilled at generating a range of remedies for the workplace difficulty (Knight et al., 2017). Given Fredrickson's broaden-and-build theory of pleasant feelings, there is a correlation between engagement and creativity (Fredrickson, 2001). Good feelings such as enjoyment, contentment, and curiosity, in Fredrickson's view, build people's personal resources, which include intellectual, social, and material components, as well as their transient thought-action repertoires. One of the most important factors in improving someone's view of their work, giving it more meaning, and raising their level of engagement is work engagement. Employees are able to produce more creative and inventive work in their professions as a result of this increased engagement (Mubarak & Noor, 2018).

Work engagement has a favorable impact on employee creativity. Employees are more inclined to address challenges from many viewpoints as soon as they believe that the work they do is done on a personal basis and is substantially relevant (Bakker & Albrecht, 2018). Additionally, as Morgan (2017) points out, workers feel more in control of their work beyond their job descriptions when they think they have the skills and resources to do their jobs well. This independence encourages people to think that their efforts and deeds will pay off.

People are more inclined to focus on and persevere in creating solution-focused ideas and outcomes when they feel engaged, according to Endrejat et al. (2020).

In general, those who are more invested in their jobs are more likely to be more creative, as noted by Mubarak and Noor (2018). This underscores the importance of fostering work engagement by offering employees along with meaningful tasks, resources as well as autonomy, which in turn can enhance their creativity and problem-solving abilities within the organization

Zheng et al. (2019) found that disgruntled workers have a lower likelihood of exhibiting creativity compared to those who are motivated and engaged at work. Conversely, studies by Amabile and Pratt (2016) emphasize that motivated employees are more willing to try new concepts and usually are imaginative. Furthermore, research by Asif et al. (2019) indicates that highly engaged workers possess better stress and anxiety management skills, which in turn can foster creative thinking.

In essence, increased levels of engagement at work inspire employees to exercise their imaginations and generate novel ideas for the benefit of the company, as suggested by Kim and Park (2017). Inam et al. (2021) also support this idea, noting that motivated and engaged individuals tend to exert more effort and perform better at work, which encourages a custom of creative thinking as well as innovative conduct inside the organization.

The Relationship between Employee Resilience and Creativity at Work

The understanding that resilience is a vital component of survival of an organization as well as performance has resulting in increased attention and research into building and improving employee resilience within businesses (Hillmann & Guenther, 2021).

Organizations are increasingly focused on enhancing employee resilience due to the need to develop robust organizational infrastructure and processes that contribute to long-term achievement of the organization (Miceli et al., 2021).

Based on Aburn et al. (2016), the capacity to endure hardship is the essence of employee resilience. This description leaves out other crucial elements that support resilience.

Beyond simply weathering adversity, resilience includes things like flexibility, healthy coping mechanisms, social support, and internal resources that help people overcome obstacles and succeed in life (Näswall et al., 2019).

Resilience, according to Southwick and Charney (2018), is the capacity to persevere through difficulties and overcome expectations. People with high resilience show how to use their strengths—cognitive, emotional, social, and other positive traits—to lessen the effects of risk factors and setbacks. Resilience is frequently a combination of mental and emotional qualities that are triggered by failures and inspire people to keep persevering despite hardship. The capacity of a person to recover from misfortune or seize favorable developments is especially important for long-term success and performance in today's hectic business atmosphere (Ellis et al., 2017).

Resilient employees may bounce back from difficult events and circumstances and successfully avoid stressful situations, according to Brooks et al. (2020). In addition to being more capable of handling stress, pressure, and unpleasant situations, high-resilience workers may also be less negatively impacted than low-resilience workers (Nwaogu et al., 2022). Employees who possess psychological resilience are more capable of managing obstacles during organizational transition, maintain their commitment to the change, and be more likely to display positive behaviors related to the change (Yu et al., 2019).

Resilient people often anticipate problems and mitigate the consequences of stressful situations by effectively utilizing their psychological resources (Kalisch et al., 2017). They are able to overcome obstacles and recover from failures. Additionally, they keep going in order to take advantage of new learning opportunities, cultivate personal connections, and find fulfillment in their profession (Edmondson, 2018). Having more psychological resources is linked to strong resilience, and this can lead to higher levels of creativity. Higher psychological resilience makes people more capable of navigating change in the setting of employee resilience. Resilience can be used as a psychological advantage (Yu et al., 2019).

According to Hirudayaraj and Matic (2021), creativity practices are crucial for effective work output and organizational development. Creativity is a process that not only improves organizational outcomes but also aids in personal growth (Tongchaiprasit & Ariyabuddhiphongs, 2016). Sarwat and Abbas (2021) emphasized how important individual-level antecedents—such as traits, values, and psychological states—are in fostering creative performance. Additionally, there is a direct link between confidence, self-efficacy, and creative activity participation (Ghafoor & Haar, 2022).

The Extent to which Employee Resilience, Work Engagement Predicts Employee Creativity

Empirical studies examining the predictive roles of resilience and engagement on employee creativity often leverage surveys to gather insights into these relationships. Psychological capital, which includes components like resilience, optimism, and hope, plays a significant role in fostering employee creativity.

Research, such as that conducted by Yu et al. (2019), demonstrates that resilience can predict employee creativity through its close interactions with optimism and hope. This indicates that those with greater resilience levels, optimism, and hope are more probable to exhibit creative behaviors in the workplace.

Research by Ghosh et al. (2020) shows a significant relationship between employee creativity and work engagement, which is defined as psychological detachment and intrinsic motivation. The capacity to psychologically disengage from work during leisure time is known as psychological detachment, and it can help people feel refreshed and more creative when they return to the workplace. Sustained engagement and creative productivity are also facilitated by intrinsic motivation, which is fueled by internal elements like enjoyment and curiosity.

Furthermore, Aldabbas et al. (2021) emphasize how organizational support helps employees become more resilient, engaged, and creative in the end. Employee engagement and resilience are strongly correlated with perceived levels of support from the organization, and these factors in turn influence the creative contributions made by employees.

According to Arshad et al.'s research from 2021, psychological empowerment—which raises employee engagement and fosters creativity—is predicted by employee resilience. Resilient employees are better equipped to overcome obstacles as well as failures, which fosters an empowering mindset that increases their engagement and inventiveness. High psychological capital workers, such as those who are resilient, showed that they could overcome the obstacles presented by COVID-19 and come up with creative solutions to adjust and keep their positions. The study also highlights the important role that psychological resources play in supporting adaptive and creative behaviors in the face of adversity by showing how resilience and job engagement strongly predict employee creativity.

Empirical studies, like the one done by Kwon and Kim (2020), show that workers who believe that their jobs are difficult are more probably to use tools available at their disposal to take creative risks. This shows that demanding work requirements can encourage people to use resources already in place in novel ways to tackle difficult jobs or challenges. Furthermore, the effective use of supportive relationships by resilient workers to activate adaptive coping mechanisms and engage in creative problem-solving is underlined.

Bhutto et al. (2021) emphasizes the connection between resilience and work engagement, two components of green psychological capital, and green creativity. Employees who are more resilient, especially when faced with difficulties, show more interest and concentration at work. Because of their increased involvement, they are able to generate original concepts and solutions that support sustainability and the "green revolution" in their sector.

According to Witasari and Gustomo's research (2020), employee engagement and psychological capital—especially resilience—interact to affect performance, particularly in terms of creativity. This suggests that workers who possess stronger psychological capital—including resilience—have a higher probability of being engaged in their work and show more creativity. Furthermore, Asumeng and Anokye (2019) highlights the connection between work engagement and psychological capital, which consequently impacts Accra, Ghana-based micro- and small-business owners' ability to generate original and innovative ideas.

Yu et al. (2019) emphasizes the interaction that exists between employee creativity, work engagement, and resilience. Their research indicates a strong correlation between work engagement and resilience in regard to encouraging employee innovation.

As stated by Yu et al. (2019), resilience an important part in encouraging creative behaviors in the workplace by functioning as a mediator between individual inventiveness and work engagement.

Studies by Baluku et al. (2021) provide additional evidence in the Ugandan context regarding the significance of psychological capital, particularly resilience, in affecting work engagement and creativity among university students and public workers, respectively.

Kabagabe (2021) discovered that improved problem-solving skills and greater work engagement are associated with public officials who had higher degrees of emotional intelligence and resilience. In the meantime, Baluku et al. (2021) discovered that the relationship between resilience and both professional prospects and creativity is mediated by work engagement.

The Mediating Effect of Work Engagement on Relationship between Employee Resilience and Employee Creativity

The capacity of an organization to innovate and create fresh goods and services are crucial for it to succeed, as Elrehail et al. (2018) states. Businesses face constant pressure to remain competitive by developing new offerings, a demand that necessitates ongoing creativity from individuals within the organization (Zacher & Rosing, 2015). Consequently, researchers are increasingly focusing on individual creativity in work practices (Rigtering et al., 2019).

The creative work behavior of employees significantly impacts an organization's everyday operations and its ability to adapt to dynamic challenges. Being aware of the elements that promote creative behavior within organizational settings has been a key area of scholarly investigation (Shafique et al., 2019).

Work engagement, as described by researchers like Altaf and Masrek (2021) involves a positive and fulfilling disposition towards one's job, characterized by vigor, dedication, and absorption. Vigor represents resilience and perseverance in the face of challenges, dedication encompasses enthusiasm and commitment, and absorption reflects a deep state of focus and immersion in work tasks. Central to work engagement is the psychological satisfaction derived from fulfilling professional responsibilities, a concept well-supported by studies like those by Uppathampracha (2022). When individuals experience a feeling of significance, enthusiasm, as well as confidence in their line of work, they are probably will be fully engaged, contributing to their overall well-being and organizational effectiveness (Joo & Lee, 2017).

Resilience, as defined by Southwick and Charney (2018), represents a person's capacity to endure as well as grow stronger against the backdrop of challenges.

This resilience-enhancing ability has been shown to positively predict experiencing positive emotions among employees, facilitating their focus and dedication to work (Ojo et al., 2021).

Indeed, resilient individuals tend to exhibit a deeper emotional investment and interest in their professions and this is connected to increased levels of engagement at work according to various studies (Cao & Chen, 2019). Scholars like Dai et al. (2019) have highlighted the significance that employee resilience plays in promoting excellent work outcomes by acting as a personal resource that has a substantial correlation with workplace engagement.

Work engagement as described by Jason (2021) is significant concentrations of internal drive and desire to achieve performance goals. This proactive and enthusiastic approach to work has been linked to a number of advantageous results in research.

Research show that work engagement correlates with improved employee performance and increased personal initiative (Nazir & Islam, 2017).

Work engagement has also been linked to fostering creative work behavior highlighting its role in stimulating innovation and problem-solving within organizations (Uppathampracha, 2022).

De Spiegelaere et al. (2016) states that creative work behavior encompasses employee behaviors connected with various stages of the creative process, which can range from generating novel ideas to implementing innovative solutions. This process of creativity may involve adapting and drawing inspiration from effective work behaviors across different industries. Kwon and Kim (2020), found that work engagement among employees positively predicts creative work behavior, highlighting the link between intrinsic motivation and creative output.

Turner, (2019) further emphasize that work engagement extends to performing tasks with ingenuity and effectiveness, reflecting a proactive and dedicated approach to work.

Moreover, research by Nazir and Islam (2020) implies that an employee's degree of work engagement significantly influences their willingness to take risks at work, underscoring the importance of engagement in boosting creativity and forward-thinking behaviors among employees.

The Summary and Gaps in Literature Review

In light of the review of existing literature, it appears that while there exists a wealth of studies exploring the relationships between employee resilience, work engagement, and employee creativity, there is limited direct evidence establishing a clear prediction model involving all three variables simultaneously. Numerous researches have examined the mediation roles played by one variable in influencing the others. The empirical evidence suggests that employee resilience, work engagement, and creativity have intricate interactions and are intimately related to one another.

For instance, research has looked at the ways in which work engagement mediates the relationship between creativity and resilience, or how resilience mediates the relationship between work engagement and creativity.

To further advance understanding in this area, future research could aim at looking at the direct predictive connection between employee resilience, work engagement and employee creativity simultaneously. This would involve examining how these variables interact and contribute to predicting creative outcomes in the workplace. By conducting comprehensive studies that consider the joint influence of resilience, work engagement, and creativity, researchers can provide deeper understanding into the dynamics of these important constructs and their implications for organizational effectiveness and employee well-being.

The geographical gap in the literature regarding studies on employee resilience, work engagement, and employee creativity is indeed notable, with most research conducted in Western countries such as China, Taiwan, the United States (California, Chicago, New York), and India. The absence of studies in regions like Uganda highlights a need for more diverse and context-specific research to understand how these variables operate in different cultural and organizational settings.

To address these gaps, future research should seek to investigate the connections between employee resilience, work engagement, and creativity in underrepresented regions like Uganda and other diverse contexts. Additionally, researchers should prioritize conducting studies that reflect current trends and conditions in the workplace to ensure that findings are relevant and actionable for practitioners and policymakers. This will help create a more thorough and inclusive understanding of how these variables interact and influence outcomes across different global and temporal contexts.

It is crucial to acknowledge the diversity in research designs and measurement approaches used in studies exploring employee resilience, work engagement, and employee creativity. Researchers have employed various methods, including correlational research designs, to examine the relationships between these variables. Additionally, the reliability of measurements, are often assessed using Cronbach's alpha (with a threshold typically above 0.70 for reliability), this ensures the consistency and validity of the instruments used to collect data.

One notable aspect highlighted is the use of odd Likert scales (e.g., 5-point scales) in some studies, which can introduce challenges related to response interpretation and the presence of a midpoint that respondents may perceive differently (e.g., as "neutral" or "undecided"). This could potentially impact the accuracy and depth of responses, as respondents might not fully engage with all available response options.

To address these contextual gaps, there is a call for a current study to examine the predictive relationship between resilience, work engagement, and employee creativity specifically within the context of projects assisted by Compassion International Uganda. This study could contribute valuable insights by using a tailored research design and measurement approach that aligns with the unique characteristics and needs of employees in this setting.

Employing a comprehensive and culturally sensitive research methodology, such as mixed methods or qualitative approaches alongside quantitative surveys, could provide a nuanced understanding of how resilience and engagement influence creativity in this specific organizational context. By filling this gap with focused and contextually relevant research, organizations like Compassion International can gain actionable insights to support their employees' well-being, engagement, and creative contributions, ultimately enhancing project outcomes and overall organizational effectiveness.

CHAPTER THREE: METHODOLOGY

Introduction

This Chapter presents the research method. It details the approach and research design, Target population, sample size and procedure, data collection instruments, Measurement of the Variables, Data collection procedure, data analysis, Ethical consideration and Anticipated limitation and de-limitations.

Research Approach

This study adopted a quantitative approach which emphasized objective measurements and the statistical, mathematical, or numerical collection and analysis of data through using computational techniques (Apuke, 2017).

Research Design

A correlational research design was applied so as to investigate the relationships between the independent, dependent and mediating variables without the researcher controlling or manipulating any of them (Asamoah, 2014). The correlation design reflected on the strength and direction of the relationship between variables to establish whether they are either positive or negative.

Target Population

The target population involved 306 employees of Compassion International selected from compassion selected projects in Kampala, Mukono, Kamuli, Iganga, Mityana, Masaka, Mbale and Kisoro (compassion connect, 2023).

Sample Size and Procedure

The sample consisted of all 306 employees of compassion international projects in eight districts and this was determined using the census method.

According to Erba et al., (2018) census is a sample determination method, where all the members of the population are included. This method was used because it would enabled the researcher to take into consideration pertinent sample characteristics such as ; project scale and number of employees in a district and project, while maintaining the quantitate sampling requirements of representativeness and objectivity .

The eight districts were selected using purposive sampling. Using this non-probability sampling technique, the 8 districts of Uganda where the activities of Compassion are most concentrated were selected. So, every member of the population was taken into consideration, so as to reduce sampling errors and get more reliable information about the unit of study. All the 306 employees of Compassion International projects in eight Districts were studied, though 295 completed and returned questionnaires, leading to a response rate of 96.4%.

Inclusion and Exclusion

The total number of employees involved in the selected projects of Compassion International Uganda was 306. However, only those employees who were physically present at their offices and workshops during the data collection period were included. Employees who were absent due to various reasons, such as illness, personal leave, or other commitments, were not included in the study. This exclusion was necessary to maintain the consistency and reliability of the data, as the presence of all participants was crucial for obtaining firsthand information.

Data Collection Instrument

Self-administered structured questionnaires were employed to gauge respondents' perceptions since they are useful for gathering information from a sizable sample and also save time (Churchill, 1979).

The structured questionnaire was deemed suitable since it facilitates prompt decision-making by the respondents, saving time, and facilitates speedy information coding by the researcher during analysis (Mugenda & Mugenda, 2003). Scales of the instrument Likert scale 1(Strongly agree) to 6 (Strongly disagree).

Measurement of the Variables

Employee Resilience was measured using three indicators namely Survival, adaptation and High tolerance. It was measured using 9 items adopted from Näswall et al. (2015). The items were rated using a seven- point Likert- type scale ranging from 1 (Never) to 7 (almost always) and the reliability Cronbach Alpha was at .91. An example of item is ‘I effectively collaborate with others to handle un expected challenges at work (Näswall et al., 2015). The items for employee resilience were 9 items with a modified Likert Scale of 1 (Strongly disagree) to 6 (Strongly agree).

A three-dimensional questionnaire adapted from Schaufeli and Bakker (2004) was used to measure work engagement basing on its definition that include vigour, dedication and absorption. The Utrecht Work Engagement Scale (UWE) scale by Schaufeli and Bakker (2004) has 17 items and they were scored on the 7-point frequency scale ranging from 0 (Never) to 6 (always) and the Cronbach alpha for the scores was .81. Example items from the three-dimensional questionnaire include: At work, I feel bursting with energy (vigor), I find the work that I do full of meaning and purpose (Dedication) and Time flies when I am working (Absorption). The items for work engagement were 17 items, 6 for vigour, 5 for dedication and 6 for absorption with a modified Likert Scale of 1 (Strongly disagree) to 6 (Strongly agree).

Employee creativity was measured using three indicators, that is idea generation, problem solving and idea implementation.

It was measured using the items adopted and modified from Ximenes et al. (2019). The employee creativity was measured by 13 items and they were scored using the Likert Scale ranging from 1 (Strongly disagree) to 5 (Strongly disagree) and the reliability Cronbach's Alpha was at .95 which is greater than .70. An example item is 'I am able to achieve most of my personal goals at work. The items for employee creativity will be 23 items with a modified Likert Scale of 1 (Strongly disagree) to 6 (Strongly agree)

The total item for employee resilience, Work engagement and employee creativity were 36 items with a modified Likert Scale of 1 (Strongly disagree) to 6 (Strongly disagree).

Data Collection Procedure

Upon securing clearance for data collection from the Directorate of Research and Graduate Training, the researcher introduced herself to the authorities in the target districts seeking for authorization of the study. Following securing of authorization for data collection by the district authorities, questionnaires were hand-delivered to the respondents in their offices and workshop and they were given time of one day before they are collected for analysis and interpretation.

Reliability and Validity

Reliability

An instrument is considered dependable if it consistently yields the same results when employed by different researchers or trait or concept measurements on the same respondents. The more trustworthy a test is, the more confidence we can have that the results are substantially the same results as those that would be achieved if the test were performed again. The Cronbach's alpha coefficient was used to determine the reliability of the questionnaire.

Cronbach's Alpha is a reliability coefficient that reveals the degree of positive correlation between the items in a set. The acceptable minimum threshold for Cronbach alpha is a value more than or equal to .70 (Taber, 2018). The pilot study comprising of 50 respondents from Wakiso district was to ascertain both reliability and validity the questionnaire. Table 1 provides the findings on reliability properties of the instrument.

Table 1: Reliability coefficients (Cronbach’s alphas) for the questionnaire

Variable	No. of items	Alpha (α)
Employee Resilience	9	.91
Employee work Engagement	15	.92
Employee creativity	20	.96
Full scale	44	.97

Source: Pilot data from the field 2022 *N=50*

Table 1 reveals that resilience had an Alpha coefficient of .91, work engagement of .92, and the Creativity of .83. The full scale had an Alpha coefficient of .97, Thus the instrument was sufficient for this study because the Alpha coefficients for all the sub scales and the full scale were above 0.7, the recommended minimum by Matshidza (2016), for surveys.

Validity

Validity is the capacity to produce results that are correct and measure what is intended to be assessed in accordance with theoretical or conceptual values. The researcher established the construct validity of the instrument using exploratory factor Analysis (McCarthy & Garavan 2007). According to Kagaari et al. (2010), factor analysis is widely recognized as a powerful method of construct validation for measuring of psychological constructs.

Exploratory Factor Analysis

Exploratory factor Analysis (EFA) was done to confirm whether the adapted instrument effectively measured the study constructs and the improvements that were needed. Data was entered in SPSS to run EFA. Any item that loaded above 0.50 was considered valid.

However, any item that loaded below 0.5 was considered to have a low loading and was discarded (Pedrosa et al., 2016). Items with eigenvalues greater than 1 were considered as significant contributors to the variables. The factors were rotated using a Varimax rotation, so as to identify items that are more correlated with one another. The findings are presented in the table 2.

Table 2: Rotated Factor Matrix for Resilience

Items	Factor Loading 1
Factor 1: Tolerant adaption	
I effectively collaborate with others to handle unexpected challenges at work	.641
I resolve crises competently at work	.582
I approach managers when I need their support	.648
I learn from mistakes at work and improve the way I do my job	.698
I re-evaluate my performance and continually improve the way I do my job	.678
I use change at work as an opportunity for growth	.580
I successfully manage a high workload for long periods of time	.303
I effectively respond to feedback at work, even criticism	.609
I seek assistance to work when I need specific resources	.649
Eigenvalues	5.389
% of Variance	59.883
Cumulative Variance	59.883

Source: Pre-test Data (2023)

The findings in the table 2 show that most of the aspects of resilience that were measured, loaded strongly on 1 factor which was tolerant adaption and accounted for 59.88 % of variation. Thus, items were indicators of resilience.

Table 3: Rotated Factor Matrix for Work engagement

Items	Factor Loading		
	1	2	3
Factor 1: Vigor			
At work, I feel bursting with energy			.778
At my job, I feel strong and vigorous	.555		.618
When I get up in the morning, I feel like going to work	.579		.522
I can continue working for a very long periods at a time	.577		
At my job, I am very resilient mentally	.606		
Factor 2: Dedication			
At my work, I always persevere, even when things do not go well		.787	
I find the work that I do full of meaning and purpose	.876		
I am enthusiastic about my job	.832		
My job inspires me	.859		
I am proud of the work that do	.858		
Factor 3: Absorption			
To me, my job is challenging		.628	
When I am working, I forget everything else around me		.723	
I feel happy when I am working intensely		.508	
I am immersed in my work most of the time		.576	
I get carried away when I am working		.664	
It is difficult to detach myself from my job		.713	
Eigenvalues	12.810	1.144	.920
% of Variance	55.697	4.974	4.001
Cumulative Variance	55.697	60.671	64.672

The findings in the table above show that most of the aspects of work engagement that were measured, loaded strongly on 3 factors and accounted for 64.7 % of variation. The factors were Vigour (1) (55.5%), dedication (2) (4.9%) and absorption (3) (4.0%). Thus, items were good indicators of work engagement.

Table 4: Rotated Factor Matrix for Creativity

Items	1	2
Factor 2: Idea implementation		
I am able to achieve most of my personal goals at work		.643
I am not afraid when facing problems at work		.718
I feel confident that I can perform creatively on many different tasks at work	.522	.586
I demonstrate originality at my work	.578	.559
I like taking risks at work		.783
My colleagues think of me as creative employee	.518	.560
Creativity at work is important to me	.642	.413
I am not easily influenced by others		.550
I am very astute person (I have the ability to see how to take advantage of a certain situation)		.604
I am versatile person and I can easily come up with innovative solutions no matter the work field	.634	
Factor 1: Idea generation		
I always suggest new ways to achieve cooperative goals	.747	
I always propose new ways to get work done	.792	
I always try to find new ways to get work done	.745	
I always suggest new ways to improve products/ service quality	.485	
I always try to find resources of new creative ideas	.750	
I am not afraid to take risks		.658
I always fight for ideas to the leadership		.588
I am always creative in completing work when their is an opportunity	.742	
I always make a time table for implementing basic work to implement new ideas	.702	
I often have innovation ideas	.628	
I always get a solution to a work problem	.713	
I always have new approach to solving problems	.716	
I always recommend using new ways to get work done	.738	
Eigenvalues	12.810	1.144
% of Variance	55.697	4.974
Cumulative Variance	55.697	60.671

The findings in the table above show that most of the aspects of creativity that were measured, loaded strongly on 2 factors and accounted for 60.7 % of variation. Factors was generation of new ideas (55.7%) and implementation of ideas (4.97%).

Thus, items were good indicators of creativity. Given that all the items that were used to measure the three variables measured more than 50% of the variables, they had sufficient construct validity and were appropriate to be used in the final study.

Data Management and Processing

The term "research data management and processing" refers to the gathering, storing, preserving, and sharing of data for a research endeavor. According to Rossmann and Beek (1999), it entails the routine administration of research data during the course of a project, such as employing standardized file naming systems. Following data collection, each questionnaire was assigned an identifying number for coding, and any incomplete forms were removed. The eligibility of the data for inferential analysis was determined by establishing linearity and normality after importing it into SPSS. The shape of the data's normal curves for the three variables was used to establish normality, and the line of best fit was used to determine linearity. All of the data had bell-shaped normal distributions (see figures. 2–4), indicating that the variables were regularly distributed and appropriate for both descriptive and inferential analysis.

Data Analysis

Statistical package for social scientists (SPSS version 20) was used for data entry and analysis. Descriptive statistical tools such as frequency tables and percentages were used to obtain demographic characteristics (Hypothesis 1). Descriptive Statistics (mean, SD and rating) were used to find the level of the variables in the sample.

Correlation analysis using the Pearson correlation coefficient was carried out to establish the relationship between the variables for study (Hypothesis 2, 3 and 4). To test Hypothesis 5, multivariate regression analysis was used to test the predictive power of employee resilience and work engagement on employee creativity.

For Hypothesis 6, mediation analysis was done using the process macro (Hayes ,2013) to ascertain the contribution of the independent and mediating variables on the dependent variable. Employee resilience was entered as the predictor (X), Employee creativity as the dependent variable (Y) and Work Engagement as the mediating variable (M).

Ethical Considerations

The following ethical issues were considered in accordance with (Myers & Newman, 2007). The university developed an opening letter that was made available to potential respondents in different projects upon request.

The responders were briefed about the study by the researcher. A key ethical precept in research is informed consent, which guarantees that subjects are fully informed about the nature, goals, procedures, risks, and benefits of the study before consenting to participate. Researcher strengthened the voluntary aspect of participation by enabling employees to make informed decisions about their involvement through the provision of thorough. In order to protect participants' autonomy and wellbeing, this procedure also highlights their freedom to leave the study at any moment and without consequence. In addition to upholding participants' rights, obtaining informed permission improves the validity and reliability of the study.

The researcher ensured that the respondent's confidentiality is maintained by using participant's identification numbers and not their names. In addition, the data collected was stored in a safe place that is out of reach and the questionnaires were disposed off as soon as the researcher completes the study. The information provided by participants was not shared and there was no intrusion of their privacy as anonymity was upheld. The report was availed to interested participating organizations.

Given that the researcher was part of the organization that provided data, it was important that she maintains objectivity. To achieve this, the researcher applied a quantitative study design, so data interpretation was based on actual data collected rather than on personal feelings, beliefs, and experiences. Secondly, the study measurements (instrument) were adapted from other studies so as to make observations as free from bias as possible.

Research limitations and solutions

To solve the issue of the delay in responding to the questionnaires, the researcher used the period of workshops during break time to issue the questionnaires and follow-Up with Non-respondents was done during the workshops. To avoid misinterpretation of questionnaires, the researcher ensured that the questionnaire were well-organized and easy to navigate, which helped reduce respondent misinterpretation and improved the quality of responses.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

Introduction

This chapter presents the analysis and interpretation of results on the relationship between employee resilience, work engagement and employee creativity in selected compassion associated projects. The study examined the level of employee resilience, work engagement and employee creativity across demographic characteristics; relationship between employee resilience and work engagement; relationship between work engagement and employee creativity and relationship between employee resilience and employee creativity at work. The study further assessed extent to which Employee resilience and work engagement predict employee creativity and the mediating effect of work engagement on relationship between employee resilience and employee creativity.

The findings are based on questionnaire responses of 295 employees of selected compassion international assisted projects drawn from Kampala, Mukono, Kamuli, Iganga, Mityana, Masaka, Mbale and Kisoro districts of Uganda. The demographic characteristics of the respondents are presented first, followed by descriptive and inferential analyses.

Demographic Characteristics of the Respondents

This section presents personal and work-related information of respondents. The information is presented in Tables 5 and 6.

Table 5: Personal Information of Respondents

Gender	n	%
Male	122	42.8
Female	163	57.2
Age Category		
20-25	34	11.9
26-30	90	31.6
31-35	55	19.3
36-40	54	18.9
41-45	41	14.4
46 above	11	3.9
Marital status		
Single	111	38.9
Married	162	56.8
Divorced	4	1.4
Separated	1	.4
Cohabiting	1	.4
Widow	4	1.4
Others	2	.7

Gender of Respondents

The respondents indicated their gender and the results in Table 5 show that the majority (57.2%) were female and 42.8 % were male. Therefore, the information provided represented the opinions of both genders.

Age Category of Respondents

With regard to age, the information in table 5 shows that the majority (56.6%) of respondents had 31 years and above and only 43.4% were aged below 30 years.

This implies that generally respondents who participated in the study had sufficient life experience as to give candid views on the issues that were being investigated.

Marital Status of Respondents

In connection to marital status, table 5 shows that majority (56.8 %) of respondents were married 3.6% had ever been in a marital relationship. Hence respondents had sufficient necessary life experience that enabled them to provide reliable information on the issues that were being investigated.

Work-related Information of Respondents

Respondents were asked to provide information about their work regarding their education, tenure and responsibilities. This information is summarized in table 6.

Table 6: Work-related Information of Respondents

Designation	n	%
Top Level	49	17.2
Middle level	147	51.6
Lower level	89	31.2
Education		
Certificate	18	6.3
Diploma	43	15.1
Degree	199	69.8
Postgraduate	24	8.4
PHD	1	.4
Work Tenure		
0-1 year	36	12.6
2-5 years	108	37.9
6-10 years	64	22.5
11-15 years	50	17.5
16-20 years	12	4.2
21-25 years	15	5.3

Job Designation

In connection to Job designation, table 6 shows that most of the respondents (51.6%) were middle level managers and 17.2% were top level managers.

This implies most of the respondents who participated in the study had some kind of operations and supervisory responsibility so would be able to clearly understand the value of employee resilience, work engagement and employee creativity. It can be concluded that they provided valid responses on these issues.

Academic Attainment of respondents

The respondents were asked to indicate their educational attainment. The results in Table 6 show that the majority (69.8 %) had attained degree education followed by 15.1 % who had diploma education. Therefore, most of the respondents had sufficient education to be able to effectively analyse issues and we can conclude that their responses were credible.

Work Tenure

Respondents indicated the number of years they had worked for the organization. The information in table 6 shows that the majority (37.9 %) had worked for 2-5 years, 22.5% for 6-10 years and 17.5% for 11-15 years. This period was long enough for them to have a good picture of the presence of their issues that were being investigated in their organization. This implies that respondents were able to provide accurate information about the issues.

Status of Employee Resilience, Work Engagement and Employee Creativity in selected Compassion International projects in Uganda

In this study, descriptive statistics were run to ascertain the status of the variables that were being investigated.

Tables showing the mean, standard deviation and ratings of the aspects that were used to measure each variable were calculated. Descriptive statistics of each variable were also calculated to ascertain whether data on each of the variables was appropriate for inferential analysis. The findings are presented below.

Employee Creativity in Selected Compassion International Projects in Uganda

The dependent variable, Employee creativity, was assessed as the ability of employee to generate and implement ideas to solve emergent work-related problems. The variable was measured using 25 items and aspects with mean response \Rightarrow 3.5 were closer to agree on the likert scale, and were therefore taken to imply that respondents agreed employees in selected compassion International projects in Uganda had creativity. The findings are summarized in table 7

Table 7: Mean Response, SD and Ratings on Employee creativity

Items	Mean	SD	Rating
I am able to achieve most of my personal goals at work	4.59	1.30	MA
I am not afraid when facing problems at work	4.65	1.15	MA
I feel confident that I can perform creatively on many different tasks at work	5.07	1.06	MA
I demonstrate originality at my work	4.92	1.16	MA
My colleagues think of me as creative employee	4.94	1.10	MA
Creativity at work is important to me	5.28	1.07	MA
I am not easily influenced by others	4.59	1.34	MA
I have the ability to see how to take advantage of a certain situation	4.75	1.22	MA
I am versatile person and I can easily come up with innovative solutions no matter the work field	4.94	1.05	MA
I always suggest new ways to achieve cooperative goals	4.97	1.03	MA
I always propose new ways to get work done	5.06	1.05	MA
I always try to find new ways to get work done	5.09	1.02	MA
I always try to find resources of new creative ideas	4.96	1.14	MA
I always fight for ideas to the leadership	4.58	1.23	MA
I am always creative in completing work when there is an opportunity	5.12	1.05	MA
I always make a time table for implementing basic work to implement new ideas	5.01	1.07	MA
I often have innovation ideas	4.93	1.06	MA
I always get a solution to a work problem	5.01	1.05	MA
I always have new approach to solving problems	4.98	1.06	MA
I always recommend using new ways to get work done	5.05	1.04	MA
Overall score	4.93	.85	MA

Source: Primary data from the field (2024)

Key: 1= Strongly Disagree (SD), 2= Moderately Disagree (MD), 3= Slightly Disagree (SD), 4 =Slightly agree (SA), 5= Moderately agree (MA), 6= Strongly agree (SA).

The results in table 7 show that generally employees of compassion international moderately agreed (mean=4.93, SD=.85) that they are creative at their work. They moderately agreed that are able to achieve most of their personal goals at work (mean=4.59, SD=1.3), are not afraid when facing problems at work (mean=4.65, SD=1.15), feel confident that I can perform creatively on many different tasks at work (mean=5.07, SD=1.06), demonstrate originality at their work (mean=4.92, SD=1.16), their colleagues think of them as creative employees (mean=4.94, SD=1.10), creativity at work is important to them (mean=5.28, SD=1.07), they are not easily influenced by others (mean=4.59, SD=1.34) and have the ability to see how to take advantage of a certain situation (mean=4.75, SD=1.22).

Respondents further moderately agreed that they are versatile and can easily come up with innovative solutions no matter the work field (mean=4.94, SD= 1.05), always suggest new ways to achieve cooperative goals (mean=4.97, SD= 1.03), always propose new ways to get work done (mean=5.06, SD= 1.05), always try to find new ways to get work done (mean=5.09, SD= 1.02), always try to find resources of new creative ideas (mean=4.96, SD= 1.14), always fight for ideas to the leadership (mean=4.58, SD= 1.23), they are always creative in completing work when there is an opportunity (mean=5.12, SD= 1.05) and always make a time table for implementing basic work to implement new ideas (mean=5.01, SD= 1.07).

Respondents also moderately agreed that they often have innovation ideas (mean=4.93, SD= 1.06), always get a solution to a work problem (mean=5.01, SD= 1.05), always have new approach to solving problems (mean=4.98, SD= 1.06) and always recommend using new ways to get work done (mean=5.05, SD= 1.04). Therefore, the findings reveal that respondents were able to generate and implement new ideas to solve problems they encountered at their work place.

The researcher then examined the general distribution of results on Employee creativity using the normal curve and the findings are shown in figure 2.

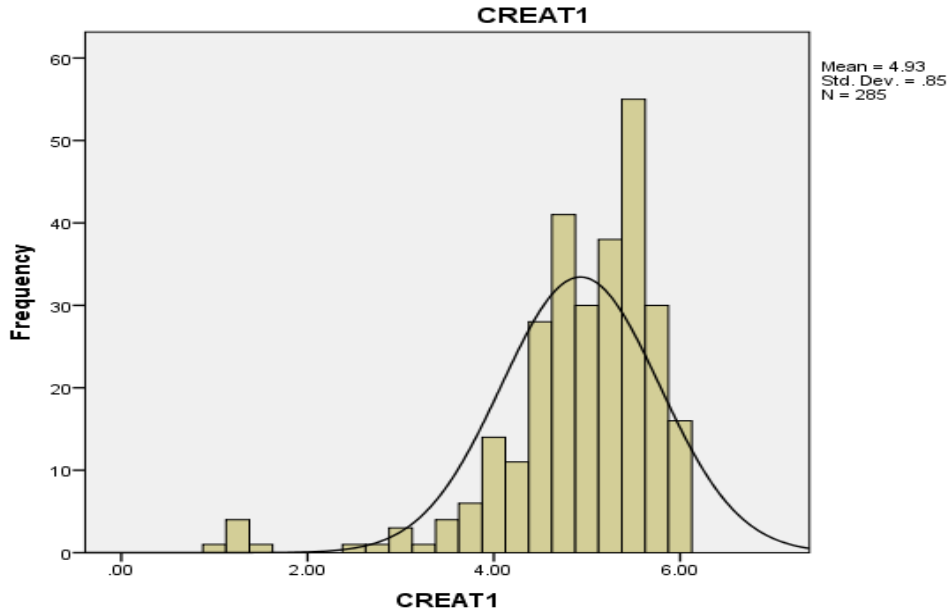


Figure 2: Histogram for Employee creativity

The curve in Figure 2 also confirms that data on Employee creativity was normally distributed and appropriate results could be obtained when subjected to inferential analysis.

Employee Resilience

The Independent Variable Employee Resilience was measured using three indicators namely; Survival, adaptation and high tolerance. The variable was measured using 9 items and aspects with mean response ≥ 3.5 were closer to agree on the likert scale, and were therefore taken to imply that respondents agreed they had sufficient resilience. The findings are summarized in table 8.

Table 8: Mean response, SD and ratings on Employee Resilience

Items	Mean	SD	Rating
I effectively collaborate with others to handle unexpected challenges at work	5.22	1.10	MA
I resolve crises competently at work	4.87	1.15	MA
I approach managers when I need their support	5.21	1.16	MA
I learn from mistakes at work and improve the way i do my job	5.31	.98	MA
I re-evaluate my performance and continually improve the way I do my job	5.21	1.01	MA
I use change at work as an opportunity for growth	5.02	1.04	MA
I successfully manage a high workload for long periods of time	4.55	1.30	MA
I effectively respond to feedback at work, even criticism	4.94	1.04	MA
I seek assistance to work when I need specific resources	5.29	1.10	MA
Overall Score	5.07	.86	MA

Source: Primary data from the field (2024)

Key: 1= Strongly Disagree (SD), 2= Moderately Disagree (MD), 3= Slightly Disagree (SD), 4 =Slightly agree (SA), 5= Moderately agree (MA), 6= Strongly agree (SA)

The results in table 8 show that respondents moderately agreed (mean= 5.07, SD= .86) to having Resilience at their work. They moderately agreed that they effectively collaborate with others to handle unexpected challenges at work (mean=5.22, SD=.1.10), resolve crises competently at work (mean=4.87, SD=1.15), they approach managers when they need their support (mean=5.21, SD=1.16) , learn from mistakes at work and improve the way they do their job (mean=5.31, SD=.98) and re-evaluate their performance and continually improve the way they do their job (mean=5.21, SD=1.01).

Respondents also moderately agreed that they use change at work as an opportunity for growth(mean=5.02, SD=1.04) and successfully manage a high workload for long periods of time (mean=4.55, SD=1.30), they effectively respond to feedback at work, even criticism(mean=4.94,

SD=1.04) and seek assistance to work when I need specific resources(mean=5.29, SD=1.10).

The findings reveal that respondents generally exhibited survival, adaption and tolerance at their place of work.

The researcher then examined the distribution of results on Employee Resilience. A histogram of the distribution of data was run to ascertain normality of data, the findings are shown in Figure 3.

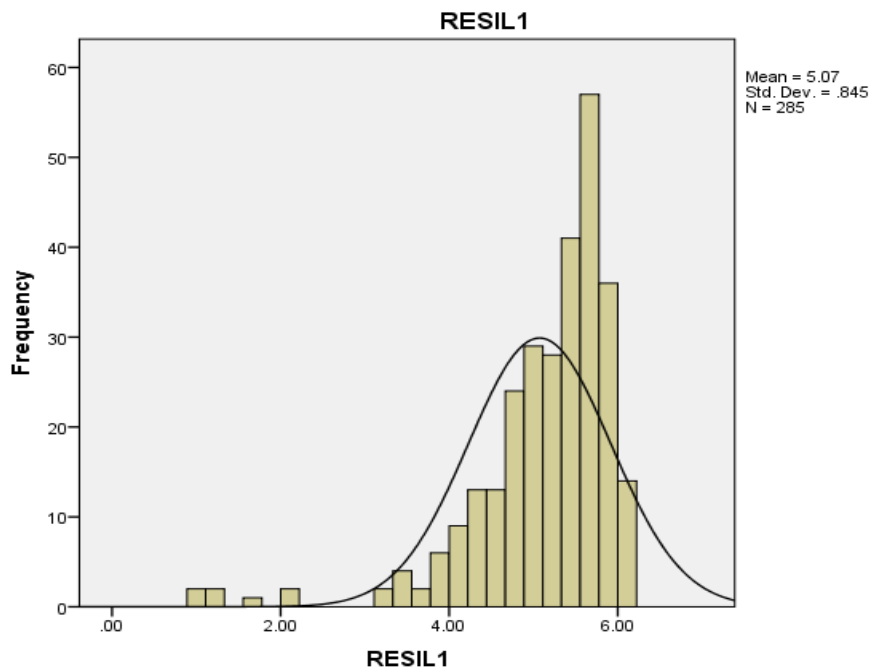


Figure 3: Histogram for Employee Resilience

The curve in Figure 3 also confirms that data on Employee Resilience was normally distributed and appropriate results could be obtained when subjected to inferential analysis.

Work Engagement

The mediating Variable Work Engagement was measured as employees having Vigor, Dedication and Absorption while doing their work. The variable was measured using 15 items and aspects with mean response =>3.5 were closer to slightly agree on the likert scale, and were

therefore taken to imply that respondents agreed they had sufficient work engagement. The findings are summarized in table 9.

Table 9: Mean response, SD and ratings on Work Engagement

Items	Mean	SD	Rating
At my job, I feel strong and vigorous	4.79	1.09	MA
When I get up in the morning, I feel like going to work	4.98	1.20	MA
I can continue working for a very long periods at a time	4.87	1.23	MA
At my job, I am very resilient mentally	4.80	1.18	MA
At my work, I always persevere, even when things do not go well	5.16	1.02	MA
I find the work that I do full of meaning and purpose	5.43	.96	MA
I am enthusiastic about my job	5.24	1.05	MA
My job inspires me	5.32	1.04	MA
I am proud of the work that do	5.34	1.05	MA
Time flies when I am working	4.89	1.21	MA
When I am working, I forget everything else around me	4.05	1.53	MA
I feel happy when I am working intensely	4.47	1.36	MA
I am immersed in my work most of the time	4.46	1.36	MA
I get carried away when I am working	3.87	1.62	SA
It is difficult to detach myself from my job	4.23	1.47	SA
Overall Score	4.80	.84	MA

Source: Primary data from the field (2024)

Key: 1= Strongly Disagree (SD), 2= Moderately Disagree (MD), 3= Slightly Disagree (SD), 4 =Slightly agree (SA), 5= Moderately agree (MA), 6= Strongly agree (SA)

The results in table 9 show that generally respondents moderately agreed (mean= 4.80, SD= .84) they had necessary Work Engagement. The moderately agreed that they feel strong and vigorous at their job (mean=4.79, SD=1.09), when they get up in the morning, they feel like going to work (mean=4.98, SD=1.2, can continue working for a very long periods at a time (mean=4.87, SD=1.23). they are very resilient mentally when they are at their job (mean= 4.80, SD= 1.18), they always persevere, even when things do not go well at their work (mean=5.16, SD=1.02) and they find the work they do full of meaning and purpose (mean=5.43, SD=.96).

Respondents further moderately agreed that they are enthusiastic about their job (mean=5.24 , SD=1.05), their job inspires them (mean=5.32, SD=1.04) and they are am proud of the work they do (mean=5.34, SD=1.05), time flies when they are working (mean=4.89 , SD=1.21) they forget everything else around them when they are working (mean=4.05 , SD=1.53), feel happy when they are working intensely(mean=4.47, SD=1.36), they are immersed in their work most of the time (mean=4.46 , SD=1.36) and find it difficult to detach themselves from their job (mean=4.23 , SD=1.47). Generally, respondents displayed more Dedication and Vigour than Absorption

The researcher then examined the distribution of results on Work Engagement using the normal curve. The findings are shown in figure 4.

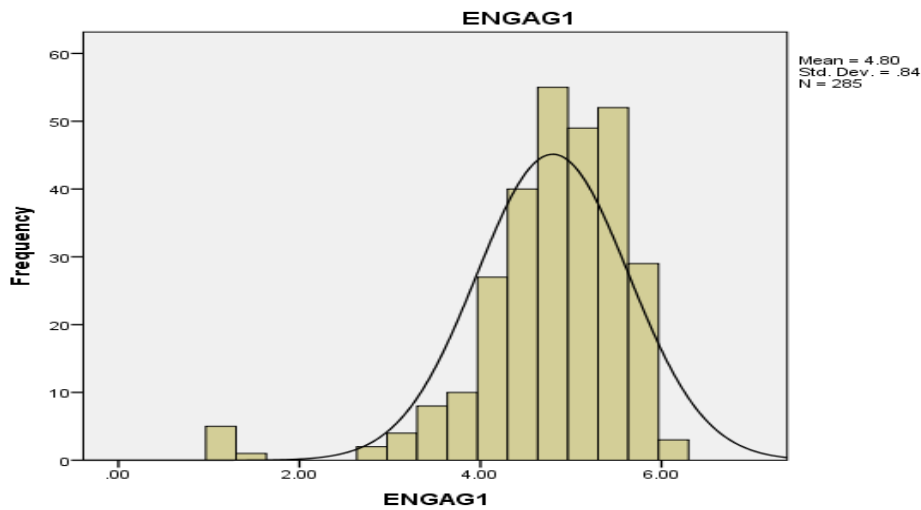


Figure 4: Histogram for Work Engagement

The curve in Figure 4 also confirms that data on Work Engagement was normally distributed and appropriate results could be obtained when subjected to inferential analysis.

Linearity and Multicollinearity of data on Resilience, Work engagement and Creativity

Linearity

The assumption of linearity was tested using a linearity test. The results in table 10 show that all independent variables, Resilience ($p=.234, >0.05$) and work engagement ($p=.065, >0.05$) had non-significant deviation from Linearity. Hence in line with O'Hagan et al (1975), a linear relationship existed between the independent and depend variables.

Multicollinearity

Multicollinearity was established using variance inflation factors (VIFs). In line with Field (2018), values below 3.0 were an indicator of absence of Multicollinearity among the independent variables (Resilience, work engagement and creativity). According to table 10, the VIF for Resilience was 2.10 and that of work engagement was also 2.10. This was an indication according to Holgersson and Shukur (2004) that there was no multicollinearity among the independent variables. Hence Resilience and Work engagement were independent of each other.

Table 10: Linearity and Multicollinearity

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.560	.205		2.727	.007		
	resil	.336	.055	.326	6.141	.000	.476	2.102
	Engag	.560	.057	.520	9.809	.000	.476	2.102

a. Dependent Variable: Crevity

Relationship between employee Resilience, Work Engagement, Employee Creativity and Demographics in Compassion International Uganda

The researcher then examined whether and the extent to which Employee Resilience, Work Engagement, Employee Creativity and employee demographics in Compassion

International Uganda were related using Pearson correlation. The findings are summarized in table 11.

Table 11: Correlation Matrix for Employee Resilience, Work Engagement and Employee Creativity and Employee demographics

Variable	1	2	3	4	5	6	7	8	9	10	10
1-Creativity	1										
2-Resilience	.72**	1									
3-Engagement	.78**	.73**	1								
4-Adaptation	.67**	.92**	.66**	1							
5-Survival	.61**	.92**	.63**	.79**	1						
6-Tolerance	.68**	.89**	.69**	.72**	.68**	1					
7-Dedication	.76**	.68**	.82**	.64**	.63**	.58**	1				
8-Vigor	.74**	.73**	.89**	.67**	.66**	.67**	.75**	1			
9-Absorption	.57**	.52**	.87**	.46**	.42**	.55**	.51**	.62**	1		
10-Age	.03	.09	.05	.07	.09	.09	.10	.09	-.03	1	
11Tenure	.03	.05	.09	.04	.06	.04	.06	.10	.08	.66**	1

N=295

Significant level: **p<.01, *p<.05

According to Cohen (1992) guidelines of Pearson, r =.10, .30 and .50 to be interpreted small, medium and large respectively.

The results in table 11 show that employee creativity had a positive strong correlation with all the main study variables; resilience (r=.72, p<0.01), Adaptation (r=.67, p<0.01), Survival (r=.61, p<0.01), Tolerance (r=.68, p<0.01), Engagement (r=.78, p<0.01), vigor (r=.74, p<0.01), dedication (r=.76, p<0.01) and Absorption (r=.57, p<0.01).

Objective one: Level of Employee Resilience, Work Engagement and Employee Creativity across Demographic Characteristics

The first objective of the study was to identify the level of employee resilience, work engagement and employee creativity across demographic characteristics.

The researcher had hypothesized that a significant difference in employee resilience, work engagement and employee creativity existed across demographic characteristics. The findings are presented in table 12 a and b.

Table 12a: Level of Employee Resilience, Work Engagement and Employee Creativity Across Personal Characteristics

Demographic Aspect	Resilience				Engagement				Creativity			
	M	SD	F	p	M	SD	F	P	M	SD	F	P
Gender	5.07	.84	.46	.49	4.79	.83	1.23	.27	4.91	.84	.51	.47
Male	5.11	.74			4.86	.73			4.97	.76		
Female	5.04	.91			4.75	.91			4.89	.91		
Age	5.02	.81	1.33	.25	4.78	.83	.61	.69	4.93	.82	.83	.68
20-25	5.07	.58			4.78	.70			5.01	.54		
26-30	5.04	1.00			4.75	.99			4.92	1.0		
31-35	4.99	1.05			4.67	.98			4.82	1.03		
36-40	5.07	.62			4.78	.69			4.89	.59		
41-45	5.26	.060			4.95	.57			5.01	.65		
46 above	5.46	.34			4.94	.56			5.22	.44		
Marital status	5.04	.78			4.88	.81			4.92	.71		
Single	5.07	.84			4.78	.86			4.94	.87		
married	5.06	.89			4.81	.84			4.91	.85		
Divorced	4.78	.74			4.92	1.03			5.08	.69		
Separated	5.67	.0	.23	.96	5.67	.0	.31	.93	6.00	.0	.58	.78
Cohabiting	5.22	.0			4.46	.0			5.01	.0		
widow	5.33	.41			5.07	.48			5.32	.44		
Others	5.17	.8			4.97	.42			4.42	.74		

The ANOVA results in table 12 a, revealed no significant difference existed in Resilience, work engagement and creativity, across Gender ($F=.46$, $p=.49$; $F=1.23$, $p=.27$; $F=.52$, $p=.48$), age ($F=1.33$, $p=.25$; $F=.61$, $p=.69$; $F=.83$, $p=.68$) and Marital status ($F=.24$, $p=.97$; $F=.31$, $p=.93$; $F=.58$, $p=.78$).

In connection to work related demographics (see table 12b), the differences in Resilience, work engagement and creativity cross Qualification($F=1.53$, $p=.19$; $F=1.75$, $p=.14$; $F=.58$, $p=.68$) and year of service ($F=.21$, $p=.96$; $F=.83$, $p=.53$; $F=.45$, $p=.81$) were not significant . However, a significant difference $F=3.15$, $p<0.05$) existed in resilience across designation, with

top level managers (M=5.19, SD=.56) having more than other groups. Further a significant difference (F =5.15, p<0.05) existed in work engagement across designation, with top level managers (M=5.07, SD=.58) having more than other groups. Hence employee resilience and work engagement varied across designation, with top level managers exhibiting more of these variables than the other two groups.

Table 12b

Level of Employee Resilience, Work Engagement and Employee Creativity Across work related demographics

Demographic Aspect	Resilience				Engagement				Creativity			
	M	SD	F	p	M	SD	F	P	M	SD	F	P
Qualification	5.02	.89	1.53	.19	4.81	.76	1.7	.14	4.91	.97	.58	.67
Certificate	4.96	.72			4.87	.87	5		4.87	.93		
Diploma	4.97	1.14			4.56	1.04			4.87	1.06		
Degree	5.09	.81			4.81	.82			4.95	.81		
Postgraduate	5.26	.46			5.12	.47			5.08	.66		
PHD	4.44	.00			4.53	.00			4.60	.00		
Year of service	5.03	.65	.21	.96	4.78	.64	.83	.53	4.90	.73	.45	.81
0-1 year	4.91	.97			4.61	1.09			4.86	1.12		
2-5 years	5.06	.85			4.78	.84			4.96	.82		
6-10 years	5.07	.93			4.81	.94			4.91	.94		
11-15 years	5.13	.75			4.94	.61			4.85	.69		
16-20 years	5.06	.56			4.67	.41			4.93	.59		
21-25 years	5.02	.59			4.97	.49			5.18	.44		
Designation												
Top level ^a	5.19	.56	3.15	.04*	5.07	.58	5.1	.01*	5.12	.59	2.24	.11
middle level ^b	5.14	.91			4.83	.89	5		4.94	.86		
lower level ^c	4.89	.85			4.60	.89			4.81	.93		

Significant level: **p<.01, *p<.05

Note. ^an= 49, ^bn=147 ^cn=89

Objective Two: The Relationship between Employee Resilience and Work Engagement

The second objective of the study was to analyze the relationship between employee resilience and work engagement. The researcher had hypothesized that a significant relationship between employee resilience and work engagement. The Pearson correlation coefficient revealed that a strong positive and significant relationship $r(283) = .73, P < 0.01$, existed between employee resilience and work engagement. This means that resilience increases work engagement among employees in compassion international Uganda.

Objective Three: The Relationship between Work Engagement and Employee Creativity

The third objective of the study was to assess to identify the relationship between work engagement and employee creativity. The researcher had hypothesized a significant relationship existed between work engagement and employee creativity at work. The Pearson correlation coefficient showed that a strong, positive and significant relationship, $r(283) = .78, P < 0.01$, existed between work engagement and employee creativity. This means that work engagement increases employee creativity in compassion international Uganda. This high connection mainly resulted from employees feeling enthusiastic about their job (mean=5.24, SD=1.05), because it inspires them (mean=5.32, SD=1.04) and are proud of it (mean=5.34, SD=1.05). These feelings enabled them to can continue working for a very long periods at a time (mean=4.87, SD=1.23). and find the work they do full of meaning and purpose (mean=5.43, SD=.96).

Objective Four: The Relationship between Employee Resilience and Employee Creativity at Work

The fourth objective of the study was to evaluate the relationship between employee resilience and employee creativity at work. The researcher had hypothesized that there is a significant relationship between employee resilience and employee creativity at work.

The Pearson correlation coefficient showed that a strong, positive and significant relationship, $r(283) = .72, P < 0.01$, existed between employee resilience and employee creativity. This means that employee resilience increases employee creativity in compassion international Uganda. This was due to the fact that employees collaborated with others to handle unexpected challenges at work (mean=5.22, SD=.1.10), approached managers when they needed their support (mean=5.21, SD=1.16). Employees also learnt from mistakes at work and improved the way they did their job (mean=5.31, SD=.98) and often re-evaluated their performance and continually improved the way they did their job (mean=5.21, SD=1.01)

Objective Five: The Predictive Potential of Employee Resilience and Work Engagement on Employee Creativity

The fifth objective of the study was to determine the extent to which Employee resilience and work engagement predicted employee creativity among employees of compassion international. The researcher had hypothesized that Employee resilience and work engagement significantly predict employee creativity. Hierarchical regression was used to test this assertion. The findings are presented in table 13.

Table 13: Results of Regression Analysis of Predictors on Employee Creativity

Model	Predictors	Beta	R ²	ΔR ²	P-value
I	Main Effect designation	-.124	.015	.015	.036
II	Main effect designation Resilience	-.028 .713	.515	.5	.000
III	Main effect designation Resilience Engagement	.022 .320 .550	.655	.14	.000

Significant level: **p<.01, * p<.05

Dependent Variable Employee Creativity:

The results in Table 13 show that generally, the three predictors Employee Resilience and Work Engagement explained 65.5 % of the variation in Employee Creativity ($R^2 = .655$, $p < 0.05$). Designation alone explained only 1.5% ($R^2 = .015$, $p < 0.05$) and both designation and resilience explained 51.5% ($R^2 = .515$, $p < 0.05$). Hence, work engagement added 14% variability to employee creativity from 51.5% of both designation and resilience. Though the predictive potential was positive, it was much smaller than the 50% increase that was made by resilience. This implies that resilience makes a bigger variability in employee creativity than work engagement in compassion international.

Objective six: The Mediating Effect of Work Engagement on Relationship between Employee Resilience and Employee Creativity

The sixth objective of the study was to investigate the mediating effect of work engagement on relationship between employee resilience and employee creativity. The researcher had hypothesized that there is a significant mediating effect of work engagement on the relationship between employee resilience and employee creativity. Using SPSS Process Macro, bootstrapping was carried out to investigate the mediating role of employee engagement in the relationship between employee resilience and Creativity . Employee engagement was entered as the mediator variable (M), Employee creativity as the dependent variable(Y), and Resilience as the independent variable (X). Table 14 provides a summary of the findings.

Table 14: Mediation Analysis Estimates of Direct, Indirect, and Total Effects of Employee Resilience on Creativity at work

Variable /Effect	B	se	t	95% CI-lower	Upper	P
Resilience →Creativity	.32	.05	6.28	.22	.42	<0.00
Resilience→Engagement	.72	.04	17.82	.64	.80	<0.00
Res→ Engage→ Creativity	.55	.05	10.71	.45	.65	<0.00
Effects						
Direct	.32	.05	6.28	.22	.42	<0.00
Indirect*	.40	.06		.27	.51	
Total	.72	.04	17.31	.64	.80	<0.00

Based on 5000 bootstrap samples

The results in Table 13 revealed a significant indirect effect of impact of employee resilience on employee creativity ($b=.40, t=17.31$), supporting the H6. Furthermore, the direct effect of employee resilience on employee creativity in the presence of mediator was also found significant ($b= .32, p < .001$). Therefore, work engagement partially mediated the relationship between employee resilience and employee creativity. The mediation was complimentary given the fact the b value was positive. This implies that for resilience to enhance employee creativity, employee must have sufficient work engagement.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter focuses on how results relate to previous studies, implications, limitations Conclusions, and recommendations of the study that analysed the relationship between employee resilience, work engagement and employee creativity in selected compassion assisted projects based on questionnaire responses of 295 employees of from Kampala, Mukono, Kamuli, Iganga, Mityana, Masaka, Mbale and Kisoro districts.

Discussion

Objective one: Level of Employee Resilience, Work Engagement and Employee Creativity across Demographic Characteristics

As far as the first objective of the study is concerned; to identify the level of employee resilience, work engagement and employee creativity across demographic characteristics, designation varied across work engagement and resilience. A significant difference existed in resilience and work engagement (*table 12 a and b*) across designation with top level managers being above other groups. The findings confirmed Topchyan and Woehler (2021) and Kaufman at al. (2020) earlier works that had discovered mixed results in the relationship between levels of engagement and demographic characteristics. No significant difference existed in creativity across designation. Contrary to Coulomb et al. (2020), Kimhi et al. (2020), Božović et al. (2021) no association existed between resilience and demographic factors among employees of compassion international.

It was also revealed in line with Karwowski and Kwasniewski (2021) that a relationship between creativity is often complex and uncertain in several studies that have been reviewed.

Similarly, we could not say with certainty that employee resilience, work engagement and employee creativity varied across demographic characteristics. So apart from seniority, other demographic characteristics do not influence Employee Resilience, Work Engagement and employee creativity in compassion international.

Objective Two: The Relationship between Employee Resilience and Work Engagement

With regard to the second objective, to analyze the relationship between employee resilience and work engagement, a high positive and significant relationship (*table 11*) existed between employee resilience and work engagement. Resilience increases work engagement among employees in compassion international Uganda. It was found that employees had adequate social support, since they were able collaborate with others to handle unexpected challenges at work and managers were willing to provide the needed support. So, as indicated by Malik and Garg (2020), compassion international provides organizational resources in form of supportive leadership, and a trusting work environment that motivate employees to be dedicated to their work.

The employees were also willing to learn from mistakes at work and improve the way they do their job. Therefore, they had developed their own internal resources that allowed them to be emotionally stable to concentrate on their work roles. As such, in line with Malik and Garg (2020) they were able to perceive their work as meaningful which enabled them to be diligent in fulfilling their work roles. The fact that employees agreed that they re-evaluate their performance and continually improve the way they do their job means they focused on productivity which enabled them to have positive work outcomes.

In agreement with the conservation of resources theory, employees in compassion International Uganda were able to realize that their work environment is changing very quickly and demanding and hence and therefore needed to cultivate attributes such as resilience and dedication so as to ensure that they remain useful to their organization by increasing its effectiveness in a creative manner. Hence being resilient enabled employees in compassion international to possess, protect and enhance positive qualities that enabled them to effectively navigate challenges but also that contribute to their success at work.

Objective Three: The Relationship between Work Engagement and Employee Creativity

In connection to the third objective of the study, to assess the relationship between work engagement and employee creativity, it was found that a high, positive and significant relationship (*table 11*) existed between work engagement and employee creativity. work engagement increases employee creativity. Employees felt strong and vigorous at their job and had no problem to continue working for a very long period at a time. This permitted them to be resilient mentally and being adept at solving the problems they accoutered. This finding was in line with Knight et al. (2017) who had found that employees who were energetic at their work were more adept at generating a variety of solutions to workplace challenges. Because dedication and vigor produce better curiosity and thought-action, employees at compassion international were able to generate more innovative and exciting outputs within their roles, concurring with Bakker and Albrecht (2018), they were more motivated to approach problems from multiple perspectives

The respondents also indicated that they always persevered, even when things did not go well at their work and when they did this, they were able to find the work they do full of meaning and purpose.

This feeling of being purposeful spurred them to be more inclined to pay close attention to and persist in developing solution-focused ideas and outcomes at their work. This was in agreement with Inam et al. (2021) who noted that motivated and engaged individuals tended to have creative thinking and innovative behavior that enabled their organizations achieve their operational goals more quickly.

Objective Four: The Relationship between Employee Resilience and Employee Creativity at Work

With regard to the fourth objective of the study; to evaluate the relationship between employee resilience, it was affirmed that a high, positive and significant relationship (*table 11*) existed between employee resilience and employee creativity. This means that employee resilience increases employee creativity. Employees perceived high workload as opportunity for growth. As indicated by Yu et al. (2019), they were capable of overcoming obstacles and pushing themselves forward to explore new learning opportunities. They used long periods they were at work to learn how successfully manage problems they encountered. Confirming Edmondson (2018), this enabled them to develop more psychological resources, to come up with novel ways of solving problems at their work place. They eventually learnt how to effectively respond to feedback at work, even criticism. The ability to seek assistance when they need specific resources made them better. Hence exhibited survival, adaption and tolerance at their place of work. Concurring with the COR theory, Employees of Compassion international exhibited resilience not only to respond to their job demands, but also to build a reservoir of resources for future difficulties. They realized that by obtaining and retaining these personal resources, it created in them a sense of confidence in their capability to meet stressful challenges in future.

Objective Five: The Predictive Potential of Employee Resilience and Work Engagement on Employee Creativity

In connection to the fifth objective of the study; to determine the extent to which Employee resilience and work engagement predicted employee creativity it was found that both Employee Resilience and Work Engagement made a 65% contribution to employee creativity with Resilience making a bigger variability than work engagement (*Table 13*). Employees were enthusiastic about their job and proud of the work they do as a result they were able to be resilience and perseverance in the face of challenges.

This confirmed what Uppathampracha, (2022) had found that psychological satisfaction derived from fulfilling professional responsibilities, leads to better innovation among employees. The fact that they felt happy when they are working intensely and could be immersed in their work most of the time means they had deep state of focus and immersion in work tasks. This confirms what Southwick and Charney, (2018) found some few years ago that the individual's ability to endure and grow stronger in the face of challenges, enables them to discover new and better ways of doing their work. Employees found it difficult to detach themselves from their job meaning they were resilient had deeper emotional investment in their professions, which according to Cao and Chen (2019) is associated with better career innovation.

Objective Six: The Mediating Effect of Work Engagement on Relationship between Employee Resilience and Employee Creativity

Regarding the sixth objective of the study, which aimed at investigating the mediating effect of work engagement on the relationship between employee resilience and employee creativity, Work engagement partially mediated (*table 14*) the relationship between employee resilience and employee creativity.

This meant that the resilience that employees in compassion international exhibited very much depended on their dedication and vigor which resulted into better problem solving and innovation. So, work engagement was a necessary condition for employee resilience to result into better creative and problem solving among employees. This finding confirms Uppathampracha (2022) who said that work engagement is important in fostering creative work behavior meaning that organizations have to place emphasis on creating an environment in which employees can exhibit dedication, vigor and absorption if they are to stimulate innovation and problem-solving within organizations.

Moreover, work engagement has been linked to fostering creative work behavior (Uppathampracha, 2022), highlighting its role in stimulating innovation and problem-solving within organizations. Hence confirming the COR theory, resilience and work engagement are key resources that employees must develop and protect in order to remain creativity and be effective in performing their job tasks. So, in a demanding work environment like that of compassion international, resources such as resilience and work engagement can aid employees grow and have improved adaptation. Then they are able conduct their operations so as to fit into the greater context of their organizations.

Limitations of the Study

The quantitative research approach that was used, is prone to self-report bias. Therefore, the results may not be applied to populations other than those that took part in the study. Future research may consider using mixed studies. In addition, Creativity was assessed as a global construct. Future studies may need to study creativity, considering its indicators. Despite these limitations findings can be taken as credible since the sample was representative enough and measures were objective.

Conclusions

The findings have confirmed the Conservation of resources (COR) theory and conceptual frameworks along with the study hypotheses, that employees strive to obtain, foster, and protect attributes they perceive as being important to their lives and success. compassion international Uganda employees, nurtured Resilience and work engagement for they perceived them as personal resources for survival. In NGOs, Senior level employees have high levels of resilience and work engagement show better creativity. Therefore, the first study hypothesis that a significant difference in employee resilience, work engagement and employee creativity existed across demographic characteristics was accepted.

Employees who are resilient were found to have better dedication and vigor that permitted them to effectively navigate challenges and be successful at work. Hence the second study hypothesis; a significant relationship between employee resilience and work engagement was retained. Employees who were dedicated to their work had more interest in what they were doing which gave them purposefulness. This spurred them to persist in developing solution-focused ideas and outcomes at their work. Thus, the third study hypothesis that a significant relationship existed between work engagement and employee creativity was retained. The ability to learn and collaborate with others to handle unexpected challenges at work and managers were willing to increased creativity among employees. The fourth study hypothesis that a significant relationship existed between employee resilience and employee creativity at work was also retained.

Organizations with a work environment in which employees receive social support from supervisors and colleagues and are encouraged to learn how to do their work well exhibit dedication, vigor and absorption, which stimulates innovation and problem-solving among employees. Hence the fifth study hypothesis that Employee resilience and work engagement significantly predict employee creativity among compassion international employees was retained. In order for resilience to enhance employee creativity, employees must have sufficient work engagement. So, Work engagement plays a complimentary role in the relationship between resilience and employee creativity. Thus, the six hypothesis that work engagement has a mediating effect on the relationship between employee resilience and employee creativity in Compassion International Uganda was retained.

Contribution of the study

The study has confirmed that employee resilience, work engagement, and creativity have intricate interactions and are intimately related to one another even in resource constrained environments like Uganda. Study has indicated that work engagement mediates the relationship between creativity and resilience. Further, a direct predictive connection between employee resilience, work engagement and employee creativity was also confirmed. Context relevant literature on employee resilience, work engagement, and employee creativity in a Ugandan setting has been collected. These are all valuable insights coming from tailored research design and measurement approach that aligned with the unique characteristics and needs of employees in Uganda.

Recommendations

The study recommends the following courses of action to enhance the contribution of resilience and work engagement to employee creativity in Compassion International Uganda and the NGO sector:

Compassion international and other NGOs in Uganda should foster employee resilience. This can be done through creating a supportive culture, providing mental health resources, and encouraging a healthy work-life balance. A resilient work environment helps employees recover from setbacks, adapt to changes, and maintain high levels of creativity and productivity.

Compassion international and other NGOs should also implement structures and practices that promote work engagement. This includes recognizing and rewarding employee contributions, offering opportunities for career development, and ensuring that employees have the resources they need to succeed. Engaged employees are more likely to be passionate, committed, and creative in their work.

Regular workshops and in-service training courses should be used to promote resilience and work engagement among employees. Training programs can include stress management techniques, team-building exercises, and creative problem-solving workshops. These initiatives help employees develop the skills needed to stay resilient and engaged, leading to higher levels of creativity.

NGOs should identify creativity skills that are relevant to their work environments and publicize them. They should then develop organizational strategies to enhance these skills, such as offering creative thinking workshops, encouraging cross-departmental collaboration, and providing resources for continuous learning. These efforts will help create a culture of innovation and creativity within the organization.

Areas of Further Research

A detailed study on employee resilience, work engagement, and employee creativity over an extended period should be conducted to provide more comprehensive insights.

Conducting a longitudinal study would allow researchers to observe changes and developments in these variables over time, leading to a deeper understanding of how they interact and influence each other in the long term. This approach would also help identify any causal relationships and the long-term effects of interventions aimed at enhancing resilience, engagement, and creativity among employees.

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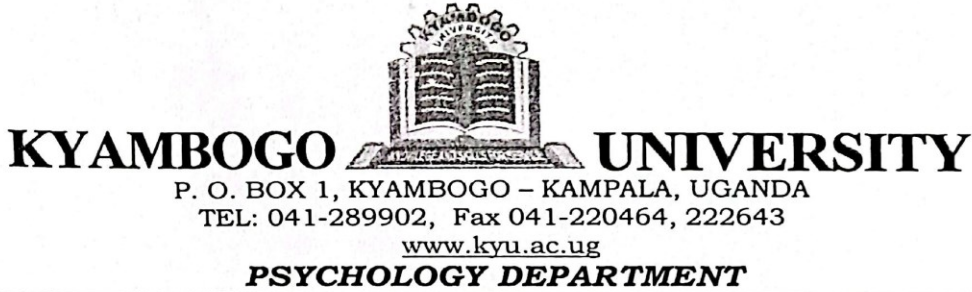
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APPENDICES

Appendix 1: Introduction Letter



9th November, 2023

.....

Dear Sir/Madam,

RE: INTRODUCTORY LETTER

This is to introduce the bearer Dushime Faith Esther Reg.No. 2114/GME0/14126/PE..... who is a student of Kyambogo University Department of Psychology, pursuing a Degree of Master of Organisational Psychology Year II.

As part of the requirements for their academic award, second year students carry out a research project in their field of study. For this purpose the above student would like to collect data on research project entitled:

Mediating Effect of Work Engagement on The relationship between Employee Resilience and Employee Creativity in selected compassion International projects in Uganda.

I request that you give her/him opportunity to access the relevant information from your organisation. Any information obtained will be used for academic purposes only.

Thanking you in advance.

Yours faithfully,

* 09 NOV 2023 *

 DEPARTMENT OF
 Henry Kibedi (PhD) GY
 Ag. HEAD OF DEPARTMENT OF PSYCHOLOGY

Appendix 2: Questionnaire for Compassion international Uganda employees

Dear respondents,

I am a student of Kyambogo University, pursuing Masters Degree of Organizational Psychology. I am currently carrying out research on Resilience, employee engagement and creativity among employees working with compassion assisted projects in Uganda. You have been identified as key and valuable respondent to participate in this research and it is purely academic. Your responses will be treated with high levels of confidentiality and will purely be used for the purpose of this study. It is my humble request that you spare some time and answer the following questions. Your contribution towards filling this questionnaire will be a great contribution towards my academic achievement.

Section one: Background information. (Tick where applicable)

1. Male Female

2. Age

20-25	26-30	31-35	36-40	41-45	46 above
1	2	3.	4.	5.	6.

3. Marital status

Single	Married	Divorced	Separated	Cohabiting	Widow	Others
1	2	3	4	5	6	7

4. What is your designation?

Top Level	Middle level	Lower level
1	2	3

5. What is your qualification?

Certificate	Diploma	Degree	Postgraduate	PhD
1	2	3	4	5

7. Years of service

0- 1Year	2-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26 years above
1	2	3	4	5	6	7

Section Two: Resilience

Circle the number you think is most appropriate. Kindly use the scale below and be objective as much as possible.

Strongly Disagree (SD)	Moderately Disagree (MD)	Slightly Disagree (SD)	Slightly agree (SA)	Moderately agree (MA)	Strongly agree (SA)
1	2	3	4	5	6

	Employee Resilience	SD	MD	SD	SA	MA	SA
ER1	I effectively collaborate with others to handle unexpected challenges at work	1	2	3	4	5	6
ER2	I resolve crises competently at work	1	2	3	4	5	6
ER3	I approach managers when I need their support	1	2	3	4	5	6
ER4	I learn from mistakes at work and improve the way I do my job”	1	2	3	4	5	6
ER5	I re-evaluate my performance and continually improve the way I do my work	1	2	3	4	5	6

ER6	I use change at work as an opportunity for growth	1	2	3	4	5	6
ER7	I successfully manage a high workload for long periods of time	1	2	3	4	5	6
ER8	I effectively respond to feedback at work, even criticism	1	2	3	4	5	6
ER9	I seek assistance to work when I need specific resources	1	2	3	4	5	6

Section three: Work Engagement.

Please chose the best answer to the following statements such as 1= Strongly Disagree (SD), 2= Moderately Disagree(MD), 3= Slightly Disagree (SD), 4 =Slightly agree(SA), 5= Moderately agree(MA), 6= Strongly agree(SA)

	Vigor	SD	MD	SD	SA	MA	SA
WEV1	At my work, I feel bursting with energy	1	2	3	4	5	6
WEV2	At my job, I feel strong and vigorous	1	2	3	4	5	6
WEV3	When I get up in the morning, I feel like going to work	1	2	3	4	5	6
WEV4	I can continue working for a very long periods at a time	1	2	3	4	5	6
WEV5	At my job, I am very resilient mentally	1	2	3	4	5	6
WEV6	At my work I always persevere, even when things do not go well	1	2	3	4	5	6
	Dedication	SD	MD	SD	SA	MA	SA
WED1	I find the work that I do full of meaning and purpose	1	2	3	4	5	6
WED2	I am enthusiastic about my job	1	2	3	4	5	6
WED3	My job inspires me	1	2	3	4	5	6
WED4	I am proud of my work that I do	1	2	3	4	5	6
WED5	To me, my job is challenging	1	2	3	4	5	6

	Absorption	SD	MD	SD	SA	MA	SA
WEA1	Time flies when I am working	1	2	3	4	5	6
WEA2	When I am working, I forget everything else around me	1	2	3	4	5	6
WEA3	I feel happy when I am working intensely	1	2	3	4	5	6
WEA4	I am immersed in my work most of the time	1	2	3	4	5	6
WEA5	I get carried away when I am working	1	2	3	4	5	6
WEA6	It is difficult to detach myself from my job	1	2	3	4	5	6

Section Four: Employee creativity

Circle the number you think is most appropriate.

Strongly Disagree (SD)	Moderately Disagree (MD)	Slightly Disagree (SD)	Slightly agree (SA)	Moderately agree (MA)	Strongly agree (SA)
1	2	3	4	5	6

	Employee creativity	SD	MD	SD	SA	MA	SA
EC1	I am able to achieve most of my personal goals at work	1	2	3	4	5	6
EC2	I am not afraid when facing challenges at work	1	2	3	4	5	6
EC3	I feel confident that I can perform creatively on many different tasks at work	1	2	3	4	5	6
EC4	I demonstrate originality at my work	1	2	3	4	5	6
EC5	I like taking risks at work	1	2	3	4	5	6
EC6	My colleagues think of me as a creative employee	1	2	3	4	5	6
EC7	Creativity at work is important to me	1	2	3	4	5	6
EC8	I am not easily influenced by others	1	2	3	4	5	6

EC9	I am very astute person (I have the ability to see how to take advantage of a certain situation)	1	2	3	4	5	6
EC10	I am versatile person and I can easily come up with innovative solutions no matter the work field	1	2	3	4	5	6
EC11	I always suggest new ways to achieve cooperative goals I	1	2	3	4	5	6
EC12	I always propose new ways to get work done	1	2	3	4	5	6
EC13	I always try to find new ways to get work done	1	2	3	4	5	6
EC14	I always suggest new ways to improve product/service quality	1	2	3	4	5	6
EC15	I always try to find sources of new creative ideas	1	2	3	4	5	6
EC16	I am not afraid to take risks	1	2	3	4	5	6
EC17	I always fight for ideas/ideas to the leadership	1	2	3	4	5	6
EC18	I am always creative in completing work when there is an opportunity	1	2	3	4	5	6
EC19	I always make a timetable for implementing basic work to implement new ideas	1	2	3	4	5	6
EC20	I often have innovative ideas	1	2	3	4	5	6
EC21	I always get a solution to a work problem	1	2	3	4	5	6
EC22	I always have a new approach to solving problems	1	2	3	4	5	6
EC23	I always recommend using new ways to get work done	1	2	3	4	5	6

Appendix 3: Plagiarism Index test results