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Factors Affecting Employee Creative Behavior at Workplace in Kuwait; Testing Mediation By Employee Engagement

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ABSTRACT

The main objective of the current study are to analyze the impact of incentives, training, employee relations, empowerment and leadership factors on ECB at workplace in Kuwait, to assess the mediating effect of EE on ECB at workplace in Kuwait and finally to evaluate the difference in ECB on the basis of age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait. A sample was selected using the formula, $n = \frac{[p(1-p)z^2]}{E^2}$. Data were analyzed using statistical software SPSS version 21 software. The results of the t-test $t(332) = -0.787, p > 0.05$ shows that male and female respondents have no significant differences in their perception towards ECB at workplace in Kuwait. The results of ANOVA test that ECB shows no significant difference based upon different ages ($F(3,330) = 0.229, p = 0.876$). The F and p-value for variables education, marital status, income, overall experience, level of employment and experience at current position has results as ($F(4,329) = 2.539, p = 0.040$), ($F(3,330) = 0.491, p = 0.689$), ($F(3,330) = 2.189, p = 0.089$), ($F(3,330) = 1.757, p = 0.155$), ($F(2,331) = 3.415, p = 0.034$) and ($F(3,330) = 1.043, p = 0.374$) respectively. The results imply that there is no significant difference exists among different groups of age, marital status, income, overall experience and experience at current position towards the ECB's at workplace in Kuwait. However, there exists a difference in groups of education and level of employment towards ECB at workplace in Kuwait. The researcher also examines the relationship between EE and ECB. A relatively stronger correlation is observed between employee engagement and employee creative behavior ($r = 0.714, p < 0.05$). The result of Sobel's test indicates that for both relationships employee engagement was found to be significantly mediating the impact of incentives, employee relation, training, leadership, and employee empowerment on employee creative behavior. The findings of the current research are useful for organizations to formulate human resource policies and providing insights about how the studied factors can be used by organizations to make employees more engaged towards their work so that they will become more creative in context of Kuwait.

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LIST OF ABBREVIATIONS

ECB	Employee Creative Behavior
EE	Employee Engagement
HR	Human Resource
HRM	Human Resource Management
MBA	Master of Business Administration
SEB	Socio-Economic Background
Ph.D.	Doctor of Philosophy.
CEO	Chief Executive Officer.
SPSS	Statistical Package for the Social Sciences.
A.D.	Anno Domini
IV	Independent Variable
DV	Dependent Variable
MV	Mediating Variable
LR	Literature Review
KMO	Kaiser-Meyer-Olkin
PCA	Principal Component Analysis
EFA	Exploratory Factor Analysis
SD	Standard Deviation
SEM	Structural Equation Modelling
CI	Confidence Interval
HSD	Honest Significant Difference
R&D	Research and Development

CHAPTER ONE: INTRODUCTION

1.1 Background

Employee engagement could be regarded highly critical for all organizations, as this may lead to having various benefits to companies in the long-run, and the inability to do so may lead to a higher probability of related adversities. With a massive number of companies established in all industries, it has become easier for employees to switch from one organization to the other, and the aspect of loyalty has reduced significantly.

Organizational innovation, survival, and effectiveness are much dependent on the creativity of the employees. The marketplace is accelerating in the present-day, and the organizations that foster innovative behaviors can engage well in the inconsistent environment (Robertson & Cooper, 2010). Not in doubt that previous studies go through the factors that lead to creativity in an organization. Nevertheless, In the prior literature, the work environment that inclines to promote creative behaviors is not crystal clear. One of the points of view concerning this is the contextual factors incorporate various elements of the workplace that affect employee creativity; however, they are not a part of the individual (Shally, Zhou & Oldam, 2004). From the review of past writing, it has been discovered that the workplace includes diverse contextual factors that affect the creative behaviors, for example, work setting, associations with colleagues, and attributes of work (Shally et al., 2004). Creative behaviors are defined as the initiation and introduction of new ideas, processes, and procedures.

It tends to be said from the overview of literature that the idea of employee commitment isn't just well-examined, yet it is additionally very disputable. This topic has gained attention from researchers, human resource departments, theorists, and academicians. The main reason that employee engagement considered controversial is that there is no agreement for the meaning of this term (Gruman & Saks, 2011). Different authors and researchers have defined it differently according to their respective perceptions. Regardless of contrasts in explanations, the prior studies have demonstrated that there are positive impacts of employee engagement on the

efficiency and the organization's performance. Along these lines, there are more studies that have been done in such a manner. It has been found by the research carried out by (Shuck and Wollard, 2010) that different drivers of employee engagement have a positive impact on employee creative behavior. Moreover, in this regard, Saks (2006) has pointed out that organizations are focusing on encouraging employee engagement because it tends to have positive implications for the organization as a whole. Extensive literature regarding employee engagement in the work environment proposes that there is now a gap in research because the necessities for comprehensive and detailed quantitative studies for this subject to be assured that the gap is fulfilled.

Diversity and inclusion have become instrumental in improving employee engagement in the firm. It has instead become an imperative element that cannot be ignored by the organization. It has become a well-established fact that diversity and inclusion are two critical elements that only bring tangible benefit to the organization, but it is also responsible for the intangible advantages. Barring a few studies, the empirical evidence available regarding the practices undertaken by an organization for diversity and inclusion is limited (Dul and Ceylan, 2011). This case is understandable because inclusion in terms of the workplace has recently entered the lexicon of popular discourse. Presently, diversity and inclusion are comprehended by the organization during the selection and recruitment, development and training, and socialization actions.

However, the scope of diversity and inclusion goes much beyond (Barak, Findler, and Wind, 2016). Thus, the previous researches have also majorly focused on the evaluation of inclusive practices, and approaches are quite limited. Habitually, the perceptions regarding diversity and inclusion in any organization are viewed with an allusion to an assumed mainstream level. The understanding of inclusion was seen from definite researches from the viewpoint of privileged in the equation (Hyde, 2014). But then, also inclusion has viewed by definite studies in the literature of diversity, from the perspective of less commonly known demographics of interest (Shore, Randel, Chung, Holcombe Ehrhart, and Singh, 2011).

Considering the diverse nature of the workforce, it has become a challenge for organizations to keep their employees engaged (Little, and Little, 2006). Researches that accomplished concerning employee engagement is that in an organization, if the employees are engaged, they

are supposed to not only perform effectively but also are loyal to that organization (Attridge, 2009). Also, it has been detected that HRM policies of an organization associated with rewarding, training, and compensation may fail if the employees do not feel engaged with that organization. According to Shaw (2005), employee engagement can be described as the commitment of employees with the organization in the status of intellect and emotion. As can be seen, from the various clarifications of EE, it has been found and discovered that EE is a psychological construct; nevertheless, this situation is not supported and endorsed well by the present literature.

Regarding the broad idea of the meaning of employee engagement as for the various definitions and concepts that are displayed by past studies, there are certain factors that impact employee engagement or make up the idea of engagement. According to Osibanjo, Gberville, Adeniji, and Oludayo (2015) incentives are deemed to be an essential factor of employee engagement because it focuses on to keep the employees motivated and pursuance of their needs which eventually create engagement with the organization. Although, it has been indicated by Victor and Hoole (2017) that employee engagement is much profound than the incentive program because it is not simple to change the behavior of an employee at the workplace by the help of monetary or non-monetary incentives. At the same time, employee relations are likely as a crucial factor of employee engagement. Ntalianis, Dyer, and Vandenberghe (2015) have pointed out in this regard that the organizations tend to fail to maintain effective relationships with their employees because of which the employees do not feel engaged enough. When the employees do not have good relations with the organization, then creativity is not encouraged. It is crucial for an organization to make their employee feel engaged by providing them with development and training programs for the intent of getting to know the way of treating the operations of organizations (Kraiger, 2014). With the required training, the employees can make their space in the organization and thus engage. Training not only helps the employees to stay engaged, but it also helps to foster creative behaviors at the workplace.

Another factor of employee engagement that has been identified by the literature is empowerment, which focused on allowing the employees or giving the employees the kind of autonomy to make decisions and bring innovative approaches to handle the business operations (Goetsch & Davis, 2014). The research carried out by Wei and Yazdanifard (2014) that when the

employees are empowered, then they tend to perform efficiently as compared to the opposite condition. According to Andersen (2016), the leaders of an organization are responsible for stimulating, motivating, and recognizing the employees for the work they do. The employee can perform productively and efficiently in the organization If the leaders are kind and encouraging.

One of the primaries aims of leaders is to assure that the organizational objectives are fulfilled in a way that the changing external environment is taken into consideration; thus, it is the task of good leaders to retain the employees engaged and to encourage creative behaviors among them.

This study has focused on factors affecting employee creative behavior at the workplace in Kuwait; testing mediation by employee engagement. The problem that has been addressed through this study is that the employee tends not to feel engaged with others in an organization and the management of the workplace, which creates problems concerning the productivity and engagement organizations should ensure employees engagement because the workforce has become more diverse and inclusive over the years. Organizational innovation, survival, and effectiveness are much dependent on the creativity of the employees.

From the overview of the LR, it very well may be said that the thought of employee engagement is not only well-discussed but, it is, however, very controversial in nature. In the literature, there are different definitions of employee engagement that can be found is related to the controversy. Regardless of the variation in definitions as it has been mentioned from the literature, there are positive influences of employee engagement, which makes it substantial for the organization's engagement and employee productivity.

Moreover, as to the research gap, too, it has been indicated that insufficient studies about have been conducted with regards to employee engagement in Kuwait, which requires for more examination concerning what engages in employees inside the firm and how it has been playing an essential role in sustaining an effective, innovative work environment behavior among employees.

In the priorpart of this current chapter, it has been discussed that there is a gap in literature because different results were provided from various studies. Majorly the differences in the

results of the past researches have arrived because of differences in the factors that are attributed to employee engagement. Considering the diverse nature of the workforce, it has become a challenge for organizations to keep their employees engaged. This research has focused mainly on five factors: incentives, employee relations, training, empowerment, and leadership. The above-mentioned factors of employee engagement are considered for the target of evaluating their role in encouraging and enhancing creative behavior in the workplace.

Concerning the above-mentioned factors of employee engagement, employee creativity, and diversity & inclusion, there are various studies which can be found because there are a different point of views among researchers, incentives are deemed to be an essential factor of employee engagement because it focuses on to keep the employees motivated and pursuance of their needs which eventually create engagement with the organization (Olafsen, Halvari, Forest, & Deci, 2015). On the other hand, Victor and Hoole (2017) have stated that employee engagement is much deeper than the incentive program because changing the behavior of an employee at the workplace cannot be done with the support of monetary or non-monetary incentives. Through this research, the researcher has comprehensively evaluated these factors in the context of Kuwait.

1.2 Research Objectives

The essential aim of the current study is to analyze the factors affecting ECB at the workplace in Kuwait, testing mediation by EE. This particular aim has been fulfilled in accordance with the external environment of the workplace in Kuwait. The aforementioned aim is fairly comprehensive by nature; hence, the following sub-objectives are formed:

- To assess the mediating effect of employee engagement on employee creative behavior at workplace in Kuwait.
- To analyze the impact of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait.
- To evaluate the difference in employee creative behavior on the basis of age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait.

Figure 1 shows the framework for the study's main objective and sub-objectives that the researcher proposed and to be achieved.

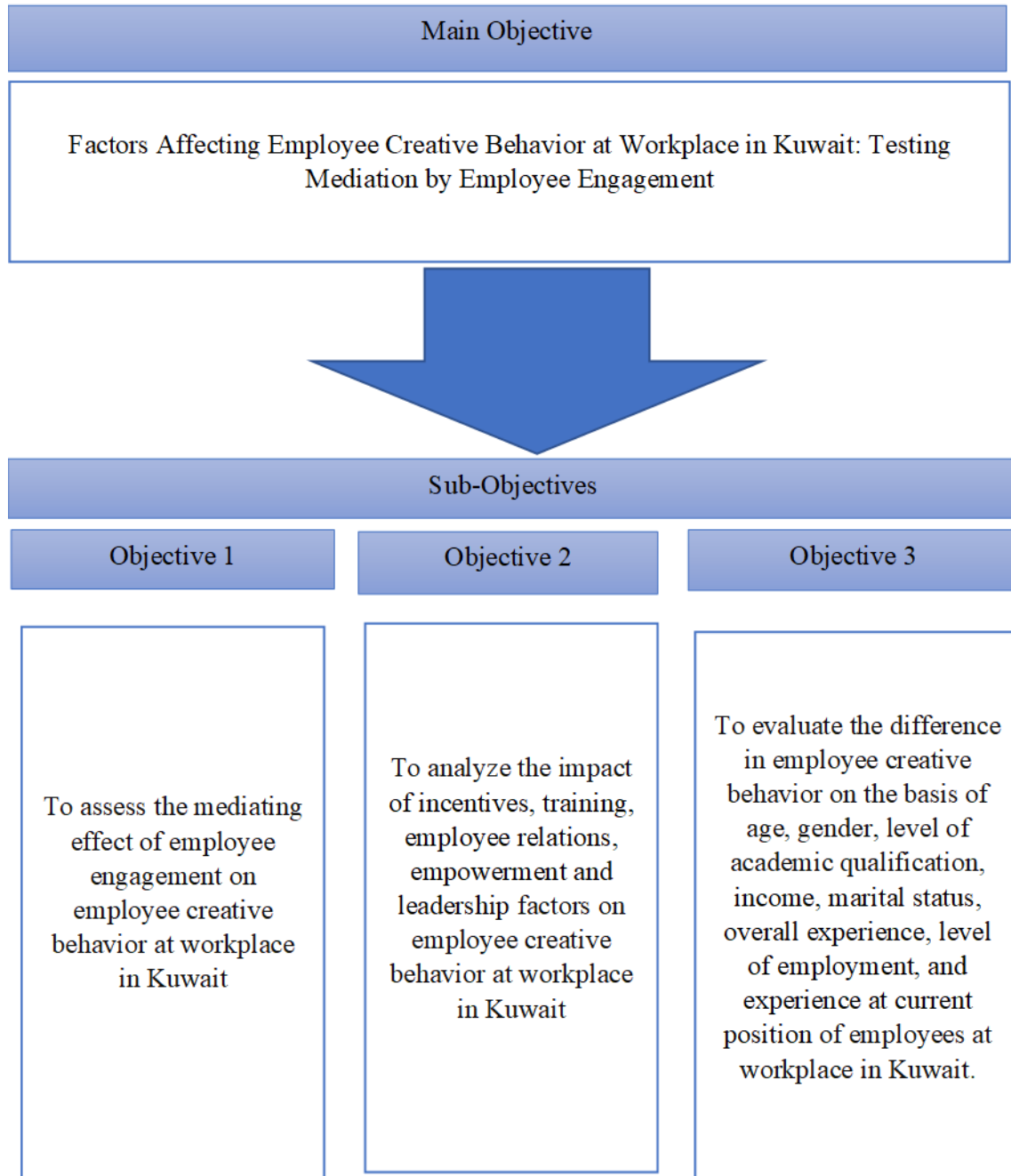


Figure 1 Framework of Research Objectives

Source: Author

1.3 Research Questions

The primary research questions which have been answered through this study is:

What is the impact of employee engagement across diversity and inclusion on employee creative behavior in Kuwait?

The primary research question is broad; hence, in compliance with the objectives; the following are the sub-questions which are answered by this study:

- 1- Does employee engagement mediate the impact of incentives, training, employee relations, empowerment, and leadership on employee creative behavior at workplace in Kuwait?
- 2- What is the effect of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait?
- 3- Does age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at the current position affect employee creative behavior at workplace in Kuwait?

1.4 Research Methodology

To achieve this study in a convincing manner, the researcher must determine the methodology and the study design, which will be utilized for the goal of data collection and its assessment (Flick, 2015). With attention to that research, the methodology is determined considering the objectives and aim of the research. For this research as well, there is a research methodology that has been selected after evaluating the objectives and the research questions of the study. This research aims to find out and discover factors affecting employee creative behavior, testing mediation by employee engagement; hence, the chosen design for the study is quantitative. To collect the data and converted into numerical values and then interpret it for the purpose of testing out the hypothesis and objectives, the researcher was allowed to use the quantitative study (Brannen, 2017) due to collect data for the research; the researcher has executed a primary data.

Considering that this research has been specifically carried out for the workplace in Kuwait hence using secondary sources of information was not appropriate. This is because there are not many types of research that are carried out regarding employee engagement and employee creativity behavior, thus using primary data for this study has helped in terms of collecting useful and insightful data.

In consideration of the research design of the study, the researcher has made use of positivism as the research philosophy. This has helped the researcher to back the findings of the study with scientific logic and reasoning (Hughes & Sharrock, 2016). The positivist research paradigm is used to be the most suitable philosophy, and this is considered one of the main reasons because of implementing a quantitative study by the researcher. The questionnaire has been applied as an instrument that had allowed the researcher to gather numerous data that was compatible with the purpose of achieving the aims of the research. By using a survey questionnaire as the research instrument, the researcher has been able to create a standardized data set that can be tested using statistical models and platforms. By using the information collected through a survey questionnaire, the researcher has been able to reach out to a useful conclusion.

Considering the character of data, the researcher has benefited from statistical techniques for the intention of assessing the data. As has been aforementioned that the essential aim of the research is to appraise the factors affecting employee creative behavior: testing mediation by employee engagement; therefore, the researcher has been able to respond to the research questions with the help of ANOVA, t-test, correlation, and regression. This study dealt, and concern with independent variables; they are the various factors of employee engagement along with the mediating variable, which is employee engagement, and the dependent variable is employee creative behavior. Therefore, to figure out the relationship between the variables, the researcher has executed a correlation analysis. Furthermore, to figure out the relationship between the dependent and the independent variables, the researcher has executed ANOVA. The statistical techniques which were used for this study have helped in terms of reaching out to a useful conclusion. Moreover, it has also helped in terms of comparing the results of this research with the previously carried out researches.

It is essential to discuss the limitations of this research, along with the ethical considerations that are followed by the researcher while carrying out this study. Firstly, this research has been specifically conducted for analyzing the factors affecting employee creative behavior at the workplace in Kuwait, testing mediation by employee engagement; hence, the context of the findings is restricted to the region of Kuwait. This indicates that the result of the following study cannot be generalized concerning other countries. Furthermore, this study has dealt with and concern with particular factors of employee engagement; therefore, the results and outcomes of the study are bounded to those factors. This study has been executed in such a method that all the ethical considerations that are identified by the academic board are respected. Considering that this research has collected primary data; hence, it has been ensured by the researcher that mutual consent has been obtained from the researcher before collecting the data.

1.5 Structure of the Study

This research comprises of altogether six chapters, this section of the chapter discussed the structure that has been followed concerning the requirements of the university.

The first chapter of this study is the introduction, where the researcher was introduced to the chapter. In this chapter, the researcher has provided a detailed and comprehensive contextual background of the study concerning the available literature. Moreover, the researcher has further presented in this chapter, the problem statement in accordance to which this research has been carried out. The next section of the first chapter includes the research objectives and the research questions. Furthermore, the methodology that has been executed for the research in the first chapter is as well as discussed concisely.

The second chapter of the study is the LR, where the researcher deliberates the outcomes of the preceding researches, which are conducted with regard to EE and ECB. In this chapter, the researcher has discussed the empirical results of the past studies, which can help this research as well. Moreover, in conformity with the aim of the research, the researcher has also formed a conceptual model that shows the linking between the IV's, DV's, and MV. Furthermore, this

chapter also discusses the relevant theories which are applicable to the study concerning the aim and objectives.

Further, this current study selects the research methodology after assessing the research objectives and questions of the study, so the methodology selected was discussed in the third chapter. This section addresses all the essential approaches and methods with the help of which data is collected and evaluated. This chapter also discusses the limitations and ethical considerations of the study. The following chapter, which is chapter four, is the chapter which presents the outcomes of the study, the researcher demonstrates the consequences of the chapter. The statistical techniques which were used for this study have helped in terms of reaching out to a useful conclusion. Moreover, it has also helped in terms of comparing the results of this research with the previously carried out researches.

In the fifth chapter of the study, the discussion is carried out to the objectives and the research questions. In this segment, the study analyzes the primary outcomes of this study with the secondary results for the triangulation of data. This chapter also helps in terms of finding out whether or not the primary findings are in accordance with the empirical findings. Finally, the last chapter of the study deals with the conclusion and recommendations. In this chapter, the results are summarized, and recommendations are provided concerning the findings as well as future research.

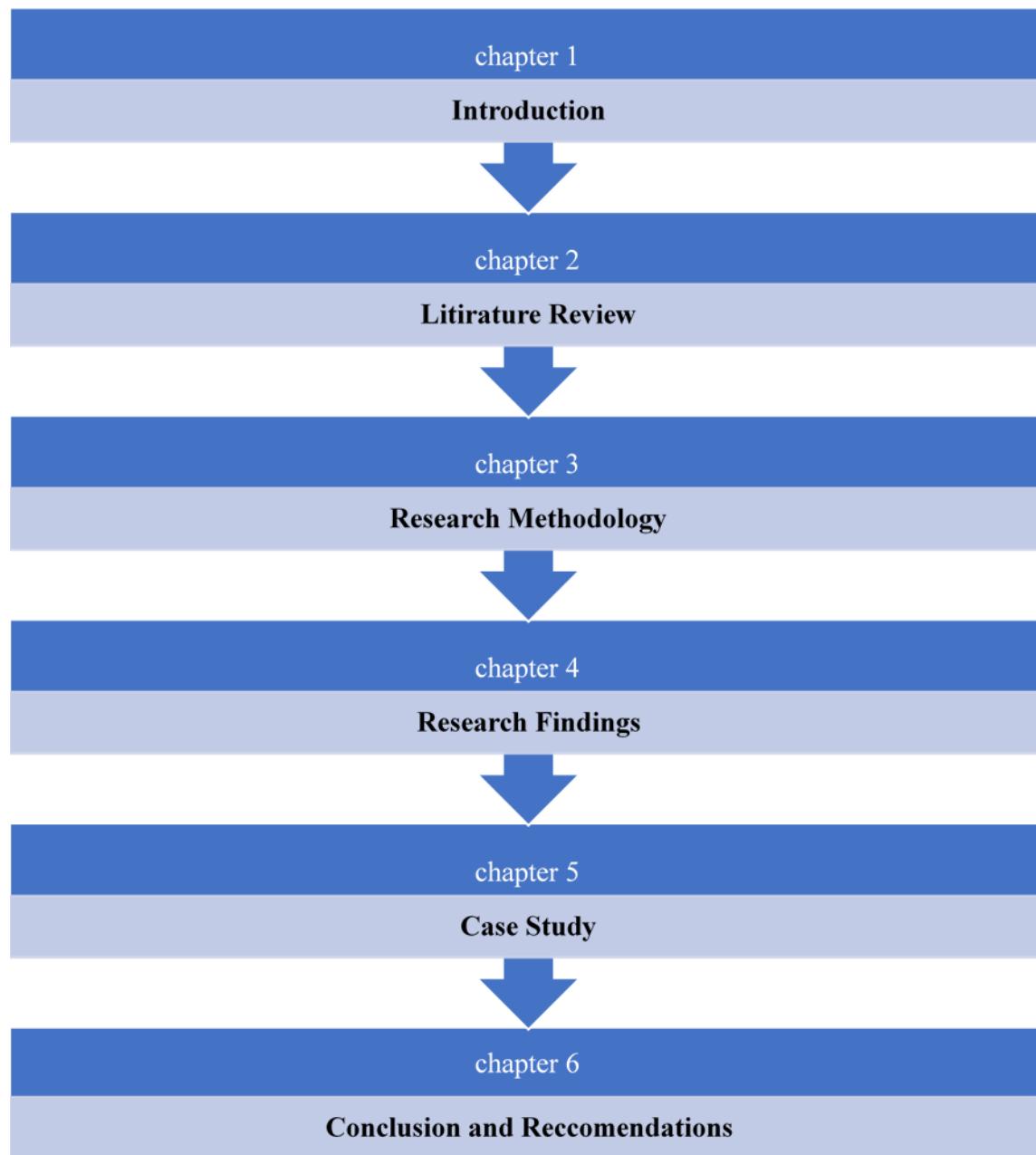


Figure 2 Scheme of the study

Source: Author

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Concerning the rising complexities and changing work environment, it has become difficult for companies to establish a positive and effective culture in which the stakeholders can perform at their optimum level of efficiency. In the light of globalization, multiple organizations have been operating in an environment which has diverse labor force (along with other stakeholders) and for individuals put in ample effort in work and remain satisfied with the workplace environment, this is the challenge for such firms to make sure of it (Lévy, 2007). Considering the fact that competition is increasing day by day, organizations have become keen and focused on attaining the best available talent in the market. While this could be considered as a daunting task for companies, hiring and retaining such employees has become critical to companies, along with establishing a culture that could support the efforts of all these individuals (Boone, 2008).

Organizations consider the world as a global market, and hence probable individuals from any area of the globe are considered as essential assets to the firm. The fact that firms require efficient and effective employees to survive in the market, resources are put to use, and strategies are developed to attain the desired goals and objectives. Having said this, as much as it is essential to retain employees from different backgrounds and cultures, it is equally challenging to develop a culture in which all such individuals can operate effectively (Friedman, 2007). In every diverse working environment, there is an elevated prospect of different hardships taking place, thus ensuring smooth functions and operations may give rise to in being afflicting tasks. Moreover, EE could be considered as an essential and vital factor that may lead to having an impact and effect on the ECB. As much as retaining potential employees is critical, it is also equally crucial to focus on the aspect of employee engagement. One of the essential things that lead to a substantial impact on the level of motivation of individuals is the need for companies to concentrate on strategies and techniques by which to ensure the best employee engagement for such individuals.

The fact that competition is increasing, it has also become vital for firms to influence the employees towards establishing an attitude that may support and assists creative behavior. Once this takes place, every individual is asked and respected to think creatively and test with things to show up with unique strategies and ideas. Operating in a market where each firm is in an attempt to perform better than the other, developing a creative and innovative culture has become a priority. Firms that do not support their employees to think out of the way may not lead to establishing an environment that could augment the probability of being unique (Gerber, 2010). Also, through influencing creative behavior, employees may remain interested and motivated towards work as they would have something new to do, eventually retaining their association with the business.

2.2 Employee Engagement

Employee engagement could be regarded highly critical for all organizations, as this may lead to having various benefits to companies in the long-run, and the inability to do so may lead to a higher probability of related adversities. With a massive number of companies established in all industries, it has become easier for employees to switch from one organization to the other, and the aspect of loyalty has reduced significantly (Macey, Schneider, Barbera, and Young, 2009). Potential employees nowadays have a vast opportunity to choose from, regarding where they have to work and which organization would be the most suitable for them.

This being said, companies have become keen and concerned regarding the aspect of employee turnover, as they want to retain effective human capital and not lose it to other firms. Moreover, employee engagement is quite essential to organizations as higher engagement would allow the individuals to remain connected with the organization and motivated towards their job (Gruman & Saks, 2011). Engaging employees to work requires ample efforts of the higher management as this may not only enhance the overall employee engagement but also lead to a lower turnover of employees.

As mentioned earlier, employees have become inclined towards leaving the organizations that fail to keep them satisfied. Even though the needs and requirements of the employees are constantly changing, firms must establish ways to keep them engaged. As can be said, the delegation could be deemed as one of the utmost effective ways through which employees could be kept engaged with their job. To the end that carry out better than prior and leads towards higher efficiency, giving them more responsibility would require them to put more effort and act in their work(Kompaso, and Sridevi, 2010). While it is highly essential for companies to ensure high employee engagement, it is also vital to understand that the same companies must remain keen and considerate regarding the resources and costs associated with fulfilling the task. The organization may not be capable to efficiently implement the whole process if employee engagement is assured, but the value linked with it augments(Little and Little, 2006).

Furthermore, the action of the employees and their approach towards work is one of the main benefits and impacts that employee engagement has. It is crucial for the business to look after the behavior of the employees and results in to add value to the overall culture of the organization. The fact that creative behavior has become essential for employees, it is necessary that such an environment and business atmosphere is developed that could assist such individuals in working towards creativity (Kompaso and Sridevi, 2010). Employees that are not engaged with their work are less probable to contribute or adding value to the organization, and so firms try their best to not develop any such circumstances. Through employee engagement, firms also become more probable to receive higher engagement and collaboration from the same individuals, as they remain more associated with their job and put in ample efforts to meet the desired goals (Attridge, 2009).

Employee engagement could be considered as one of the utmost efficient ways through which employees could be preserved within a firm in an era where the rivalry has been increasing rapidly. The fact that potential employees are hard to find for companies, the cost associated with hiring employees is also considerably high. While every organization is eager to preserve their employees for an extended period, finding a suitable fit and match for a business may be an intimidating task(Macey et al. , 2009). It is requisite for organizations to carry out and evolve effective strategies through which they are capable of reinforcing the overall outcomes to assure that employees are kept engaged with their work. Furthermore, to have better results regarding

employee engagement, it has to be made sure that no unfair treatment with all such individuals is carried out and no related adverse environment is developed that may lead to having a negative impact on individuals and their relation with the organization.

2.3 Theory Related to Employee Engagement

There have been conducted significant researches in predicting the factors that drive employee motivation and the causes, which makes an employee feel motivated. In realization of this, different theorists at different times have also proposed theories to better explain the concept, and based on their proposed theories, the managers and leaders at different sectors make good use of the efforts of previous theorists. Although assorted theories and models have previously been proposed by theorists, yet, a number of the utmost widely and effectively applied theories are discussed below:

2.3.1 Social Exchange Theory

One of the widely used theories which are being discussed while studying employee engagement is the social exchange theory. The social exchange theory was proposed in the year (Cook, Cheshire, Rice, and Nakagawa, 2013). The theory mainly provides a theoretical concept of understanding how and why employees are engaged in their work. As per the study of Wu, Chuang, and Hsu (2014), the fundamentals of the social exchange theory are based on the obligations or responsibilities that are requested and required to make through the series of interactions which is preceded between the two parties that are connected or interlinked through reciprocal interdependence. Moreover, of a more excellent, understandable language, the concept beyond the social exchange theory can as well as be outlined as the relationship and fairness between the two parties that discuss and predict how well the connection is established between the two parties. Further, on moping the social exchange theory, the theory fundamentally explains and predicts the relevance between the two sides, which rise with the time through the factors of loyalty, trust, and most significantly through the mutual respect, which is governed by specific rules of exchange between the two sides.

As per the study conducted by Dobre (2013), for the enhanced productivity and engagement of an employee, it is required to engage employees towards their work and helping employees to find such measures through the motivation and satisfaction level of an employee can be enhanced. In this event, there is a necessity for the business to concentrate on such measures that can engage employees. Meantime, the motives of the organization are again achieved from the one end. Considering the example which can validate how the social exchange theory is useful to pursue employee engagement. If a particular organization tends to provide its employee comfort by implementing such process through the work of an employee becomes efficient and easy, then this can be predicted that employees will likely feel more engaged in his work, and his interest in the job will be maintained. Although it is again essential to highlight that if a firm does not concentrate on yielded comfort in terms of incentives, then employees recognize that the organization does not want to give value to its staff(Cho and Perry, 2012). Consequently, this negligence of an organization and its approach in getting the maximum output from employees results in the declining motivation and engagement of employees towards their work.

2.3.2 Resource-Based Theory

The resource-based theory mainly speaks that if an organization focused on achieving a competitive advantage, then it becomes mandatory for an organization to not only make sustainable and efficient use of its resources and capabilities (Kozlenkova, Samaha, and Palmatier, 2014). Moreover, it also becomes essential for an organization to take such measures through which employees can be motivated and engaged in their work to achieve a competitive edge over their competitors. In light of the study conducted by Sinha and Sinha (2012), employees for an organization are the most valuable assets that either drives an organization towards success and or failure. The importance of giving value to employees through different means helps employees to develop their interest in the workplace and to show more commitment and engagement with their work.

It is a noticeable fact that employee is perceived as the one important asset of an organization that is valuable but is challenging to trade and understand. Therefore, it becomes essential for businesses to examine those factors and causes that can engage employees towards their work through which not only productivity of an employee can be increased; meanwhile, the level of creativity of an employee can also be enhanced. To this end, this can be stated that if an organization focus on resource-based strategy, then it becomes mandatory for an organization to take such initiative by which employees can be more engaged and passionate regarding their jobs as this also enable organization to achieve a competitive edge because of the increased productivity and creativity of an individual employee.

2.3.3 Conservation of Resources Theory

The main theme which encompasses the conservation of resources theory is the assumption that different resources are the fundamental factors in achieving the new resources. The idea of the conservation theory concerning the business sector can be depicted as businesses while achieving new resources, require making extra efforts to achieve a particular task or to develop new ideas or milestone. Additionally, this can be stated that businesses, to achieve more, are required to make extra efforts so that the particular target can be achieved. As per the study conducted by Halbesleben, Neveu, Paustian-Underdahl, and Westman (2014), the job- demand resource model is referred to as the one useful model to determine occupational stress. The respective model is being driven by the conservation of resources theory, which mainly emphasizes on the generation of new resources to generate a new resource.

Similarly, the job-demand occupational model also focuses on creating the balance between the individual and resources which an individual either possesses or being provided with. The model mainly speaks that imbalance is often developed as a result when individuals are a demand to provide extra output while utilizing the same limited resources. As a result, the motivation and engagement of employees towards their employees can never be maintained. Then again, if a firm will create or increment the degree of employee engagement among its employees, at that point, a firm ought to give advantages to its employees with the goal that employees can be engaged in turn to the benefits which they get.

2.4 Employee Creative Behavior

In today's environment, change has become unavoidable for organizations, and it is fundamental for these organizations to have the flexibility to conform to the required changes to sustain their position in the industry. Having said this, the behavior and attitude of the employees also have to be amended, further influencing them to change their approach in accordance with what is required (De Jong and Den Hartog, 2007).

Moreover, creative behavior could also be regarded as an imperative need for organizations. Think out of the box, implement experiments, and take risks; all these things are essential for the employees. While this may also increase the probability of being exposed to the risk of failure, it, on the same hand, could be considered essential in terms of sustaining the position in the industry (Unsworth and Clegg, 2010).

For employees to adopt creative behavior, it is necessary for the company to develop an environment that could allow them to take such initiatives and risks. The nature of work has significantly changed, and businesses have resulted in being having a fast pace towards technology. In this regard, employees nowadays cannot only focus on their limited job description but go beyond that by attempting to be a creative and innovative individual and inculcate this in their daily routines (Dul and Ceylan, 2011).

Out of having an approach towards creativity and innovation, an opportunity might be created by employees for the firm to alter its way of functions and operations and then headway towards working to the new ideas. It is the employees of the organization who are responsible for experimenting and being creative through which the organization develops a project on which it may work. Without the employees contributing to this aspect, companies may never lead to improvement and changes (Kesting and Parm Ulhøi, 2010).

While creative behavior is highly critical for businesses and their success, it may result in being a difficult task for firms that have a diversified culture. Organizations that have diverse employees

may find it challenging to influence its employees for adapting towards creativity as all of their behaviors may vary from each other, along with their mindset and approaches. Likewise, to assure that a more significant part of the employees, if not all, are motivated to incubate a creative behavior, it must as well as ensure that the same employees are highly engaged with their works(Chen and Kaufmann, 2008).

In other words, individuals who are engaged with their jobs are more probable to be creative as they are content and satisfied with their jobs and further interested in bringing in changes and amends to the way company functions. On the other hand, employees that are not motivated and less probable to be engaged with their jobs have less possibility of adapting creative behavior or establishing such an approach. Such individuals are strictly aligned with their work duties and do not involve in activities other than this(Choi, Anderson, and Veillette, 2009).

Furthermore, the generation of advantageous ideas by employees that can lead to innovation is creativity behavior. Innovation may be capable of falling in organizations that have a creative labor force, with the right class of a developed mind. It is crucial to understand the procedure of innovation to better understanding the usefulness and impact of creative behavior(Unsworth and Clegg, 2010). Innovation could be broadly defined in two significant steps, i.e.,thought generation and execution of the thought.

This could better be understood in a way that for a new idea to be implemented by an organization, it is first imperative to have an adequate approach or idea that could be brought forward. Again, one other crucial factor in this is that the organization must be capable of identifying rightly, which of its employees has the potential of being innovative.

The ones who may not capable of having a creative behavior must not be affected to do so and should instead be located in some work that does not demand to be creative. In the same sense, individuals with higher potential and capability must be focused on having such behavior(Kesting and Parm Ulhøi, 2010).

2.5. Theory Related to Employee Creative Behavior

Notably, several theories have also been proposed to examine employee creativity and creative behavior. A few of the essential theories related to employee creative behavior have been argued below:

2.5.1 Social Cognitive Theory

In light of the study conducted by Bandura (2014), the social cognitive theory, which is mostly interlinked with employee psychology forms the basis of understanding employee behavior. The theory mainly describes how personal knowledge or behavior is associated with the observations that an individual observes from the environment, specifically with the context of social interaction and other factors that influences his view. Specifically, the social cognitive theory suggests while observing employees displaying creativity at work leads to employee engagement. This has been because of the reason that when employees find other employees working with the creative and innovative approaches, then other employees are also inclined towards such approaches.

The employees in this scenario observe that other employees having creative behavior not only make their work efficient and simple but concurrently employees find themselves to adopt such approaches thus that they can again be appreciated with their efforts of being creative and innovated. It is a noticeable fact that employees always seek for the appreciation and their motivation and satisfaction level is enhanced once they are appreciated. Nevertheless, it is essential to highlight that employees in search of appreciation make worthy efforts to progress their job. The environment where an employee works thus becomes important as an employee learns and adopts things quickly from the working environment. Moreover, one of the essential points which the theory raises is that employees while helping one another in the workplace environment results in the development of such workplace environment where employee mutually respect with one another and supports one another in solving their queries(Ramirez, Kulinna, and Cothran, 2012). These practices eventually engage the employee in his work, and an employee inclines towards the improve processes that make an employee develop creativebehavior.

2.5.2 Behavioral Management Theory

As well from social cognitive theory, the behavioral management theory again points out to like one of the fundamental theories, particularly in terms of grasp the employees' behavior and in testing the factors or causes that motivate employees. According to Raes, Bruch, and De Jong (2013), the behavioral management theory is often referred to as the human relations movement, as the motive of such theory is to address the human decisions and behavior at work. There can be identified different theorists that made efforts in examining what motivates employees and what factors influence the engagement and creativity of the employees. The research work of theorists, such as the work of Elton Mayo, Douglas McGregor, Abraham Maslow, and others, is famous for examining the behavior of employees in terms of engagement and creativity. The significant distinct quality of this school of thought is that all the theorists that play a part in this theory rated employees as an essential asset of a firm against the approaches of an industrialist that used to consider employees as a machine.

The significance of the behavioral management theory and the other theories that have been proposed based on this theory is high for different reasons. As already discussed, different theorists made a significant contribution in examining the causes and factors that drive employee productivity. As stated by the outcome of a different experiment executed by Elton, it was found that social needs and human relations are the factors that are necessarily bear to consider while examining the causes that stimulate employee engagement (Davis et al., 2015). On further inspecting the theory, this can be stated that firms that incline to concentrate on improving workplace behavior and other factors that assist employees in engaging in their jobs and then employees eventually utilize chances to implement their accountability with more effectively. This, as a result, enables employees to show higher engagement towards their work. In the consequences, employees also tend to develop innovative and creative approaches that drive to improve business processes.

2.6 Diversity and Inclusion

With regard to globalization, the reach and approach of organizations have extended, and the world market has become open for them to access. Having said this, companies these days focus on hiring and recruiting employees that may lead to infer the best outcomes for the organization. In this regard, firms have now become increasingly diverse as employees from different backgrounds and cultures are working under one roof with the same significant goals and objectives (Barak et al., 2016).

Understanding the use and importance of diversity inclusion, organizations must focus on developing a culture that allows all the individuals to perform at the optimum level of efficiency. Through having a diverse workforce, the chances of higher creativity and innovation take place. Employees belonging from different age groups, genders, ethnic, and cultural backgrounds are all having a different approach to analyzing and assessing matters. This being said, the probability of new approaches taking place augments significantly, allowing the company to lead towards innovation (Shore et al., 2011).

Diversity in an organization has become necessary to develop a competitive economy in a globalized world. The fact that individuals from the diversified background, potential, and skills are inclined to attaining a frequent target, it becomes easier for the organization to sustain its position and survive for an extended duration of time. The fact that every organization is keen towards performing better than the other, it has created an overall competitive environment, influencing companies to push to their optimum potential (Barak et al., 2016). Even though numerous benefits are associated with having diversity, it may, on the other hand, become very difficult for businesses to ensure adequate management. The fact that each individual is different from the other, their needs and preferences also vary. This further makes it essential for the firms to identify the requirements of each individual to better serve their demands (Hyde, 2014).

2.7 Factors of Employee Engagement

In this section, the researcher mentions the factors that need to be studied. The focus will be on the factors of employee engagement. These factors become the basis of the current study.

2.7.1 Incentives

There are two main kinds of incentives that are considered essential factors for motivation; there are financial incentives that divided into two categories: monetary and non-monetary.

Monetary

According to the research conducted by Al-Blushi et al. (2017), there are various stimuli factors of motivation that can serve as incentives for employees; The essential factor among many factors is financial incentives that lead to higher engagement of the employees. However, (Clair and Milliman, 2017) stated that monetary incentives are often given against the work efforts of the employees that can further encourage them to work efficiently. One of the primary matters, as per the empirical (Osa, 2014), in both the private and public sectors that employers faced, is to identify what can motivate them to perform optimally. The research has further stated that it is mostly based on the assumption that monetary incentives improve the engagement of the employees for which the management provides tangible rewards and incentives, leading towards higher employee motivation.

According to the study of Osabiya (2015), incentives are all the factors that motivate an individual to take action or to perform in a specific manner; in an organizational setting, incentives are what the organization offers its employees against their engagement and task fulfillment. However, Osibanjo et al. (2015) contended that it is fundamental for the firms to guarantee measures in terms of both monetary and non-monetary incentives, allowing employees to realize the critical of organizational goals and objectives. As the research identified, it is due to the known fact that monetary benefits can motivate employees to a greater extent, but it requires to be assured that in the absence and lack of those financial benefits, the employees are

devoted to the organization. As a result, it might indicate that for the intent of achieving a motivational labor force, it might be crucial to consider monetary benefits for the employees.

In the situation of Kuwait, particularly, the wages provided to employees are somewhat similar or utmost in comparison to the Western World. Yet, the one essential factor that makes employees prefer to work in Kuwait is the truth that no personal taxation is applied on the salaries of employees, which is the one reason why people prefer Kuwait for the job perspectives. Furthermore, this also motivates employees to work with more dedication and devotion in Kuwait. Notably, different kinds of companies are operating in Kuwait that provide monetary benefits according to their policies. Besides, unlike other many parts of the world, it is primarily necessary to highlight that most of Kuwait's organizations' policies are similar to any other country, where monetary incentives in the pattern of bonuses and other financial incentives are being provided to the employee.

Non-Monetary

It has been stated by Cabrera, Collins, and Salgado (2006) that monetary incentive cannot alone help the organization to achieve higher employee engagement; instead, there is a need of providing non-monetary or non-financial incentives where employees are praised for their excellent employee engagement, career orientation, and workplace contribution.

The research carried out by Rogers (2018) found that non-cash or non-monetary incentives are those that do not involve the direct cash payment, but these can be intangible and tangible. The research has further identified the kinds of non-monetary incentives such as employee encouragement, autonomy in jobs, participation, and contribution in decision making, and improved working conditions. However, the study of Graves (2015) identified other non-monetary incentives such as assigning challenging tasks, letters of appreciation, employee recognition, and small gifts of gratitude are some incentives that motivate employees to contribute to the overall organizational performance. In this way, it might imply that there are specific incentives that can impact the overall motivation and performance of the employees occupied in the organization.

Previous researches have been keen to find the importance of monetary benefits for the employees (Aguenza & Som, 2018); (Olubusayo, 2016)(Ko & Hur, 2014)Nonetheless, the researchers are now concentrating on non-monetary incentives as well, with the occurrence of the concepts of workplace motivation, encouragement, morale, and employee engagement(Kvaløy, Nieken, & Schöttner, 2015);(Brightenburg, Bell, & Harris, 2016).

According to the research ofMalik, Butt, and Choi (2015), praise and recognition are identified as an effective way through which organizations can influence positive employee behavior because employees perceive them to be the essential incentives. However,Peluso, Innocenti, and Pilati (2017)argued that there should be an equilibrium between monetary and non-monetary benefits, which can ensure that all the factors have simultaneously provided learning opportunities to the employees and with these incentives they can again perform challenging tasks leading towards their career advancement.

Unlike other countries, the companies in Kuwait also provide it, employees, and similar kinds of non-monetary incentives that enable employees to keep their satisfaction high and show more engagement with their work (Moon, 2012). It has been identified that companies operating in Kuwait focus on providing benefits in the form of house allowance, car allowance, medical coverage, education, and air tickets to employees.

2.7.2 Employee Relations

According to the study carried out byTansel and Gazioğlu (2014),employee relations is considered as an inclusive term that is linked with the issues of collective bargaining, employment legislation, negotiations, and one of the utmost latest considerations as known as work-life balance, providing opportunities and managing diversity. It has been explained by (Gill and Meyer, 2013) that employee relation is the way the organization keeps the employees productive and happy within the organization. However,argued that the administration always needs to assure that there is a mutual relationship amongst the firm and the employees and this relationship is run appropriately;in retrospect, things that lead towards lower performance level is due to the impact of the employees' morale negatively. As per the research of (Townsend,

Wilkinson, and Burgess, 2014), the essential assets and valuable resource of the firm are the employees; for this purpose, employee relations are required being maintained through a clear framework providing positive workplace environment, organization culture, and policies that are relevant by law.

According to the empirical analysis conducted by Hickland (2017), employee relations are the term of a positive and better work environment that can satisfy the needs and demands of the employees, build culture, improves morale, and convey organizational expectations. However, Ntalianis et al. (2015) have presented the argument that organizations often fail to maintain positive relationships amongst employees due to their rigid policies and strategies related to employee management. It might imply that employee relations could involve the measures that can ensure that management has cultivated a productive and motivated environment for the employees to maintain and sustain positive employee relations.

However, it has been stated by Sawithri, Nishanthi, and Amarasinghe (2017) that maintaining employee relations is the most crucial responsibility of the management because negative employee relations bring up the issues related to pay-work bargain, employment issues, and lack of morale and lower levels of employee engagement. On the contrary, Wok and Hashim (2015) stated that employee relations are not only associated with the relationship amongst employees, but the term is also concerned with the employee-employer relationship. It is because of the known fact that, as the study argued further, it contributes to employee motivation, employee morale, and productivity.

The debate between the difference between employee relations and industrial relations has provided a differing view of the two concepts. As argued by Wiggernhorn, Pissaris, and Gleason (2016), employee relations once meant as labor relations that were fragmented into negotiating, dictate, and orchestrate. In this way, the HR professionals have been deemed responsible for helping in negotiating the agreement, and the provisions used to be considered the relationship between union, employees, and management.

In today's era, according to Singh (2016), employee relations are a broader phenomenon that involves maintaining and sustaining a workplace environment, which appeases the needs of both the employees and the management. Nevertheless, it must be noted that, as Larsen and

Navrbjerg (2015) professed, in some organizations, employee relationship management is associated with dealing with strategic processes that can focus on continuous perfection and improvement of employees and ensuring the critical success of the strategies incorporated by HR management. In this way, maintaining employee relations is not only about maintaining a pleasant workplace environment but also ensuring that HR management has been able to strategically maintain the relationships amongst employee and employers.

According to the study conducted by Blyton and Turnbull (2004), the significant association between employee engagement and employee relations is linked with managerial principles where employees, when provided with better workplace environment and employer-employee relationships, are tended to perform better and produce higher results.

As per another study conducted by Hong and Yanshen (2014), employee relations are the relationship between employees and administration, where organizational justice plays an essential role. The research further explained that the main factors that maintain employee relations include the management style and organizational culture, along with the procedural sequence and rules that are associated with conflict management. Hence, the main objective of employee relations is to motivate employees to provide their positive input while the management ensures harmonious relationships in the organization.

The research undertaken by Dhanesh (2014) has opined that employee relationship management is highly focused on enabling employees to communicate and collaborate with typical management tasks with the upper management or employees. It has been further identified in the research that by engaging in providing inputs, the employee relations management can align with the requirements of both employees and management while catering to their interests. Doherty (2010) Stated that employee relations could ensure the streamlining of the workflow by achieving higher employee engagement. Hence, it might also imply that employee relations are the concept that can also be regarded as a factor that can impact employee engagement from offering the policies and strategies associated with the idea.

As per the research of Armstrong and Taylor (2014), employee relations is viewed as the organizational functions just as practices that manage the issues related with benefits,

communication, performance management, staffing, compensation, organizational development, and administration; and if all these factors are appropriately overseen it can lead towards higher EE. For instance, Lowry (2016) stated that practices of employee relations are significant to enhance employee engagement indirectly because employee engagement is based on satisfaction, benefits, promotions, and motivation, which can be achieved through maintaining effective employee-employer relations.

The study of Loon, Otaeye-Ebede, and Stewart (2018) argued that the favorable climate of employee relations creates a social environment where employees are fostered to show higher involvement, and the administration can create an employee-centered culture. It has been further identified in the study that positive employee relations can make the employees feel comfortable leading towards positive contribution to organizational goals and objectives. However, it has been revealed in the study of Currie, Gormley, Roche, and Teague (2017) that employee relations can be examined by a manner through which people interrelate at workplaces and interact with each other in either formal or informal way. Thus, it has again identified that employee relations include the variety of areas management, including communication, involvement, and participation between the employers and the employees. However, it has been stated by Dicke, Holwerda, and Kontakos (2007) that organizations operating within rigid cultures and autocratic leadership often find it challenging to maintain employer-employee relations that negatively impact the employee engagement.

Another argument that has been presented by Pfeffer (2014) stated that managing employee engagement can be the most challenging task for the management because it is the product of the ability of the management that motivates employees to perform efficiently. This ability is related to communication and interactions between employees and management.

Nguyen, Groth, and Johnson (2016) professed that those employee relations could lead towards lower absenteeism, cooperation, and socialization that entail greater motivation for employees to perform efficiently. It has been further identified in the study that the relationship between employees and employers required being cordial for efficient performance because it can be regarded as the reconciliation and creation of internal relations through which employees from different departments can show efforts to collaboratively find solutions of the related

problems. Then again, it has been expressed by Guan and Frenkel (2018) that organizations require to create confidentiality, loyalty, and trust among the employees, therefore that they will be able to perform creatively and show skillfulness in their occupations.

According to the study conducted by Armstrong and Taylor (2014) employee relations is regarded as the organizational functions as well as the practices that deal with the issues associated with staffing, benefits, compensation, organizational development, communication, administration, and performance management; and if all these mentioned factors are managed appropriately, it can lead towards higher employee engagement. However, the practices of employee relations have been viewed as vague because of the known fact that it is such a broad connotation that scholars and academics are investigating and finding ways through which positive employee relations can be utilized to increase employee engagement.

The study of Loon et al. (2018) positive climate of employee relations creates a social environment where employees are encouraged and promoted to show higher involvement, and on the other hand, the management can develop and build employee-centered culture. It has been further identified in the study that positive employee relations can make the employees feel comfortable leading towards positive contribution to organizational goals and objectives. However, it has been revealed in the study of Currie et al. (2017) that employee relations can be examined by a manner through which people interrelate at workplaces and interact with each other in either formal or informal way. Hence, it has also been identified that employee relations encompass the various areas of management, including involvement, participation, and communication between the employees and employers. However, it has been argued by Abebe (2016) that organizations operating within rigid cultures and autocratic leadership often find it challenging to maintain employer-employee relations that negatively impact employee engagement.

Another argument has been presented by Buchanan and McCalman (2018) stated that managing employee engagement can be the most challenging task for the management because it is the product of the ability of the management that motivates employees to perform and get engaged in the workplace in an efficient manner. This ability is related to communication and interactions between employees and management. Nguyen et al. (2016) Professed that those

employee relations could lead towards lower absenteeism, interaction, and socialization that entail greater motivation for employees to engage efficiently. It has been further identified in the study that the relationship between employees and employers required being cordial for efficient performance because it can be regarded as the reconciliation and creation of internal relations through which employees from different departments can show efforts to collaboratively find solutions of the related problems. However, it has been argued by Guan and Frenkel (2018) that organizations need to create confidentiality, trust, and loyalty amongst the employees so that they will be able to perform innovatively and show proficiency in their jobs.

In the situation of Kuwait, it is obvious the business in Kuwait as well as offer jobs to thousands of expatriates (Kapiszewski, 2017). Also, it is evident that the majority of the expatriates complain about unfavorable working conditions, the high workload, and mistreatment of Kuwait's professionals. The initial strategy of the leadership of Kuwait's businesses is to execute strict laws of discipline which bind employees to work in a disciplined and systematic environment.

2.7.3 Training

Employee training is a significant part of contemporary literature where academics and scholars have emphasized its importance for generating higher input from the employees as well as higher performance. According to the study conducted by Saks (2015), training is regarded as an activity that is systematic, planned, and can bring an enhanced level of improvement in skills, competency, and knowledge of employees, inclining them to work and perform more efficiently.

The study presented by Osburn, Hatcher, and Zongrone (2015) stated that it is crucial for the organizations to constantly check upon the performance assessment findings and reports so that appropriate training needs of the employees could be identified.

One of the major and essential functions of HRM, as per the research conducted by (Kraiger, 2014) is to ensure and guarantee that the training needs of employees are recognized and

ensured. However, it has also led towards a variety of definitions associated with training. For instance, Kum, Cowden, and Karodia (2014) defined training as a systematic and planned modification of employee behavior through the events of training as well as programs that can guarantee that the employees have been able to prevail higher levels of knowledge, capabilities, and skills. It is essential to bear in mind that the academic and researchers have carried on to quest about training in their study areas; also, they presented the arguments that are important to consider. Some of the researchers, such as (Memon and Kinder, 2016), and (Asad and Mahfod, 2015) have argued that recognizing the benefits of training is important because of the high-level competition pertinent in the market.

As per the study led by Jayakumar and Sulthan(2014), employee training is viewed as a potential and significant motivator for the employees that can guarantee both long-term and short-term advantages for the firms. However, achieving the benefits of training (Arthur-Mensah & Shuck, 2014) stated that it should be undertaken on three major levels, namely strategic level, tactical level, and operational level. The study has further defined all the three levels; strategic level is the one where the need of the employees is identified by the management along with considering the mission, strategy, and goals of the organization. The tactical level is the one where needs are identified by the middle management along with the development needs of the employees; on an operational level, the needs are identified by lower executive management along with considering the problems associated with operations pertaining to different departments.

Therefore, for the organizations to be able to generate strategies of training, it might be important and essential to consider the needs of employees working in each department of the organization.

The existing literature has also demonstrated the obvious impact of training on the performance of the employees. Some researchers have identified that employee competencies change throughout the period of time, and effective training programs do not only ensure efficient employee engagement but also organizational performance as well. The research conducted by Baumruk (2006) has explained that employee engagement has increased effectively with the appropriate training because it has enabled them to perform their tasks more efficiently and apply enhanced skills and knowledge, which are obtained through training programs.

However, Hameed et al. (2014) stated that it is essential for the firm to keep the employees known about changing trends and on-going developments in the market, which can only be attained through employee training. Hence, it might imply that training is crucial for the organizations which can as well as be regarded as a factor impacting the performance of employees working in the firm.

The concept of employee training is found relatively weaker in Kuwait. This has been because of the reason that business at Kuwait tends to hire foreigners when these businesses do not find the right potential for the desired task (Jacobs and Jaseem Bu-Rahmah, 2012). However, with the emergence and need for training, the business of today's world has started focusing on hiring foreigners to train their employees, which as a result making its employees more engaged in their work.

2.7.4 Empowerment

According to the research conducted by Mohapatra and Sundaray (2018), employee empowerment is referred to a process of delegation of power and responsibility from the organizational management and the individuals at higher levels of hierarchy to the employees. The concept of empowerment has also been defined as the authority to encourage and allow the employees to take personal responsibility for making improvements in the ways of accomplishing their tasks. However, the study conducted by Goetsch and Davis (2014) illustrated that the tool for change management assists the firm in the creation of an effective working environment, allowing the employees to utilize their abilities, contributing to improving the performance of the whole firm is empowerment.

The previously published studies which were conducted to analyze the potential impacts of employee empowerment revealed that empowering the employees likely contribute and help to the employee motivation, the organizational commitment (Ahmed & Oranye, 2010).

The previously published researches focusing on employee empowerment revealed that the employees working in different sectors had been perceived to utilize their abilities within the

frame of the boundaries established by the rules and regulations implemented within the organization (Mohapatra, & Sundaray, 2018). In this regard, the organizational management pays special concentration on the establishment of positive power relations between the employees, managers, and teams working in collaboration with each other for accomplishing organizational goals (Fernandez & Moldogaziev, 2011).

With reference to the psychological perspective, employee empowerment is perceived to activate the intrinsic motivation levels among the individuals. Psychologically, the individuals possess the inner desire to control other individuals, such that power is referred to as the intrinsic need of individuals rooted in the motivational desires of individuals (Fernandez & Moldogaziev, 2011). In this regard, the strategies which are implemented by the organizational management for increasing the determination, as well as the self-sufficiency levels of the employees, contribute to empowering the employees. For empowering the employees, the organizational management creates the conditions to improve motivation levels of the employees for fulfilling their professional responsibilities, and by improving the self-efficacy of the employees (Biron & Bamberger, 2010). In this regard, the organizations expected to achieve improved performance and productivity from the employees must provide freedom and authority to the employees to accomplish their routine tasks.

The study conducted by Demirci and Erbas(2010) expressed that the idea of employee empowerment is the group of the four components; knowledge, information, power, and reward. With reference to the firm, the ability of employees to fulfill certain tasks refers to power, such that power is concerned with the concept of autonomy. The concept of power is associated with autonomy, which refers to the authority provided to the employees. In addition, the concept of information refers to the accessibility of the employees towards the organizational data, objectives, and the involvement of employees in making strategic decisions. Moreover, the sharing of knowledge is referred to as a group process assisting employees in sharing their knowledge and work-related ideas(Rajalingam, Jauhar, and Haji Abdul Ghani, 2015). In this regard, the combination of these four factors, empower the employees associated with a particular organization.

Breaking down the potential impacts of empowerment on the engagement of employees, the (Baird & Wang, 2010) argued that the extent up to which the employees are empowered to accomplish their routine responsibilities is dependent on the organizational environment. For instance, the outcomes of the research conducted by Amundsen and Martinsen (2015) also stated that as long as the employees associated to any organization possess the motivation to add creativity in their performance and possess the power to influence their own working schedule, they can more effectively perform their routine operations. In addition, another research conducted by Elnaga and Imran (2014) stated that empowered employees are also able to monitor their own performance and are likely to more willingly participate in routine activities within the organization.

The outcomes of another research revealed that the empowerment of the employees contributes to the utilization of knowledge, abilities, and skills of the workforce. In addition, the employee empowerment also encourages teamwork and assures the meaningful participation of all employees, ultimately contributing to the successful implementation of the change program within the organizations. The outcomes of research conducted by Rajalingam et al. (2015) stated that the empowerment of employees also contributes to employee satisfaction. The empowerment of the employees improves the motivation levels, dedication levels, and job satisfaction levels of the employees, also influencing the employee retention rates. In this regard, employee empowerment has been found to possess a contribution to increasing the satisfaction levels of employees.

Analyzing the significance of employee empowerment for effective performances of the employees, the research conducted by Wei and Yazdanifard (2014) stated that the empowerment of the employees provides authority to the employees to deliver their best performances, increasing the overall service quality.

The concept of employee empowerment within Kuwait is relatively weaker as the businesses within the country are being dominated by strong leadership, which does not allow the employee to form labor unions or similar organizations (Alessa, 2017). Furthermore, it is also important to highlight that several laws in the form of labor law for Government Employees and others also

being practices that also bind the business to fulfill all the laws of employees and avoiding employee empowerment against its businesses.

2.7.5 Leadership

Leadership is referred to as the process whereby the executive or manager is able to guide, and have an influence on the behaviors, and performance level of individuals working for accomplishing pre-defined goals. In this regard, with reference to the organizational performance, leadership is referred to as the capability of managers to influence a group of the employees to achieve a particular goal and the ability of the managers to induce subordinates for working with confidence and zeal. The research conducted by Iqbal, Anwar, and Haider (2015) stated that the individuals at the leadership position are required to develop the future vision and convey this future vision to the subordinates and other organizational members for achieving the future vision, and improving job performance. In this regard, Adair (2002) stated that the concept of leadership can also be analyzed as the ability of individuals for persuading others seeking and accomplishing the pre-defined objectives, such that the leadership can be declared as the human factor binding a group of individuals together, improving their performance, and to direct them towards the accomplishment of their goals.

Ali (2012) stated that Tannenbaum, Weschler, and Massarik (1961) mentioned leadership as the interpersonal influence, which is exercised by the individual with reference to the situation and is directed to others through communication processes. On the contrary, Packard (2009) stated that Northhouse (2004) mentioned that with reference to the organizational work, leadership is defined as the strategy to direct the group of individuals to accomplish designated goals. Puni, Ofei, and Okoe (2014) mentioned that through the process of leadership, the individuals are able to exert intentional influence on the group of individuals within the organizations by forming relationships, structures, and providing guidance to the employees. Analyzing the potential impacts of leadership, the research conducted by (Gharibvand, 2012) mentioned that the impacts of leadership on the performance of employees are dependent on the ways through which the leader communicate, coordinate, and motivate the subordinates for accomplishing particular tasks. In addition, Sharma and Jain (2013) also stated that the potential impacts of the leadership could be analyzed through the manner through which the leaders influence other individuals for

accomplishing the objectives and directing them to perform in a more coherent and cohesive manner.

The increment in complexity and changes within the global operations has further increased the requirement of effective leadership for improving organizational performance. With reference to the performance of employees, the research conducted by Andersen (2016) mentioned that the manner in which the leaders stimulate, motivate, and recognize the employees for getting work done to have an important influence on the quality and grade of the accomplished tasks. The leaders are likely to possess different leadership styles for leading the employees, such that the leadership styles are defined as the set of behaviors and patterns adopted by the leaders for influencing the subordinates. The research conducted by Darling and Leffel (2010) stated that employees at the administrative level who are looking for the most effective leadership style could adopt more than one leadership style to deal with different situations.

The research conducted by Iqbal et al. (2015) stated that leaders are required to adopt particular leadership styles for stimulating and motivating the employees and to assist them in delivering the desired performance. Different patterns of leadership have been found to dissimilar consequences, direct as well as indirect impacts on the behaviors and stance of employees. For instance, the previously published studies Bronkhorst, Steijn, and Vermeeren (2015). In addition, the outcomes of some of the researches also revealed that the transformational leadership style is likely to have positive impacts on the motivation, the levels of creativity, and self-efficacy of employees, ultimately improving job performance levels of the employees (Kim & Yoon, 2015); (Jyoti & Bhau, 2015).

Bolden (2016) analyzed the importance of organizational leadership as for the performance levels of the employees and found that successful leadership styles embraced by the supervisors and people of the administration staff are probably going to have a social impact on the employees. Through the process of leadership, the leaders seek the voluntary participation of the subordinates to reach the organizational goals. Also, the concept of leadership is emphasized because of the fact that this process makes the employees visualize the processes which lie ahead and also figures out the effective strategies and techniques for visualizing the organizational objectives and goals.

Besides, it has been talked about over that despite the known fact that most of the organizations at Kuwait are being driven through strong and conventional approaches. However, with the progression in technology and increasing globalization, the role of leaders has become more challenging as it has demanded employees to adopt more advanced approaches of leadership and management in order to comply with the challenges of today's contemporary business world (Hallinger and Bryant, 2013).

2.7.6 Employee Engagement and Employee Creativity in Kuwait

The study conducted by Zaitouni and Ouakouak (2018a) has identified the understanding of how leadership support and colleague support can impact employee creativity in Kuwait. The data in the research has been collected by surveying 299 employees who have been working in numerous different firms in Kuwait; it included both private and public organizations operating in Kuwait. The findings of the research identified that both co-employee support and leadership support are regarded as the factors that can positively impact employee creativity with the other moderating factors such as tenure and employee engagement; these moderating variables also impact employee productivity positively in the organizations in Kuwait. Another major contribution in the field of employee engagement and creativity has been made by the study of (Zaitouni and Ouakouak, 2018b) that developed as well as empirically tested the model where antecedents of employee creativity have been hypothesized in order to improve creativity and subsequent innovative performance outcomes.

The research of Zaitouni and Ouakouak (2018b) has been grounded on 163 employees who have been working in the organizations in Kuwait and have engaged in tailing MBA. The findings of the research indicate that antecedents of employee creativity have been significantly and positively associated with individual creativity. It has also been indicated that intrinsic motivation can moderate the association between individual creativity and organizational support in Kuwait. The research carried out by Nelson and Shraim (2014) has examined the impact of leadership behavior on the concept of work engagement of employees working in the service sector company of Kuwait. The study has undertaken a quantitative method where the survey

has been conducted from 231 employees working in organizations in Kuwait. The outcomes have demonstrated that there has been a major but minor positive link between work engagement of the Kuwaiti employees and the leadership behavior of the firm. Overall outcomes of the literature show that factors, such as organizational support and leadership, have positively affected the EE in Kuwait, and it has, at last, affected the employee creativity in the firms. Despite these findings, this area of the study needs further recognition, and more studies are required being conducted in the context of organizations in Kuwait.

2.8 Linking Theories to the Research

The researcher will be linking the theories, which are social cognitive theory, social exchange theory, behavioral management theory, and resource-based theory to the current study.

2.8.1 Importance of Social Cognitive Theory

This theory is linked with this research due to its nature as it mainly identifies the knowledge and behavior of an individual towards the social interactions that take place within the firm. The social cognitive theory allows observing employees from the perspective of how their engagement levels have been impacting their creativity levels in the organization. The theory is also important because it has helped in identifying the reasons why employees prefer to work creatively if provided with interactions that lead towards higher engagement in the organization. Hence, the employees in this situation might notice that having creative behavior not only makes their work well-organized and simple, but in spite of that, they can find themselves to accept such methods as they can again be valued with their efforts of being creative and innovated. Considering all these factors, the social cognitive theory has been essential in understanding the concepts of organizational interaction with the employees where factors such as incentives, employee relations, empowerment, working environment, organizational culture, and leadership enhance employee engagement and how it can lead towards higher employee creativity in the firm.

2.8.2 Significance of Social Exchange Theory

Social exchange theory is the one that offered an understanding of the theoretical concepts associated with employee engagement at the workplace. The main components of this theory have been important in making assumptions regarding the responsibilities of the firm to establish such measures and interactions that can offer a reciprocal interdependence to the employees. This can ultimately lead towards higher employee creativity as well. The theory can also be validated by the fact that it can offer dimensions as to how the firm can achieve higher employee engagement. For instance, if a specific organization inclines to offer its employee comfort by executing such a development process, the work of an employee turns out to be effectual and easy. This theory has, therefore, allowed predicting and understanding if the employee will likely counter more engagement in his work and is able to maintain their interest in the organization.

2.8.3 Importance of Behavioral Management Theory

The behavioral management theory has been significant for connecting the fact of how the employees react to the management initiatives and how it can impact their overall engagement in the organization. This theory is linked with this research because it helped in understanding how management actions such as incentives, creating better employee relations, training, leadership, empowerment, organizational culture, and creating a better working environment can lead towards higher employee engagement. With respect to this, the behavioral management theory is important because it referred to as the human relations movement as the reason to address the human choices and behavior at work.

2.8.4 Importance of Resource-Based Theory

The resource-based theory has responded to the research aim by offering the starting point to understanding the importance of employees, their engagement, and their creativity for the organization. Therefore, the theory has been important because if an organization focuses on

resource-based strategy, then it becomes compulsory to take such initiative, which can lead to higher employee engagement and passionate regarding their jobs. Therefore, this theory has been crucial for analyzing the significance of employees as a resource of the firm and how their engagement is regarded as essential for achieving higher creativity in the firm.

2.9 Control Factors between Employee Engagement and Employee Creative Behavior

In this section, the researcher mentions the control factors between employee engagement and employee creative behavior that needs to be studied.

2.9.1 Gender

One of the social differences between men and women is gender; however, gender is an expression that has been changeable in different contexts, and its meaning has as well as been differed from one area to another(Young, 2017). According to the study of Hatch (2018), gender is defined as a system in the context of an organizational setting rather than a separate property, and it has been derived from the systems of institutionalized social practices. However, Scott (2015) argued that gender in terms of other systems creates an environment of differences such as race and class that appear in close reinforcing arenas for instance resource distributions in communities; task allocation, workplace practices, hierarchical structures, and pattern under which individuals interact with each other and enact their identities as human beings(Holmes & Stubbe, 2015). The key components of the gender system, as indicated by (Huppatz & Goodwin, 2013), include femininity and masculinity, which also refer to distinguished values, meanings, and experiences of the organizations, societies, and individuals. Therefore, masculine and feminine gender systems consist of the ideals and values that are originated from numerous cultures.

According toBanihani, Lewis, and Syed (2013),gender consists of five processes where the first is associated with gender divisions, which are comprised of the divisions accepted in locations, power, and behaviors. However, Lee Cooke and Xiao (2014) stated that even though gender divisions differ, men have seemed to be allocated at dominating or highest positions in the

organization. The second process is linked with the images and symbols that enforce gender divisions; for instance, as the study of Wajcman (2013) suggested that gender can be seen with respect to dress, ideology, and language that reinforce the image of managers working on top-level or business leaders. Third, the interactions between men and women, amongst women or amongst men enact either submission or domination; fourth, individual identity is responsible for the choices at the individual level regarding how to present themselves as a specific gendered member of the firm. Lastly, as the study has opined, gender is the creation of such a social structure in which organizational practices and logic are constructed on the basis of gender assumptions. Therefore, despite that, firms appear as gender-neutral; (Fiske, 2018) stated that the underlying guides to operate or work within the firms are gendered.

The research conducted by Paul and Elder (2013) identified that organizations are inclined more towards placing value on the characteristics of men being critical thinkers, aggressive, rational, and dedicated towards the paid work. Another study undertaken by Trevino and Nelson (2016) revealed that the characteristics of men had been regarded and rewarded as the major requirements of profitability and success of the company, and these characteristics have also been believed to have a dire amount of impact on the productivity of the firm. However, Johns (2013) stated that the characteristics of men are driven by the process of performance appraisals than that of women. Nevertheless, according to the research of Vandello, Hettinger, Bosson, and Siddiqi (2013), job evaluations as one of the processes of the organizations are not gender-neutral, and it has resulted in the increase of gender inequality in the organization.

As per the study of Dolan (2014), job evaluation systems of the firms are more prone to evaluate jobs rather than their associated incumbents, and this is often based on the various characteristics such as responsibility, skills, and ability to handle complexity. These evaluations are regarded as essential for evaluating the performance and engagement of the employees irrespective of their gender. However, traditionally it has been believed that the skills and positions of privileged men were more authentic than that of women; for instance, (Britton, 2003) has identified that the task done by the male boss is considered as more skilled than the task that was carried out by a women secretary, and this work might also be considered as less valued and unskilled. However, gender is regarded as an important factor in identifying the levels of employee engagement

across gender diversity and how it can impact the overall employee's creative behavior(Paustian-Underdahl, Walker, and Woehr, 2014). Hence, this has been covered by the current strategy.

2.9.2 Age

The study of Greene and Kirton (2015) defined diversity inclusion as the workforce where people from different gender, ages, ethnicity, and race are working together on a single platform to achieve organizational goals and objectives. Besides, it has been stated by Friberg and Midtbøen (2018) that a diverse workforce is a combination of diverse characteristics such as religion, socio-economic background, geographic location, education, and even political beliefs and therefore cannot be considered only the difference between race or ethnicity among employees. Hence, it might imply that diversity inclusion is a notion that is widely related to the exertions of the firm to bring employees from different ethnicities, races, and backgrounds as well as from varied ages and gender.

There are some claims, however, not supported empirically, that older people are regarded as untapped sources for the organization as their experience and skills are highly important for maintaining quality in the workforce(Urwin, Parry, Dodds, Karuk & David , 2013). However, in terms of age diversity,(Kulik, Perera & Cregan, 2016) argued that older employees could block the career progression of young employees in the organization, and older employees can even cost more than the young ones due to increased absenteeism. In this way, age diversity is essential to understand as it is directly connected with employee engagement and differentiating factors that motivate both young and older employees in the organization(Drabe, Hauff, & Richter, 2015). According toDwertmann, Nishii, and Van Knippenberg (2016), the diversified climate is the one in which employees perceive the extent to which firms are able to value diversity in the form of structural and formal values along with social integration of employees in the organization.

Regarding the research of Downey, Van Der Werff, Thomas, and Plaut (2015), the employee perception of age diversity can impact their overall attitude, commitment, level of satisfaction, trust, and engagement. On the contrary,Wright, Michielsens, Snijders, Kumarappan,

Williamson, Clarke, and Urwin (2014) have found that age diversity in the teams working in the organization requires communication and understanding that ultimately lead towards efficient teamwork and individual performance. However, Eagly (2016) has identified that age diversity can bring a large number of solutions for the organization as the people of different ages have different opinions and ideas that can bring innovative solutions for the pertinent problems.

Nevertheless, studies have also identified the positive outcomes and results of age diversity in the organization and this includes quality-based ideas, task creativity, and satisfaction through efficient participation in team-building (Guillaume, Dawson, Otaye-Ebede, Woods, & West, 2017); (Kulik, 2014). Regarding the study carried out by Kundu and Mor (2017), the aim of managing labor force diversity in terms of age is based on the perceptions of employees towards the initiatives of diversity management. The research further identified that the main responsibility of the management is to consider how values are integrated into diversity management and how it can support the employment practices of the workforce. Therefore, it can be opined that age diversity inclusion is indirectly associated with employee engagement but directly linked with managerial practices of diversity management that can directly impact the performance of employees (Singh & Gupta, 2015). Even though this concept has not largely been discussed empirically in the previous researches as these studies have largely been concentrated on the impact of age diversity on organizational performance rather than employee engagement.

2.9.3 Level of academic qualification

A firm is created by accepting capable people as their employees and making the effective structure and organizational culture through which the employees can perform at their best in order to increase organizational performance. However, the high performance of the company and employee engagement inclines to consist of different mediating factors that should be taken into stride before determining the tactical path of human resource best practice. Regarding the research of Greene and Kirton (2015), diversity inclusion in the labor force is one of the most essential and crucial factors that tend to shape the creative behavior of the employees and fulfill high organizational performance. This diversity inclusion tends to include age, gender,

education, ethnicity, etc. which tends to help employees achieve organizational goals and objectives.

In today's dynamic era of the business world, firms need to accomplish their competitive edge in the market so as to ensure their long-term prosperity. Competitive edge nowadays can be achieved through innovation and technologically advance operation or business process. However, its innovation and technological advancement within an organization can easily be imitated by the competitors, and in no time, the competitive edge is no longer competitive. On the contrary, human resource in an organization tends to consist of tacit knowledge of the organization, and any of their creative ideas and practices remains with the organization only and cannot be imitated by other competitors. Hence, the organization spends heavily on its human resource department to assure that the proper individual with appropriate skills, talents, and education is inducted within the firm.

It is argued by Huang and Liu (2005) the most critical force responsible for economic growth is intellectual capital (knowledge). Human capital, also known as the organizational workforce is the most intellectual asset for a firm through which it ensures its creativity and high performance (Hajiha & Hasanloo, 2011). In a similar context, the increasing globalization within the business arena tends to be highly affected by the intellectual capital in human resources that tends to give organizations a competitive edge in the industry. Employees with high knowledge about their field tend to be highly responsible for the wealth creation for an organization in which a machine can never achieve. A highly educated person in his field of interest would know the loopholes in his job area, which, if further improved, would help the organization to improve its performance. This is known as the creative behavior of the employee. It has long been discussed in the famous Toyota production system, the importance of “Kaizen,” i.e., continuous improvement within the organization. In the selection and recruitment process of the human resource department, education is deemed as the most important factor which is assessed in the screening process before calling up the candidate for an interview.

2.9.4 Income

According to the study of Otero (2008), the socio-economic background is the measure of a person's work experience, family income, and social status within a community. The socio-economic background combines the notion of economic and sociological factors in order to develop an individual status based upon the education, occupation, and overall income. The socio-economic background is divided into three categories of high, medium, and low, which tends to show in which category an individual lies in the socio-economic measures. Combining the three factors addressed before tends to make an individual lie in one of the three categories of high, medium, and low. The socio-economic background is an effective diversity tool when it comes to the organizational selection and recruitment procedure of employees. Each socio-economic background candidate tends to bring in different knowledge and expertise in the organization. However, it is vital to assess all the aspects of SEB factors before inducting an individual as the employee of the organization. It has been highlighted in the study of Amundsen and Martinsen (2015) that organization creativity behavior is important for an organization to achieve a competitive edge in the market, and employees are the main source of creative behavior and innovation generation within the firm. It is also believed that individuals with different SEB tend to bring different levels of creativity within the company.

As mentioned before, the socio-economic background tends to be affected by education, occupation, and overall income of the individual; hence, creativity behavior is highly affected by each of the factors of SEB. It is argued by Côté (2011), that individuals belonging to lower class an upper lower class are subjected to of having the low educational background, low career experience which is back by their low family income which made them reluctant to give him high education and help him progress his career in a better organization. On the other hand, a large family size with lower income makes it difficult to obtain a significant amount of education. This means that he does not tends to have enough education regarding the field, knowing that he can contribute towards creativity and also is low inexperience, which means that he cannot bring in enough resourceful tacit knowledge to contribute towards the organizational success and progression.

In contrast, individuals belonging to small family sizes are jeopardized to pursuing their education with extreme commitment as they know their family background is not that strong and so as to increase the overall way of life. The individual would have worked hard to gain enough knowledge from the education sector and gain enough experience from its previous occupation and head of the family's occupational experience that he is deemed to contribute effectively towards the creative behavior within the organization and ensure long-run success. However, there is a contradictory view of researchers towards the contribution towards creative behavior from upper-class candidates. In the study of Oberoi (2015), it has been assessed that upper-class individuals have high-quality educational background, their overall income at house is more than £50,000 and have seen a respectable position of his head family till date and would try to attain the same position like that of his legacy and try contributing effectively towards the organization success through creative means and increase his chances of career progression. On the other hand, some researchers have faith in that upper-class offspring are deemed to be spoilt due to high-income experience from the beginning and although they have high education due to the pressure enforced by the family there would not be any internal motivation towards progressing himself in his job career and would not have any creative behavior entailed to his working approach (Aguenza & Som, 2018). Hence, it is an important notion in the HR best practices to assess the socio-economic background of an individual in order to ensure a creative behavior within the organization, which can give them a competitive edge and long-term success (Amundsen & Martinsen, 2015).

2.9.5 Marital status

According to the study performed by Collins (2013), the impact of the marital status of the employee on the level of EE and their creative working is not significant as it is mentioned in various studies that marital status slightly impacts these factors of employees in the firm, but it has no major impact on EE and employee creative working it would be correct to say that the change in marital status brings additional responsibilities on employees in terms of family and household responsibilities, but it has been found that marital status of employees does not create a significant difference on the engagement level of employees either employees are married or unmarried. Both married and unmarried employees are satisfied from their jobs, and married

employees become more dedicated towards their jobs as they become more concerned towards their job security after getting married due to the financial responsibilities of their families and children due to which these employees start working effectively and more dedicatedly. Therefore, employee engagement and creative working of employees do not get affected by their marital status. Moreover, it has also been observed that on the basis of employees' marital status, married employees show more responsible attitude towards their jobs instead of employees who are unmarried due to the additional pressure and family responsibilities but this factor does not differ married and unmarried employees at a higher extent.

2.9.6 Overall experience

The experience of employees in terms of their own unique and psychological composition and experience in the organization is considered as the basic aspect of employee engagement and creativity of employees (Robbins, Judge, and Vohra, 2013). It is generally observed in the corporate sector that if the overall experience of employees is pleasant and satisfying in terms of their job roles and the workplace culture and environment, they are more engaged and effective working towards the accomplishment of the organizational goals and if the situation is vice versa, the engagement level of employees is quite lower than these employees and a very few traces of creativity in working is found in these employees specifically. Therefore, it can be analyzed that the overall experience impacts the engagement level of employees and their creativity level in an effective manner.

2.9.7 Level of employment

When it comes to level of employment, the impact of employment level on EE and creativity level in employee is significant as the employees working on higher designation are more engaged in their work and are more focused towards the accomplishment of the objectives and aims of the organization than the employees working on a lower level (Schaufeli, Salanova, González-Romá, & Bakker, 2002). But some of the studies state that as the employees get promoted towards higher designation or position in the organization, they become more dependent on their teams and the employees working under them. According to the study

conducted by Shuck and Wollard (2010), it is seen that as the employees are promoted towards higher position specifically towards the managerial positions, they become more engaged towards the employees working on the lower levels and towards making the employees work dedicatedly in order to accomplish the goals and targets which have been assigned to the employees by the upper management. In the light of the study conducted by Wefald and Downey (2009), the level of employment impacts employee engagement differently and this process varies from organisation to organisation depending upon the culture of the organisation and the environment of the workplace which shows that in some organizations, employees working on higher designations are have lower engagement than the employees working on a lower designation in an organization. But in some organizations, the engagement level of employees increases with the increasing level of employment as the employees become more conscious and responsible towards their job roles when their employment level increases. Therefore, it depends on the organization's culture and on the organizational environment that determines the employee engagement level and creativity level based on the level of employment.

2.9.8 Experience at current level

Experience at the current level has a higher impact on the engagement level of employees and their creative working while performing their jobs. According to the study conducted by Sahoo and Mishra (2012), it has been found that the current experience level plays an important role in either increasing the engagement level of employees or decreasing it.

According to the study conducted by Saks (2006), it does not depend on past experience or the overall experience of an employee to determine the engagement level of the employee and creativity. If the past experience of the employee in an organization shows higher satisfaction but the current experience is not good which could be through various factors, the engagement level and the creativity level of an employee decreases based on the current experience and thus the chances of decreasing dedication towards the organization increases and leads the employee towards leaving the organization (Saks, 2006). Therefore, it would be correct to say that the

current experience of an employee has a significant impact on the employee engagement level and creativity level, which may lead to negative consequences.

2.10 Impact of Employee engagement across Gender Diversity on employee creative behavior in Kuwait

According to the research conducted by Gichohi (2014), innovation and creativity are driven by how much employees are engaged with their work; nevertheless, the swiftly changing organizational paradigms in terms of information seeking behavior is escalating competition amongst the organizational members. On the other hand, Goel, Gupta, and Rastogi (2013) stated that information-seeking behavior differs in men and women, and it has impacted their overall workplace engagement and how innovatively they perform their jobs within the organizations' premises. The study of Pfeffer (2014) has also identified that companies should put a value on the notion of employee engagement, but it also must be noted that women and men are motivated differently to engage more at the workplace.

According to Acurants (2016), both men and women are equally motivated to engage at the workplace by the strategy, direction, and mission of the firm, whereas women at 42% are identified to be more motivated in the organization is provided with the organizational fit. With regard to this, it can be presumed that men and women are basically different in terms of their approach to work, but there are a great number of disparities regarding how they are treated at the workplace. These approaches also affect how much they prefer innovation and creativity in the organization. For example, (Mendiratta, 2016) has conducted the study explored gender preferences in terms of employee satisfaction and identified that reward and additional benefits, as well as the size of wages, are essential to male employees while equal opportunities in the firm as well as freedom to do their tasks are essential to female employees. These differing approaches in men and women indicate their creative behavior is also impacted by different employee engagement practices in the organization.

However, it can be argued that job satisfaction and engagement are more complex issues as (Shukla, Adhikari & Singh, 2015) have examined the total level of EE by carrying out a survey

on an Indian organization with a sample of 90 employees. The study had set out that women are more expressively engaged with their work than men. On the other side, the study executed by (Yadav, 2016) has again tested and identified the level of engagement among male and female employees, but this study had not proved the relationship between engagement and gender. Nevertheless, Mache, Bernburg, Groneberg, Klapp, and Danzer (2016) have identified employee engagement, job satisfaction, and job stress have different relationships amongst men and women; it has been identified that women are more affected by job stress and show a higher level of job satisfaction and engagement when the stress level is low. As per the study of Abidi, Zaim H. Yousef, and Baran (2017). In Kuwait, diversity administration has a positive impact on HRM practices. The study has also identified that companies have been focusing on diversity for enhancing engagement at the workplace; however, the gap has been identified as to how similar diversity can lead to efficient employee creative behavior.

However, the study of Tsai, Horng, Liu, and Hu (2015) has shown that men show higher creativity at the workplace when provided with sufficient monetary benefits; the study has also identified that women are motivated to work creatively when given a positive workplace environment. Additional research conducted by Wang, Rode, Shi, Luo, and Chen (2013) has supported this notion that positive and healthy connections amongst employees can heighten creativity as well as an innovation which ultimately leads towards willingness and flexibility in performing designated tasks. However, the research has not identified the difference between engagement levels impacting creative behavior across different genders. Nevertheless, employee creative behavior is regarded as important for improving their perspective of higher engagement within the organization.

Regarding the study set out by Robinson, Perryman, and Hayday (2004), individual differences play a significant role in the driving potential of employees to show a higher level of engagement; the differences include age, education, working experience, and gender. Elaborating the importance of the difference between engagement levels across different genders, (Bakker, Demerouti & Sanz-Vergel, 2014) stated that women show a higher level of creativity at workplaces if provided with a significant number of performance appraisals and they find more fulfillment towards their jobs and get engaged more than the male employees. However, the research has not found any significant difference in employee engagement

amongst male and female employees of Kuwait. Nevertheless, the study of (Nurmi & Hinds, 2016) has reported that men who get highly engaged with the work show a higher level of innovation than women; the study further identified that these male employees are often faced with day-to-day complexities and are prone to act smartly in resolving these issues.

According to Al-Enzi (2017), in Kuwait, gender egalitarianism is low, which means that organizations are male-driven, and women are less engaged in their workplaces. However, there is a still lack of research in terms of how employee engagement across gender diversity can impact employee creative behavior. As per the analysis of Berkman, Liu, Hammer, Moen, Klein, Kelly, and Buxton (2015) female employees are often found at higher risk of developing a stressful situation because of maintaining work-life balance and hence show a lower level of creativity and higher levels of burnout at the workplace. Consequently, in these situations, women employees are not prone to show a higher level of engagement. However, Gregory, Milner, and Windebank (2013) identified that levels of workplace engagement do not differ among employees of different genders. Rather job stress and lack of motivation at the workplace cause negative employee engagement across all genders. According to another research carried out by Banihani et al. (2013), the workplace engagement amongst men and women has been regarded as equally important, and gender-neutral organizations often achieve higher creativity of employees; men and women together.

According to the research of Goffee and Scase (2015), women employees are often positioned at subordinate levels; however, with the relevant organizational culture, they are also often allowed to elucidate their skills of creativity within the organization. However, the study of García and Welter (2013) argued that men and women share different qualities and characteristics, but their workplace behavior is not defined by their gender; rather, it is defined by their ability to foresee the situation and reach to a plausible conclusion. Nevertheless, employee creative behavior across different genders has not largely been discussed in previously conducted studies rather the researches such as (Chang, Jia, Takeuchi, & Cai, 2014) and (Baily, Madden, Alfes, & Fletcher, 2017) have been more concentrated on finding an inclusive impact of employee engagement on employee creative behavior. This gap has been filled by the current research where the impact of employee engagement across gender diversity on employee creative behavior has been identified.

2.11 Impact of Employee engagement across Age Diversity on employee creative behavior in Kuwait

According to the study conducted by Darwin (2014), age diversity deemed as one of the senior strategic abilities of the firm that adds value to it over the competition. The employees working with higher levels of age diversity might also become the catalyst for the growth of the firm (Greene & Kirton, 2015). However, on the contrary, if the firm is unable to handle age diversity in an inappropriate manner, there will be a larger number of group formations that can lead towards emotional conflicts, struggle, miscommunication, higher turnover and lower level of creativity behavior (Noe, Wilk, Mullen, & Wanek, 2014). However, lack of research has been found in the context of Kuwait as not many researchers have considered the impact of employee engagement across age diversity on employee creative behavior.

As per the study of Kultalahti and Liisa Viitala (2014), there are a number of intrinsic and extrinsic factors of motivation that impact employee engagement across age diversity. However, the researches such as Taylor (2003), Davey (2007) and McGregor and Gray (2002), have argued that the organizations are not efficiently focusing on utilizing talents of older employees because of having a false stereotypes and assumptions that they are prone to various health problems, are expensive and cannot be able to adapt to changes and new technology at workplace; perform poorly than young employees and are not able to show higher level of engagement. However, this assumption can also indicate that the lower level of engagement of old employees can negatively impact their creative behavior, whereas young employees can show higher creativity levels due to higher engagement with the changes pertinent in the organization.

Numerous researches have also found that older employees are more risk averse than the employees who are young however the study of (Mata, Josef, Samanez-Larkin & Hertwig, 2011) and (Carstensen & Hartel, 2006) have negated this notion and stated that young employees are less risk-averse due to their lack of experience. On the other hand, the research conducted by Boyce (2008) has identified that multitasking is often difficult amongst old-age employees, but

these employees have greater control over their job autonomies. With respect to this, Shultz, Wang, Crimmins, and Fisher (2010) have conducted the study and stated that old employees show more flexibility due to having their control over job autonomy and engage in their jobs higher than the young employees. However, Zacher (2015) stated that young employees are more engaged in working with tight deadlines due to which they show higher levels of creative behavior within the firm.

However, the research conducted by Peeters and van Emmerik (2008) has professed that young employees are often get exhausted due to the absence of workplace support and thus show lower innovation and creativity in their tasks. However, this can lead to harsher consequences such as lower levels of engagement and a lack of motivation and engagement (Rupp, Vodanovich, & Crede, 2006). The issue of employee engagement across age diversity is important to discuss regarding its impact on employee creative behavior where (McCann & Giles, 2002) has called the way leading to age discrimination. Shuck and Reio (2014) stated that this kind of workplace environment creates issues for workplace engagement of young employees negatively impacting their overall creativity behavior. It has been observed in many studies such as Von Hippel, Kalokerinos and Henry (2013), Backes-Gellner and Veen (2013) and Smedley (2017) that older employees are equally productive as young employees, however, (Tempest, Barnatt & Coupland, 2002) stated that the decline in the employee engagement with age could also attribute the decline in creative problem-solving skills. Hence, employee creative behavior has been impacted by employee engagement across age diversity; however, lack of research has been found in the context of employees working in Kuwait, which has been identified in this current research.

2.12 Impact of Employee engagement across Different Educational Background on employee creative behavior in Kuwait

Employee engagement leads to job satisfaction and productivity within the organization. When employees belonging to diverse educational backgrounds, cultures, races, and ethnicities engage with one another in the form of groups, they rise with creative and innovative ideas that are extremely useful for the organization. A research conducted by Gichohi (2014) on several of the selected libraries staff in the Meru county of Kenya. The sample size of the study was kept to 31

librarians. The author utilized various statistical techniques to analyze the data. Descriptive, correlation analysis, regression analysis, ANOVA, and t-test were applied to the collected data. The outcomes of the study uncovered that there is a positive connection between the creativity level and EE inside the firm. Out of the 30 responses, 16 participants possessed a Diploma in their field, 12 had an educational background of bachelors, 2 were O-level qualified, and 1 was possessed a master's or a Ph.D. degree. A high level of educational diversity was experienced. This indicates that when employees from diverse educational backgrounds interact and engage with one another, the result is increased creativity within the team or group.

Globalization has substantially removed the boundaries between the countries, and firms, both international and domestic, are facing rigid competition from entire the globe (Paramitha & Indarti, 2014). Hence, it is essential for the firms to continuously bring on creative ideas, services, and products to stay tenacious within the competition. Creative employees can be very resourceful in this condition. Several researchers have identified that employee engagement, if managed, effectively leads to creativity and innovation within the organization. McEwen (2011) in his article argued that creativity is the consequence of employee engagement, and amongst various drivers that lead up to employee engagement, one drive admonished by the author was a relationship with employees and communication, which are so essential. Creativity and employee engagement often work simultaneously. Krueger and Killham (2007), in their study, stated that employees incline to be more creative if they are engaged in their work against to those who are not. This is because tasks that are assigned on a reprieve basis to the employees might enable the employees to lose their interest; a challenging, diverse, and supportive workflow will allow and enable the employees to use a more creative approach to fulfill the tasks that are assigned to them. However, lack of research has been found in the context of Kuwait as not many researchers have considered the impact of employee engagement on different educational background diversity on employee creative behavior.

The productivity or growth of an organization is highly dependent upon the level of creativity that the employees possess (Siddiqi & Qureshi, 2016), which indicates that if a firm is experiencing growth, creativity is present. This is even more eminent in the present epoch of technology and globalization, where there is a massive amount of competition amongst the firms. Employee engagement and productivity are two interconnected concepts, and almost all

researches agree to the reality that the financial situation or productivity of an organization improves in the event of employee engagement (Patro, 2013). And the firms that are diverse incline to be more successful at the global level. For instance, Apple, which is rated to be one of the utmost profitable and successful organizations in the globe, is extremely diverse in terms of varieties observed in the labor force. Apple has employees belonging to various ethnicities such as White, Asian, Black, Hispanic, etc. Dickey (2017) and also from different educational backgrounds depending upon the posts they are positioned on to.

Diversity has become the key to prosperity and even though it is harsh to keep the working environment peaceful is a rough task for the managers, however, if the employees are managed efficiently and the level of engagement is healthier, it can come out to immensely beneficial to the revenue of the organization. A study to identify the association amongst employee engagement and the productivity level of the firm was carried out by (Dajani, 2015) on the banking sector in Egypt. The sample size of the study entailed of 245 employees belonging from both the private and public areas in Cairo, which are the capital city of Egypt. The response rate of the research was 81.6%, and after applying various statistical techniques such as Pearson correlation analysis and regression analysis, the author found that if the employees are engaged and satisfied, they tend to perform better and the engagement among employees and their productivity enhances. Diversity in the educational background of the participants is observed. Amongst the respondents, 69% of the respondents had a bachelor's certification, 6% of the participants had an expert financial degree, and 25% of the respondents had a master's degree (Dajani, 2015). This increasing levels of productivity of the employees and the diversity in the educational backgrounds signalize that employee engagement has a positive influence and effect on the creativity of the firm when the organizational culture has employees belonging to various and diversified educational backgrounds.

2.13 Impact of Employee engagement across Different Income on employee creative behavior in Kuwait

As mentioned before, workforce diversity inclusion is vital for ensuring employee engagement within the organization. In the same context, the inclusion of employees with different socio-

economic backgrounds tends to have a substantial impact on employee engagement. The notion of employee engagement has been the most prominent and readily researched topic at a global level. The reason behind the fact is that an engaged employee towards an organization would be motivated to work hard, efficiently, and creatively towards the company's success. Hence, in multiple academic and corporate types of research, the impact of employee engagement and the factors appraised to make efficient HR best practice tactics which can contribute positively towards employee engagement and inclusive employee engagement (Kompaso and Sridevi, 2010). Employee engagement is attained through different factors consisting of cultural diversity, fair remuneration, effective organizational structure, flexibility, career development opportunities, and many more such factors that tend to increase the motivation level of employees and contribute towards employee engagement.

It is highlighted in the research of Amundsen and Martinsen (2015) that firms in the present-day need in the minds of the employees a creative working behavior to create innovative measures that can positively impact employee engagement and achieve a competitive edge. Creative behavior is regarded as binging inefficiency and ensuring high productivity through a creative mindset and approach by the employees. Employees who tend to be empowered within the organization shows a high rate of creative behavior within the organization (Ahmed & Oranye, 2010). Creativity not only increases the production level of the firm but of course, helps in diminishing the cost of manufacturing it. Thus, the creative mindset of individuals is crucial for organizational success

As mentioned above, the socio-economic background tends to consist of three SEB categories within which each individual is placed after assessing their education, household income, and occupation of the head of the family. Socio-economic diversity inclined to have a considerable impact on employee engagement that tends to generate creative behavior within the firm (Guan Frenkel, 2018). Hence, each of the SEB class needs to be analyzed to provide a comprehensive in this notion. However, lack of research has been found in the context of Kuwait as not many researchers have considered the impact of employee engagement across different socio-economic backgrounds on employee creative behavior.

Low-income group Employees

According to the study of Cowley (2018), the lower-class is bifurcated into an upper lower class that includes the skilled working class in the bracket and lower-lower class that tends to include semi-skilled and unskilled labor. The household income of an upper lower class lies between £ 15,000–25,000 on an annual basis, whereas; the lower-lower class tends to have a household income of £7,000 – 15,000 annually. An organization tends to be a mixture of different levels of employment groups extending from the CEO of the company to the security guard. Hence, every socio-economic category individual can be seen in the organization. The lower SEB group tends to be found within the employment group sufficing security guard, internees, and spot boy. All of the mentioned designations have their importance over organizational success. A security guard would ensure the privacy, safety, and security of the company so that there isn't any breach of information or resources. However, the internees are the future talents that need proper attention to make them a resourceful future capital of the organization. Therefore, for the future success of the organization, employee engagement in the lower SEB tends to be spirited. Similarly, a motivated trainee or internee would contribute progressively towards the organizational objectives and chip in creative techniques learned through educational experience and other internships to ensure efficiency within the business process. Hence it is crucial for a firm to keep efficient consideration practices from the HR point of view to provide creative behavior from low-income group employees of the organization.

Middle-Class income group employees

It is highlighted in the study of Cowley (2018) that the middle class tends to be bifurcated into two groups of SEB, namely, upper-middle-class and lower-middle class. The lower-middle-class tends to contain individuals at clerical and junior level administrative and professional career stage having a total income of £ 25,000-30,000, whereas, the upper-middle class is on a mid-level career at deputy secretary and managers of the organization have an individual income of £35,000-50,000. The middle class of the SEB brackets tends to contain the maximum portion of the organizational workforce and has great importance on the success and profitability of the company. The employee engagement of the middle-class employee group is a necessity to achieve the long-term success of the company. It is argued by Meltzer, Bebbington, Brugha, Jenkins, McManus, and Stansfeld (2010), those middle-class groups tend to be focusing their life towards career development at every stage of their life and are working effectively towards

ensuring their career progression. Hence, to do that, they try to showcase their talents and abilities within their respective jobs and increase the organization's performance, so that be appreciated by the upper management, which tends to open their doors of career progression. Thus, it is essential for the firm to empower their employees with decision making, which would engage them towards the firm allow them to evolve a creative behavior within the firm.

Upper-Class income group employees

The upper-class income group employees are in the least percentage within the organization as their career levels lie in the executive and directors of the company. The upper-income employees lie in the income brackets of £50,000 and above, and then they tend to feel engaged with the organization as their shared objective of progressing after contributing extensive tenure with the organization. Employees at this level of their career in an organization are motivated by the future success of the company and not from the increasing salaries or benefits. It is argued by (Goss, 2015) that individuals belonging to the high-income group SEB tend to be highly qualified in terms of education and have seen their head of the family at an essential position within an organization. Thus, to ensure the same status and class for his own like that of the head of the family, they are willing to work efficiently in their mid-level of a career within the firm. To do so, they are highlight engage with the organization who let him/her showcase all his talents and abilities towards creativity and efficiency within the organization which opens his door towards career progression and achieve a similar status like that of his family's head. Therefore, it is crucial for the firm to assess the SEB of each employee and develop a particular organizational culture and plan which tends to infuse the employee and assist them to contribute towards creative behavior ensuring the long-term success (Albrecht, Bakker, Gruman, Macey, and Saks, 2015).

2.14 Impact of employee engagement across different Marital status on employee creative behavior in Kuwait

It has been observed that workforce diversity is significant for the adequate progress of an organization that could lead the organization towards increasing productivity and positive

outcomes (Federman, 2009). In the same context, the inclusion of employees with different socio-economic backgrounds tends to have a substantial impact on employee engagement. The notion of employee engagement has been the most prominent and readily researched topic at a global level (Gagne, Marylène, Bhavé, and Devasheesh, 2011). The reason behind the fact is that an engaged employee towards an organization would be motivated to work hard, efficiently, and creatively towards the company's success. Hence, in multiple academic and corporate types of research, the impact of employee engagement and the factors appraised to make efficient HR best practice tactics which can contribute positively towards employee engagement and inclusive employee engagement (Kompaso & Sridevi, 2010). Employee engagement level is increased through different aspects, including cultural diversity, fair remuneration, effective organizational structure, flexibility, career development opportunities, and many more such factors that tend to increase the motivation level of employees and contribute towards employee engagement (Al-Kazemi & Ali, 2002).

It is highlighted in the research of Amundsen and Martinsen (2015) that firms in the present-day need in the minds of the employees a creative working behavior to create innovative measures that can positively impact employee engagement and achieve a competitive edge. Creative behavior is regarded as binging inefficiency and ensuring high productivity through a creative mindset and approach by the employees. It has been observed that the employees who tend to be empowered within the organization show a high rate of creative behavior within the organization (Ahmed & Oranye, 2010). Creativity not only increases the production level of the firm but of course, helps in diminishing the cost of manufacturing it. Thus, the creative mindset of individuals is crucial for organizational success.

From an organizational perspective, the socio-economic background tends to consists of three SEB categories within which each individual is placed after assessing their education, household income, and occupation of the head of the family (Mohamed & Yeo, 2014). Socio-economic diversity inclined to have a considerable impact on employee engagement that tends to generate creative behavior within the firm (Guan Frenkel, 2018). Hence, each of the SEB class needs to be analyzed to provide a comprehensive in this notion. However, lack of research has been found in the context of Kuwait as not many researchers have considered the impact of employee engagement across different socio-economic backgrounds on employee creative behavior.

Based on the different socio-economic backgrounds of employees working in the organizations located in Kuwait, the impact of marital status on the engagement level of employees and their creative behavior does not make a high difference in the employees specifically for the employees who are married. Thus, the creative behavior of these employees becomes effective to sustain their positions in these organizations for a more extended period. According to the study conducted by Al-Kazemi and Ali (2002), the engagement level and the creative behavior of married or unmarried employees do not get affected by their marital status in Kuwait, and the impact on the engagement level and creativity are insignificant. Thus, employee engagement and creative behavior remain the same as the employees working in Kuwaiti organizations despite whatever their marital status is of the employees working in these organizations.

2.15 Impact of Employee engagement across Different Overall experience, Level of employment, and Experience at the current position on employee creative behavior in Kuwait

The phenomenon of employee engagement is not hidden from the corporate sector operating in Kuwait. Moreover, EE in the organizations based in Kuwait is dependent upon the overall experience of the employees working in these organizations, the level of employments employees are having in these organizations and the experience at the current position that impacts EE and also the engagement across these factors that have a drastic impact on the creative behavior of employees working in organizations in Kuwait.

Employee engagement across their overall experience can be analyzed through the knowledge that an employee has had throughout working in the organizations in Kuwait. Based on the study conducted by Jain and Ansari (2018), it has been found that the EE level of employees working in Kuwaiti organizations is dependent upon the number of years an employee has been working in the organization in which it has been seen that the employees who are less experienced in terms of their tenure have higher level of EE than the employees who are senior in terms of experience and have spent more time than these employees. In Kuwaiti

organizations, employee engagement has an inverse relationship with the overall experience, which shows that the senior employees are less engaged in their job roles than the junior employees. It ultimately impacts the creative behavior of these employees in these organizations where the old employees are more focused on the conventional working and do not focus on change management or bringing innovation in the business processes and their working style as compared to the junior employees who are more engaged with this stuff showing a positive, creative behavior in the organizations operating in Kuwait (Madan & Srivastava, 2015).

Level of employment in Kuwaiti organizations have been considered as an essential aspect for a more extended period of time where the employees working on a higher position are valued the most and have a higher impact on the organisation specifically in decision making processes and controlling and evaluating the other employees working under them (Amoo& Singh, 2018). It shows that the higher-level employees primarily evaluate the performances of their junior employees and are not mainly focused on doing their duties on their own and engage their teams more into the work and processes (Shukla, Adhikari & Singh, 2015). However, decision-making is done by these employees including the evaluation of the given work which means that employee engagement gets lower as the employment level increases in Kuwaiti organizations as the work environment and the organizational culture of the Kuwaiti organization has been like this for an extended period (Madan & Srivastava, 2015). Thus, it also impacts the creative behavior of employees working on a higher designation as they become more focused on conventional and traditional working rather than changing it with innovation.

In the light of the study conducted by Al-Enzi (2017), experience at the current position does not have a drastic impact on the creative behavior of employees working in Kuwaiti organizations as a result of increasing or decreasing employee engagement while performing their jobs in organizations., it has been found that in Kuwaiti organizations, employee engagement is not drastically impacted by the current experience which can be either excellent or unsatisfactory as majority of the employees working in these organizations are immigrants who come to build up their careers by working in Kuwaiti organizations and make them financially stable through this. Therefore, the experience at the current position is tried to be made good by the employees and thus their creative behavior increases for their job security purpose and to sustain their positions in these organization for a more extended period of time specifically in the Kuwaiti organizations

because it is seen that employees working in Kuwait do not leave organizations despite not having an excellent current experience while working that can be due to various factors including organizational culture or workplace environment (Obeidat, Al-Khateeb, Abu Abdallah, and Masa'deh, 2019).

2.16 Review of Theories

In this section, the researcher will review the theories mentioned in the current research.

The theories are about two main factors in the study, which are creative theories, employee engagement theories.

2.16.1 Creative theories

Creativity in terms of an organization can be defined as the process of development of products that are valuable, useful, new. This may also include the ideas, procedures, or process designs created by employees who are working in complex social systems. There have been various models that have been proposed to determine organizational creativity over the years. Creative behavior across employees working in different organizations may be a result of different factors. According to the componential model of organizational creativity proposed by Amabile (1983), the creative behaviors in organizations may rely on three various factors that are aligned together to bring out the creativity in the employees. The first factor is expertise, which refers to the level of skills and knowledge an employee has in a particular field or task. Creativity thinking is the second factor related to creativity, which refers to the capability of the individuals or employees to think abstractly while bringing out creative ideas for the firm. The third factor is the motivation of employees to perform a task. According to the (Perry-Smith and Shalley, 2003), regardless of the level of expertise of ability to think creatively possessed by an employee, if the employee is not motivated than creative behaviors may not be useful for organizations, therefore, the three factors mentioned in the model must act together leading the organizations towards creativity.



Figure 3 Componential model of creativity

Source: Amabile, 1983

Other than the componential model of organizational creativity (Woodman, Sawyer & Griffin, 1993). Another model for organizational creativity was proposed by (Woodman et al., 1993), which was based on the interactionist perspective. This theory concentrated on interaction of one person with others and how it leads towards creativity in the firm as per to them, organizational creativity can be regarded as a function that is done by the creative outputs of component groups along with contextual influences which may include the organization culture, the organization reward systems, the environment that dominates outside the firm system, and resource constraints faced by the firm (Woodman & Schoenfeldt, 1990). This perspective includes the elements of personality and psychology in creativity. According to the model, creativity is based upon the characteristics of individuals, group characteristics and organizational culture where interact with each other to produce transformation from creative behaviors and situations leading towards creativity in organizations.

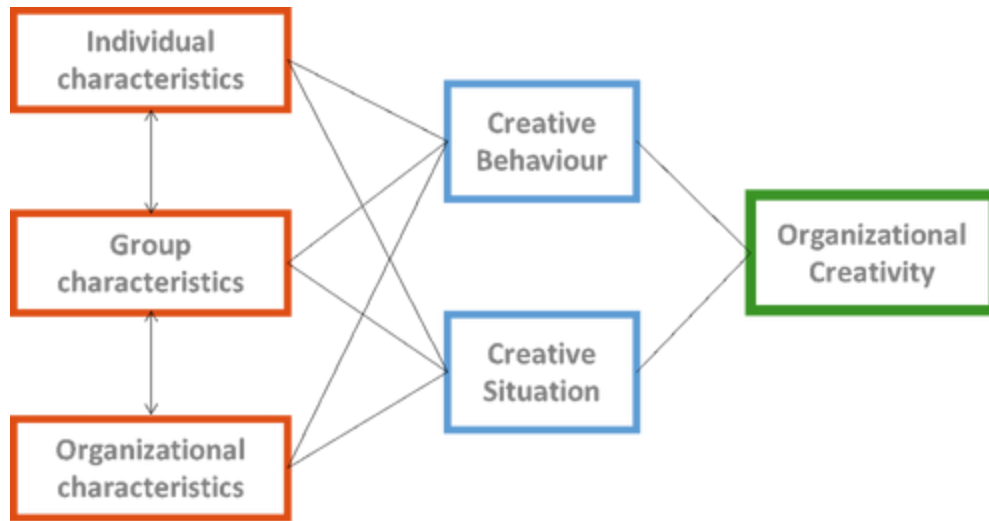


Figure 4 Interactionist model creativity

Source: Woodman, Swayer & Griffin (1993)

The four Ps of creativity is one of the utmost widely used and known models of creativity, where creativity is reliant on three factors, which are a process, products, person, and press.

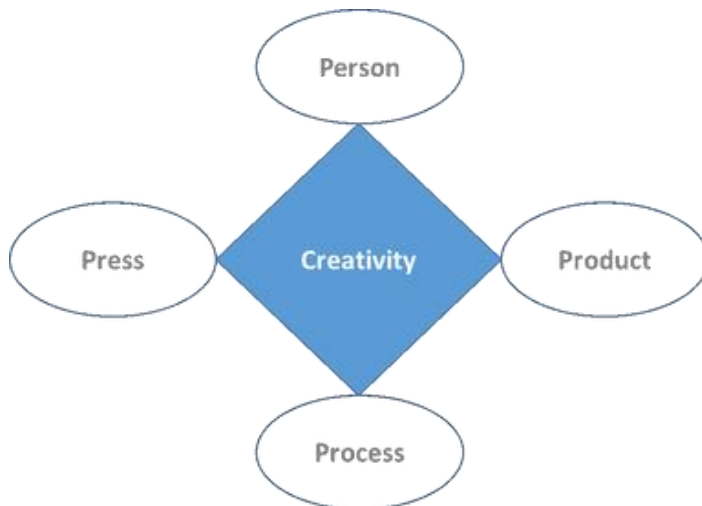


Figure 5 The 4 Ps of creativity

Source: Rhodes, 1961

This model of creativity has been the base of modern theories related to creativity in organizations. Rhodes (1961) proposed a model that was multi-leveled and was considered to be a co-evolutionary process model. This model focused upon changing processes and the dynamic of the sense-making that arises and develops themselves due to the cross-level effects of

individuals, groups, and organizations. It examined how periodic organizational crises reframe the negotiated order of belief structures about creativity. The model proposed by Rhodes in 1961 consist of 4 Ps where the first one is the Person who is involved in the creative progress this factor relates to the skills, expertise, and experience the person possess upon the task which is being performed (George & Zhou, 2002). The second factor is the product, which refers to the task, which is regarded as a product in the model. This may include the level of constraints that restrict the creativity of the employee or the level of creativity required to perform the task.

This may also include the domain in which the task is being performed in the organization. The third factor is the process, which refers to the processes that a person uses to perform a task or develop a product. The process over there involves the thoughtprocess of the individual. This may include, rather than the methodology, how an individual thinks while solving an obstacle of overcoming a challenging situation(Rhodes, 1961). The last factor is called the press which is referred to the impact that is caused by the environment around an individual; this may embrace the level of resources available for the employee along with the external factors of the organization, the culture of the firm(Mainemelis& Ronson, 2006). All of these determinants combined derive the creativity inside an employee, which leads to creative behavior.

2.16.2 Employee engagement

One of the widely used theories or model which has been the base of several employee theories is the Maslow hierarchy of needs. Although the base of the model was developed to determine the motivational factors of an individual, many researchers used the same model to determine how the factors mentioned in the model is applicable to the motivation and engagement of employees working in organizations.

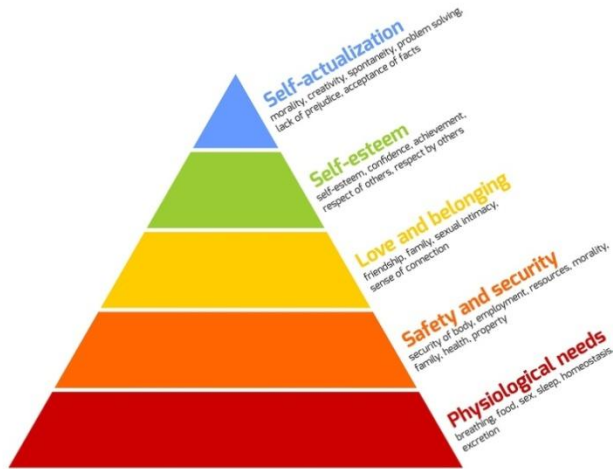


Figure 6 Motivation – Maslow (Hierarchy of Needs)

Source: (Puccio, Murdock & Mance, 2005)

The first level of need is physiological needs, which may motivate employees to go to their workplaces every day to earn money to satisfy their basic needs. The second is the safety needs, which relates to the employees doing what is expected from them from organizations. Likely, employees do precisely what is expected of them to keep their jobs secure (Puccio et al., 2005). Further is the social need, which in terms of employees is the need for feedback and response from the managers and the colleagues working with an individual employee. Constant feedback and information sharing fulfills the social needs of the employees working in organizations. The fourth level of need is esteem, where employees need a sense of recognition in the organization, along with having the power to influence the behaviors or actions of others. At this stage of needs, employees may also exhibit leadership skills to engage other employees and guide them towards attaining the objectives of the organization. Self-actualization is the last stage of the need, which also relates to the leader's role where employees act as motivators and influencers, inspiring the subordinates towards deriving their efforts align with the goals and objectives of the firm.

2.17 Research Gap, Significance of The Research, and Conceptual Framework

From LR, it has identified that EE has numerous theoretical underpinnings that have been incorporated by many researchers such as, (Gruman & Saks, 2011), (Kompaso and Sridevi, 2010) and (Little and Little, 2006) as it has been most debated topic in the management literature. From the overview of the LR, it can be said that the concept of EE is not only well-discussed, but it is quite debated also. It has been pointed out from the literature that regardless of distinctions in definitions, there are favorable influences of employee engagement, which makes it more important for employee productivity and performance of the firm. However, in terms of factors affecting employee engagement, this research had included the factors that, when combined, gave novelty to this research. The first significant variable affecting employee engagement is incentives, which are further divided into monetary and non-monetary benefits. The researchers such as Al-Blushi, Khan, and Rahman (2017), Clair and Milliman (2017), and Osibanjo et al. (2015) have emphasized the notion that monetary incentives are often given against the work efforts of the employees that can additionally encourage the employee to work efficiently. However, these studies have emphasized more on monetary or financial incentives, which further requires incorporating the different views given by the researchers regarding non-monetary incentives.

Hence, the literature has identified that studies such as (Victor and Hoole, 2017) (Aguenza and Som, 2018) and (Olubusayo, 2016). However, regarding the research gap, it has as well as been identifies that in the context of EE being affected by incentives at workplaces in Kuwait, there are not many studies have been carried out, which calls for more investigation as to what engages employees within the firms and how it has been playing a considerable role in sustaining an efficient, creative workplace behavior amongst employees. Another main factor is employee relations for which studies such as (Hickland, 2017), (Ntalianis et al., 2015), and (Wok & Hashim, 2015) have stated that employee relations can lead towards lower absenteeism, interaction, and socialization that entail greater motivation for employees to engage efficiently. In any case, none of these researches have fused the thought of employee relations regarding ECB, regarding how employee relations and other factors can be combined and impact EE leading towards either positive or negative ECB.

Saks (2015) have carried out researches on training and identified its positive influence on employee engagement. However, this study has been significant for further adding to the knowledge with respecting to which factors, including training of the employees, can have a positive and favorable influence on employee creative behavior. Even though human resource practices are analogous in all over the world, this study is specific to the case of Kuwait as Kuwait is among countries where most diversified teams co-operate, since employees from worldwide are hired. This research has been helpful for understanding many human resources practices in Kuwait and issues faced by human resource managers there. Viewpoints of employees working in Kuwait are disclosed in this research to know whether they find diversity as beneficial or not.

In the earlier part of the chapter, it has already been argued that there is a gap in the literature, due to various researches have yielded multiple outcomes. Majorly the variances in the results of the past studies have arrived because of differences in the factors that are attributed to employee engagement. Considering the diverse nature of the workforce, it has become a challenge for organizations to keep their employees engaged. This research has focused mainly on seven factors: incentives, employee relations, training, empowerment, leadership, working environment, and organizational culture. The factors above of employee engagement are considered for evaluating their role in fostering and encouraging creative behavior in the workplace.

In terms of empowerment and leadership as the factors affecting employee engagement, the literature has identified the gap regarding how these factors have been impacting employee engagement but not how it leads to employee creative behavior. For instance, Elnaga and Imran (2014) stated that empowered employees are also able to monitor their performance are likely to more willingly participate in routine activities within the organization. On the other hand, Iqbal et al. (2015) stated that the concept of leadership could also be analyzed as the ability of individuals for persuading others seeking and accomplishing the pre-defined objectives binding a group of individuals together, improving their performance, and to direct them towards the accomplishment of their goals. However, these researches have not specified the direct relationship between employee creative behavior and employee engagement in the context of workplaces in Kuwait.

There are different researches that can be found regarding the factors above of employee engagement, diversity and inclusion, and employee creativity because of which there are different views among the researchers. For instance, on the one hand, it has been expressed that incentives are viewed as a significant factor of E.E. since it focuses on the actualizing of the requirements of the employees and keeps them roused, which at last creates engagement with the firm (Olafsen et al., 2015). On the other hand, Victor and Hoole (2017) have stated that employee engagement is much deeper than the incentive program because changing the behavior of an employee at the workplace cannot be done with the assistance of monetary or non-monetary incentives. Through this research, the researcher has comprehensively evaluated these factors in the context of Kuwait.

The conceptual framework of the current study is as follows:

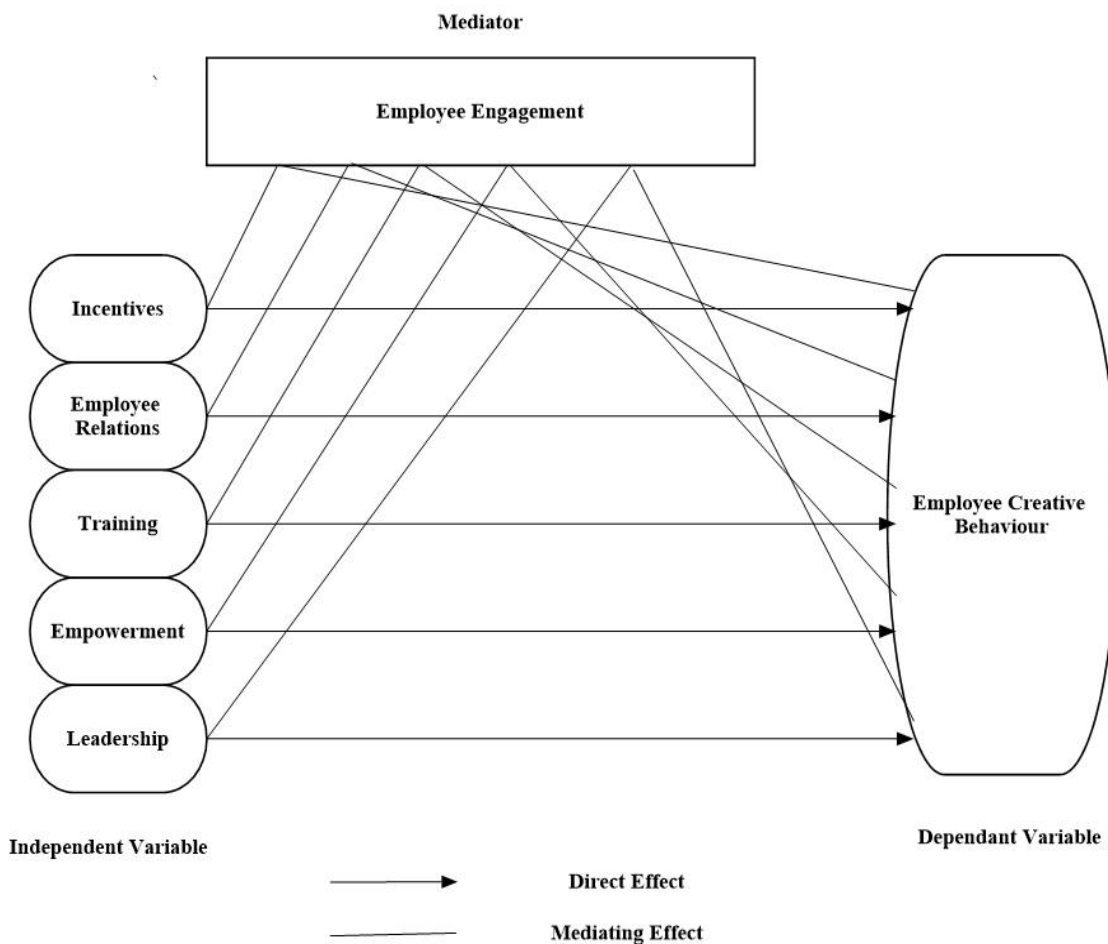


Figure 7 Conceptual Framework

Source: Author

The concept of employee engagement has turned out to be an essential aspect of organizations worldwide. The long-term sustainability and competitive advantage of the organizations are shaped by the employees working at the workplace. The prevalence of an engaged workforce has become one of the keys and necessary factors of survival. In this rapidly changing marketplace due to globalization, where the competition is getting intense day after day (Khan, 2013). Therefore, the organizations are continuously working towards identifying ways in which they can ensure active employee engagement.

There are various factors identified by many different researchers that show association with employee engagement. (Halbesleben, 2010) has highlighted the crucial of the organization's environment as an essential factor of employee engagement, whereas (Mukerjee 2014) mentioned the atmosphere of the group as a factor affecting engagement.

In addition to these factors, (Schaufeli, 2012) has identified career development, feedback, manager support, and autonomy as the main factors of engagement. Apart from these, there are several other factors also recognized by many researchers. This study though, concentrated on the factors of incentives, training, employee relations, empowerment, and leadership as the factors which boost EE, leading in the creation of an environment that encourages creative behavior among the employees of the firm. In this whole process, there are also some control variables that have been identified in the conceptual framework. These controlling variables are gender, age, ethnicity, education, and socio-economic background. A conceptual framework has been shown with the help of a model that shows the relationship between the variables.

The current research has taken employees creative behavior as the dependent variable, whereas the independent variables include the impact of employee relations, training, incentives, empowerment, and leadership on employee satisfaction, which in turn impacts employee engagement, which is the mediating variable. And these independent variables are controlled by the variables of gender, age, ethnicity, education, and socio-economic background. The framework tends to explain that the ECB has a significant impact of EE which is affected by employee's satisfaction on the job, and the satisfaction of an employee is dependent on the variables of employee relations, training, incentives, empowerment, leadership, working

environment, and organizational culture. And these variables are controlled by the variables of gender, age, education, and socio-economic background.

Therefore, with this in mind, the variables that have a remarkable impact on the creation of employees are control variables. Employee engagement is highly critical for all the companies, as it can lead the organization to have various benefits in the long-run, and the inability to do so may lead to a higher probability of related adversities.

Thus, the firms are actively seeking ways to retain their employees to create a competitive advantage over competitors. In this case, employee engagement considers being one of the essential factors. As shown above, employees become disposed towards leaving the firms that fail to keep them satisfied. Even though the needs and requirements of the employees are constantly changing, firms must establish ways to keep them engaged. That being said, the delegation could be regarded as one of the best effective means through which employees could be kept associated with their work. Giving them more responsibility would require them to put in more effort and work in their job, to perform better than before, and lead towards higher efficiency (Kompaso and Sridevi, 2010).

The factors that affect the engagement of the employees must be known for the organizations to carry efforts in improving employee engagement. The framework has argued about the essential factors that affect EE, and it has recognized five controlling variables that significantly affect the factors that influence EE. If an organization wants to increase its productivity and creativity, a complete understanding of these variables is necessary to increase employee engagement among employees.

CHAPTER THREE: RESEARCH METHODOLOGY

The preceding chapters have provided an overview concerning the main objectives and aims of the study; the researcher also presented the research questions upon which the research would revolve. It also provided the significant and rationale of conducting the study while identifying the gap in the field of study. Moreover, the previous chapter provided significant literature regarding the notion of the study while examining different factors of employee engagement and assessing the mediating factors which tend to affect the employee's creative behavior within the workplace. This helped the researcher to develop a comprehensive conceptual framework that provided a platform to conduct a conclusive study of the notion.

In the study of Bryman and Bell (2013), it is highlighted that research methodology planned to be a systematic plan in a research study that is improved so as to find out the relationship between various variables of the study. There are apparently two significant variables that are discussed and examined within the study, namely the dependent variable and the independent variable. In a research study, the dependent variables tend to be the notion of the factors which are depended upon the main topic of the study, also known as the independent variable. It has been identified in the study of Goodwin (2012), that the research methodology section in the study aims to collect and gather the important and relevant information and data from the respondents and academic or scholarly authors having written significant literature regarding the similar field of study.

The statement above is further approved in the study of Hughes and Sharrock (2016) in which the author proposed that research methodology in the research study tends to be a practice which consists of a systematic or theoretical analysis of the data which is intended to be solving the problem of the research study. It is further appraised that research methodology consists of the theoretical analysis model of analyzing the research model, which contributes positively to assess in the relationship between dependent and independent variables of the research. Similarly, the systematic analysis is made on the notion of understanding the numerical state of the data collected through the data collection from the respondents or previous researches.

The research methodology revolves around a certain research paradigm, which is intended to be the common set of beliefs that are shared between different researchers and scientists about how the research problem should be understood and solved. According to Guba (1990), the research paradigm is characterized by ontology, epistemology, and methodology. There are many different types of research paradigm around the globe, utilized by the researchers; however, the most common of them are positivist, constructivist, pragmatists, and realists. The whole research methodology would be revolving around one of the research paradigms identified below.

The research methodology tends to be designed with the use of three important research designs, namely, quantitative, qualitative, and mixed research design, which further is inclusive of a certain approach to research. There are two foremost research approaches, deductive and inductive, and are selected based on the nature and concept of the research study while highlighting the known fact that when the hypotheses are developed and expounded during research. The study structures are completely relied on the idea of the research, where if the research is required to recognize and decide the effect between the variables, it will in general utilize the quantitative methodology with statistical analysis, so as to finish up a relationship with distinguishing the correlation or regression of the variable (Hughes & Sharrock, 2016). However, if the study is intended to communicate the influence or investigate a phenomenon, it is likely going to use the qualitative approach (Bryman & Bell, 2013). The mixed approach, however, is used when the study needs a comprehensive depth of respondent's views and observations and the numerical relationships.

The research methodology also identifies the sources of the data. There are two common ways of data collection, namely primary and secondary. The primary method is used to gather new and raw data through the use of surveys, interviews, etc. However, the second method tends to use previous researches, articles, journals, and authentic websites to gather the data. Both the method can be used on both the research design highlighted above, depending upon the nature of the information needed for the study. Furthermore, a research methodology would define a comprehensive data analysis method depending upon the research design it is being implemented. For a qualitative research design, it is viable to use content or thematic analysis while developing certain themes from the interview transcripts. On the contrary, for a

quantitative study, statistical tools such as SPSS21.0 are used so as to identify the relationship between the variables and indicate their impact. Also, it is very important to mention the ethical issues present in the research study in order to stave off any legal issues during and after concluding the study. All the above-mentioned criteria would be addressed in the upcoming topics of the chapter.

3.1 Research Paradigm/Philosophy

The research paradigm refers to research belief followed in the research. It is a set of common agreements and beliefs shared among scientists regarding how issues shall be understood and addressed. Neuman (2013) stated that there are three research paradigms; positivists, constructivists, and pragmatists. The selection of the research paradigm is dependent on the topic under study; this implies types of data, whether qualitative or quantitative, described in detail in later sections. A first research paradigm is a positivist, which implies that research is dependent on quantitative data (Taylor, Bogdan & DeVault, 2015), this research paradigm believes that numeric data is the accurate representation of research results without which research results cannot be accurate. As a research philosophy, positivism follows the view that factual data gained through surveys or observations, including measurements, are reliable. The researcher's role is restricted to data collection and evaluation in an objective manner in this type of study. Also, the findings of the research are quantifiable and observable. It depends on the numeric data, which leads to statistical analysis. Positivism studies allow the researcher to be independent and there is no inclusion of human insights and experience. Bell, Bryman, and Harley (2018) argued that positivist studies normally follow a deductive approach because data is made specific at the end. Furthermore, positivism is associated with the viewpoint that the researcher should focus on facts, and the research study is properly structured. The independence of the researcher implies that there is a minimum interaction of the researcher with participants of the research. In simple words, the positivist paradigm is based on facts and figures and considers the world as objective and external. If the topic requires detailed explanation and insights from participants, this paradigm is not recommended since it makes data very specific so as to generate specific results.

Another research paradigm is constructivist in which the human mind is given value rather than numbers. Research analysts have considered this paradigm as more realistic and practical since it involves human experiences based on which reality is reached. Zikmund, Babin, Carr, and Griffin (2013) documented that it also means interpretivism, where knowledges and penetrations of respondents are main goals of the researcher, and the interaction between researcher and participants is high. Researcher in the constructivist paradigm has more responsibilities as it requires efforts to interact with a sufficient number of participants. However, the number of participants in the constructivist model is materially low than the positivist model because it takes effort and time to interact with each participant while in positivism, the researcher does not interact with participants.

Bryman (2016) reported that this research paradigm is subjective rather than objective, and the research is less structured as compared to positivism. Results of such a research paradigm are not objective and specific but result in subjective and information is such that it explains rather than an answer. Since the research is subjective, it makes it difficult for readers to understand results. However, most of the researchers believe in this philosophy because it involves experiences and insights of participants who reflect real happenings in the world.

Third and last research paradigm or philosophy is pragmatism in which positivism and constructivism are mixed to reach more accurate and reliable results so that one kind of data supports the other, and findings are reached with more evidence (Sekaran & Bougie, 2016). This research philosophy covers the limitations of both research philosophies, and consequently, it is considered more reliable than any other of the philosophies. While conducting pragmatist research, a researcher is required to make multiple efforts by collecting both numeric data and insights of participants. It requires more efforts and more time, but all such efforts and time provide more valid results, and the value of research is also doubled. According to Fowler Jr (2013), pragmatism focuses on mixed methods of research, so data collection is done two times, first numeric data is collected through surveys or questionnaires, and then qualitative data is collected through interviews and observations. This implies that research instruments used are also multiple, making it obvious that time and effort are increased. This research follows both deductive and inductive approaches because the result of numeric data is specific, while the

result of qualitative data is not specific. It is objective as well as subjective due to multiple data collection techniques (Saunders, 2011). Pragmatism may enhance the efforts of the researcher, but it also enhances the value and reliability of the research.

This particular research is based on a positivist research philosophy since it has used numeric data to answer research questions. The aim of this current study is to elicit respondents of the employees working in various teams in Kuwait, and the main questions to be answered are ECB and EE. Therefore, data from employees have been collected to assess factors affecting employee creative behavior, testing mediation by employee engagement in Kuwait. Employees have been asked about factors that are more effective in enhancing their satisfaction level so that employee engagement is enhanced. Further, the impact of this increase has been assessed on employee creative behavior through their responses.

3.2 Hypotheses

Based on the conceptual diagram mentioned in section 2.17 of chapter 2, the researcher proposes the following hypotheses, which will help the researcher to achieve the overall objectives of current research. The hypotheses depict the relationship that needs to be tested between DV and IV in the context of Kuwait organizations. The researcher also tested the effect of employee engagement as mediating behavior tested between dependent and independent variables, specifically in the context of Kuwait organizations.

H₀₁: Incentives does not significantly relate to employee creative behavior at workplace in Kuwait.

H₀₂: Employee Relations does not significantly relate to employee creative behavior at workplace in Kuwait.

H₀₃: Training does not significantly relate to employee creative behavior at workplace in Kuwait.

H₀₄: Empowerment does not significantly relate to employee creative behavior at workplace in Kuwait.

H₀₅: Leadership does not significantly relate to employee creative behavior at workplace in Kuwait.

H₀₆: Incentives does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₇: Employee Relations does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₈: Training does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₉: Empowerment does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₁₀: Leadership does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₁₁: Employee Engagement does not mediate the impact of Incentives on Employee Creative behavior at workplace in Kuwait.

H₀₁₂: Employee Engagement does not mediate the impact of Employee Relations on Employee Creative behavior at workplace in Kuwait.

H₀₁₃: Employee Engagement does not mediate the impact of Training on Employee Creative behavior at workplace in Kuwait.

H₀₁₄: Employee Engagement does not mediate the impact of Empowerment on Employee Creative behavior at workplace in Kuwait.

H₀₁₅: Employee Engagement does not mediate the impact of Leadership on Employee Creative behavior at workplace in Kuwait.

H₀₁₆: Employee creative behavior means value for male and female employees shows no significant difference in workplace in Kuwait.

H₀₁₇: Employee creative behavior mean value does not show significant difference for age group of the employee in workplace in Kuwait.

H₀₁₈: Employee creative behavior mean value shows no significant difference for level of academic qualification of the employee in workplace in Kuwait.

H₀₁₉: Employee creative behavior mean value shows no significant difference based upon income of the employee in workplace in Kuwait.

H₀₂₀: Employee creative behavior mean value shows no significant difference based upon Marital Status of the employee in workplace in Kuwait.

H₀₂₁: Employee creative behavior mean value shows no significant difference based upon overall experience of the employee in workplace in Kuwait.

H₀₂₂: Employee creative behavior mean value shows no significant difference based upon the Level of Employment of the employee in workplace in Kuwait.

H₀₂₃: Employee creative behavior mean value shows no significant difference based upon Experience at Current Position of the employee in workplace in Kuwait.

3.3 Research Design and Strategy

According to the study conducted by (Kazdin & Blase, 2011), the use of quantitative analysis since 1250 A.D is the main element which makes it substantial for the research study. Due to its capability and capacity to quantify the data, it is evident that the researchers are facilitated by the quantitative research design from the past several years. In the research methodology, the equal importance of quantitative research design has also been observed.

Strategies that are based on inquiries, which include experimental research approaches and surveys, are employed by the quantitative research design (Minner, Levy & Century, 2010). Additionally, it is observed that the findings which are obtained through quantitative research are predictive, explanatory, or confirming. So as to clarify, affirm, or foresee the connection among IV and DV, the researchers will, in general utilize a quantitative approach. The data collection approach is entailed by the quantitative research design in a way that the data which is obtained is quantified and subjected easily to the treatments that are statistical in order to reject or support the alternate claims of the research study (Kane & Radosevich, 2011). In order to collect information and data from reliable and multiple sources, the quantitative research design is used that deals with tables, numbers, graphs, statistics, and charts.

The aim of the current research is to determine the factors affecting ECB, testing mediation by EE, and the study design picked for this study is quantitative. The quantitative study has allowed the researcher in order to gather data that can be converted easily into numerical values and then interpret it for the purpose of testing out the hypothesis and objectives (Brannen, 2017). In order to collect and gather the data for deriving information, which is in accordance with the objectives and aims of the study, the researcher has carried out primary research.

3.4 Data Collection and Sources

In this section, the researcher mentions the variable that needs to be studied. The focus will be on the dependent, independent, and mediator variables. Also, the researcher mentions the data

collection method, pilot study, sampling technique, inclusion & exclusion criteria, and collecting the data.

3.4.1 Variables

The first variable is employee engagement, which is a major element in human resource management and is directly associated with employee and organizational performance. Employee engagement refers to the workplace approach, which results in the right working conditions for all employees within an organization to give their best performance daily. It is linked to their commitment to the company, its goals, objectives, and its values. Baily, Mankin, Kelliher, and Garavan (2018) Stated that employee engagement motivates employees to participate more in the prosperity of the organization with an increased sense of one's own well-being. Another factor is diversity, which refers to a group of employees from different backgrounds and cultures. This factor has its own benefits as well as shortcomings; it highly depends upon HRM to handle diversity effectively. According to Harzing and Pinnington (2010), the major benefit of diversity is increased contribution and creative ideas within an organization so as to bring creative and innovative results. However, the major drawback is the likelihood of disputes since employees with different backgrounds and cultures also have different thinking processes; therefore, sometimes, disagreement leads to disputes. It is a challenge for HR management to manage such disputes and motivate employees to work together.

The variables have also been included, such as incentives, training, empowerment, leadership, working environment, and organizational culture. (Osibanjo et al., 2015) reported that it is essential for the firms to undertake measures in terms of incentives, both monetary and non-monetary, allowing the employees to comprehend the importance of organizational objectives and goals. Furthermore, Hickland (2017) professed that employee relations are the enunciation of a better and positive workplace environment that can satisfy the demands and needs of the employees, improves morale, convey organizational expectations, and build culture. The research conducted by Iqbal et al. (2015) stated that the individuals at the leadership position are

required to develop the future vision and convey this future vision to the subordinates and other organizational members for achieving the future vision and improving job performance.

Employee behavior depends upon many factors such as reward system, working conditions, workplace diversity, feedback, etc. Employees may or may not work creatively within a workplace; they need reasons to work effectively and creatively. Bratton and Gold (2017) stated that management has the responsibility to assess employee needs and try to enhance employee engagement to ensure that they work creatively and contribute more towards the success of the company. Workplace diversity can enhance creative behavior among employees because employees are having different cultures, backgrounds, knowledge, and experience work together, so ideas are generated at a high level. However, management is responsible for making sure that the disadvantages of diversified teams are minimized. This research discusses important concepts associated with the field of human resources.

3.4.2 Data collection methods

The data collection method is reflected to be a practice or procedure of gathering, accumulating, and collecting the relevant data for the notion of the study while fulfilling the desired requirement of both the dependent and independent variables to study in a systematic and established format.

According to Hughes and Sharrock (2016), the data collection method is required to attain accurately, and hone information regarding the notion of the study and hence is deemed an imperative aspect of the research methodology.

It has been identified by Harris and Brown (2010) that there tend to be two important sources of data collection method, namely, primary and secondary sources. It is assessed that the primary source is the first-hand data in raw form gathered by the researcher himself rather than using the previous researches and/or other publications with similar information. The method proposed to gather the primary data are surveys, interviews, observations, questionnaires and focus group studies, etc. The primary data collection method tends to have an integrated technique to gather

data for both qualitative and quantitative types of research. In this regard, the interviews, observations, focus groups are intended to be the primary method of collecting qualitative data, whereas questionnaires and surveys primary sources to collect quantitative data.

On the contrary, the secondary method of data collection is intended to collect the data from the previously conducted researches, articles, reports, and authentic websites. Just like the primary method, the secondary data is also used to integrate both the research design depending upon the nature of the study. In a qualitative research design, the data is collected from the literary work from journal articles and previous researches to provide the content analysis to the research analysis. However, quantitative design tends to use the organization's financial statements and reports so as to compile numerical data about the performance of the organization, which is analyzed through statistical tools in data analysis.

3.4.3 Pilot study – validation of the procedure

A pilot study is regarded as an important measure taken by the researcher for ensuring research validity and make appropriate changes in the overall research process. This is often executed prior to the actual investigation. The main and major aim of the pilot study is to determine and identify the mistakes and issues pertinent in the current investigation and to eliminate those issues for accomplishing the best possible results. A pilot test is done prior to the actual distribution of the survey to check on the understanding of the questions as intended by the author. This was done by distributing 20 questionnaires among employees. Based on the feedback obtained, some statements were further simplified and modified to clarify their meanings. Furthermore, the pilot test participants were gently asked to write any comments and provide any suggestions to enhance the questionnaire further and decrease any perceived ambiguity.

Actually, pre-testing the questionnaire is a vital step as (Brown, & Suter, 2014) suggested that pilot testing serves the in-questionnaire design just as test marketing typically serves in any new product development.

Table One is illustrating the descriptive statistics showing the median, mode, and mean values for the tested variables. Such values are supposed to explain the central tendency. If the mode, median, and mean are all close in value, hence this would signalize that the distribution of the examined details typically symmetrical. This basically means that there may be no skewness in the shape of the histogram for each examined variable (Saunders et al., 2016). Actually, by looking at the median, mode, and mean values for the of the tested variables, it can be easily noticed that these values are close to each other for each individual variable indicating that the distribution of data is symmetrical for each of the conceptual variables.

Table 1 Descriptive Analysis of the tested variables

Factor	Mean	Median	Mode
Incentives	3.95	4.00	4.00
Employee Relation	4.44	4.50	4.50
Training	4.50	3.75	3.75
Empowerment	3.81	3.15	3.15
Leadership	3.33	3.33	3.33
Employee Engagement	3.85	4.12	4.12
Employee Creative Behavior	3.74	4.00	4.00

Table One provides descriptive for main variables as per the pilot study data. Training has the uppermost meanvalue ($M=4.44$), indicating mostly respondents agree towards the statements measuring openness. The mean value for Incentives is ($M=3.95$), which is more towards the agreement. Empowerment ($M=3.81$), Employee Engagement ($M=3.85$), and Leadership ($M=3.33$) have mean values that are almost similar. Moreover, the author has analyzed the 20 filled out questionnaires from the pilot testing and found that all variables were reliable. To clarify, reliability stands for consistency in terms of giving similar results for the same variable (Anderson et al., 2018). TableTwo is showing the reliability of the studied variables confirming

that all of them are reliable for additional analysis as per all of them gained a Cronbach alpha value of above 0.7

Table 2Cronbach Reliability Test

Dimension Name	Number of statements	Cronbach's Alpha (a) (Standardized) N=20
Incentives	6	.728
Employee Relation	9	.754
Training	6	.798
Empowerment	12	.760
Leadership	11	.752
Employee Engagement	12	.722
Employee Creative Behavior	13	.750

h3.4.4Sampling Technique and Research sample

As indicated by the investigation of Walliman (2016) in statistics- based and survey-based methodology, sampling inclines to be the area of targeting proportion of population while evaluating the qualities of the populace and select the applicable sample to gather the data for the study. In the previous segment of this chapter, it was noticed that it is difficult to achieve large target respondents utilizing qualitative measures; thus, the quantitative structure would achieve a bigger respondent's size. In this regard, from the population of thousands of respective individuals, a small sample of a group of respondents is selected through an effective sampling method and technique. Moreover, the response gathered by the selected group of respondents was then generalized over the entire population of the study with similar characteristics. Using the generalization, the researcher was able to cover the whole dynamics of Kuwait in a limited amount of funds and time limitations.

In this methodology, the sampling method will support the researcher in recruiting the respondents so as to implement the primary research in the study. It is highlighted in the study of Goodwin (2012) that there are two important methods of sampling the respondents, namely probability and non-probability method.

A probability method of sampling is defined that all the respondents are given equal opportunity to participate in the research study (Etikan, Musa & Alkassim, 2016). The sampling technique for the probability sampling method is random and stratified (Etikan et al., 2016). According to Harwell (2011), in random sampling, respondents are chosen at random while giving equal chances of selection to every respondent.

According to Uprichard (2013), non-probability sampling methods do not give equal chances to the respondents of being selected in the sample. There are two commonly used techniques for the non-probability sampling method, namely convenience sampling, and snowball sampling. In the convenience sampling technique, the researcher has full control to choose his sample respondents because of the ease of accumulating a considerable number of data from a large sample size. Inconvenience sampling, the respondents are recruited due to personal links of the researcher to whom it is easily reachable to approach in order to gather the information. The snowball sampling is efficient when there are limited time and large sample size and is not feasible to reach the number of the given sample size with hot links of the researcher. Hence, the researcher provides the instrument of data collection to its hot links, and they provide another link of respondents or pass on the instruments to another person helps to accumulate with the same formality allows the researcher to get a larger respondent base. Thus, it is known to be the snowball sampling technique.

The current study used the primary data collection method by conducting a survey to respondents, keeping in mind the secondary data collection that collected from previous researches. The respondents have been collected via a market research company, which ensures preventing multiple and anonymous responses and have a high response rate. The target population is all employees in Kuwait, the population size (n) is (2,641,489) (Central Statistical Bureau, 2019), the confidence level (e) is 95%, sample proportion (p) is 0.5, z-score (z) is 1.96, and it will be calculated using Cochran's Formula as follows:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

e = margin of error

p = the estimated proportion

q = 1 – p

z-value is found in z-table

the result will be = $((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$

This had allowed the researcher to accumulate accurate and authentic data regarding employee engagement and creative behavior in the workplace while choosing the right sample audience consisting of employees, managers, and executives. According to The public for civil information (2019), the total population is 4,651,009, as shown in figure 8:

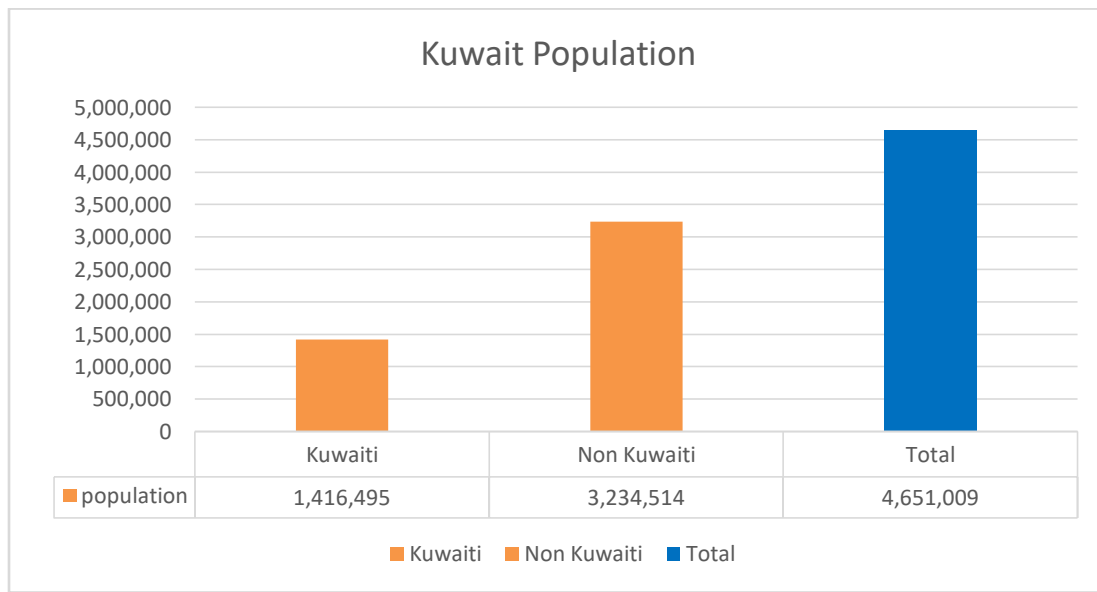


Figure 8 Population of Kuwait

3.4.5 Inclusion and Exclusion Criteria

The researcher applied the following criteria in this study:

Inclusion criteria are

- 1- All employed participants live in Kuwait country
- 2- 3 level of employment

Exclusion criteria are

- 1- Age group under 18 years
- 2- Imperfect responses

The research instrument for the study is survey questionnaires that are distributed among participants. The survey questionnaire was 5 scale Likert questionnaires, including the responses, strongly agree, agree, neutral, disagree, and strongly disagree.

3.4.6 Collecting the data and Research Instrument

For the current study, the researcher had used the primary source of a data collection method in which insightful knowledge and information regarding employee engagement, workplace diversity, and employee creative behavior. The research is aimed to be carried with the perspective of Kuwait, and there is no appropriate information field. Moreover, in order to assess factors affecting employee creative behavior, testing mediation by employee engagement, it was not a viable option to use previous data as due to changing business dynamics, the perception and views of people tend to change significantly, and old information would have given the researcher outdated data. Hence, the instrument applied to collect the data was a survey questionnaire, which allowed the researcher to convene immense information and helped able to create standardized data set that can be tested using statistical models and platforms; this considered the primary method of data collection. By using the information collected through a survey questionnaire, the researcher has been able to reach out to a useful conclusion. For this research, the primary study has allowed the researcher to be able to compare the results of factors affecting employee creative behavior, testing mediation by employee engagement for Kuwait with the previously implemented studies.

As mentioned above, the respondents have been collected via market research company, and the survey conducted took around two months, and that because of holidays and allowed sufficient time to send the questionnaire out, and to increase the participation rate. The researcher

collected 390 responses, the complete responses was 334, and the complete response rate calculated is around 85 percent.

Validity and reliability are two ways through which the accuracy and consistency of the instrument or the questionnaire are measured. It assists the researcher in identifying whether the questionnaire is genuine enough or not, and if the same questionnaire is given to the same respondents sometimes later, will they response likewise. Validity expresses the clarity or resemblances to which a questionnaire measures what it is presumed to measure (Bolarinwa, 2015). Whilst reliability refers to the degree to which the outcome achieved by a research process can be simulated (Bolarinwa, 2015). Lack of reliability may occur from a divergence between observers of measurement, such as a questionnaire or instability of the attribute being measured, which will invariably affect the validity of such a questionnaire. SPSS version 21.0 will be utilized to analyze the validity and reliability of the questionnaire.

3.5 Discussion of statistical test

As stated by Hughes and Sharrock (2016), data analysis is inspecting, modeling, transforming the acquired data so as to extract and reveal the relevant information from the data so as to produce a conclusive outcome to the study. In research methodology, there are diverse techniques to conduct the research work while using various facets and approaches to the data analysis. While reviewing the notion of the data analysis, the study of (Walter & Andersen, 2013) projected that in order to analyze the qualitative data, it is viable to use content analysis if the data gathered is from secondary sources. For primary qualitative research, it is required thematic analysis in which the outcome of the data accumulation is defined using different themes that are aligned with the research objectives and aims.

On the other hand, if the data is in numeric nature and has been accumulated through quantitative research design using surveys or questionnaires, it is proposed to use statistical tools like SPSS 21.0 so as to analyze the outcome. The data gathered through the questionnaires are mostly numeric in nature due to the Likert scale; hence, they are analyzed using correlation, regression,

Anova and T-test model, etc. So as to evaluate the impact and relationship of independent variables on the dependent variable (Bryman & Cramer, 2012). Also, it is possible that in the qualitative study, open-ended questionnaires are filled by the respondents; nevertheless, so as to analyze it, the data needs to be transformed into numerical form so as to be analyzed using statistical tools.

The conceptual framework, including the hypothesis of the study, is as follows:

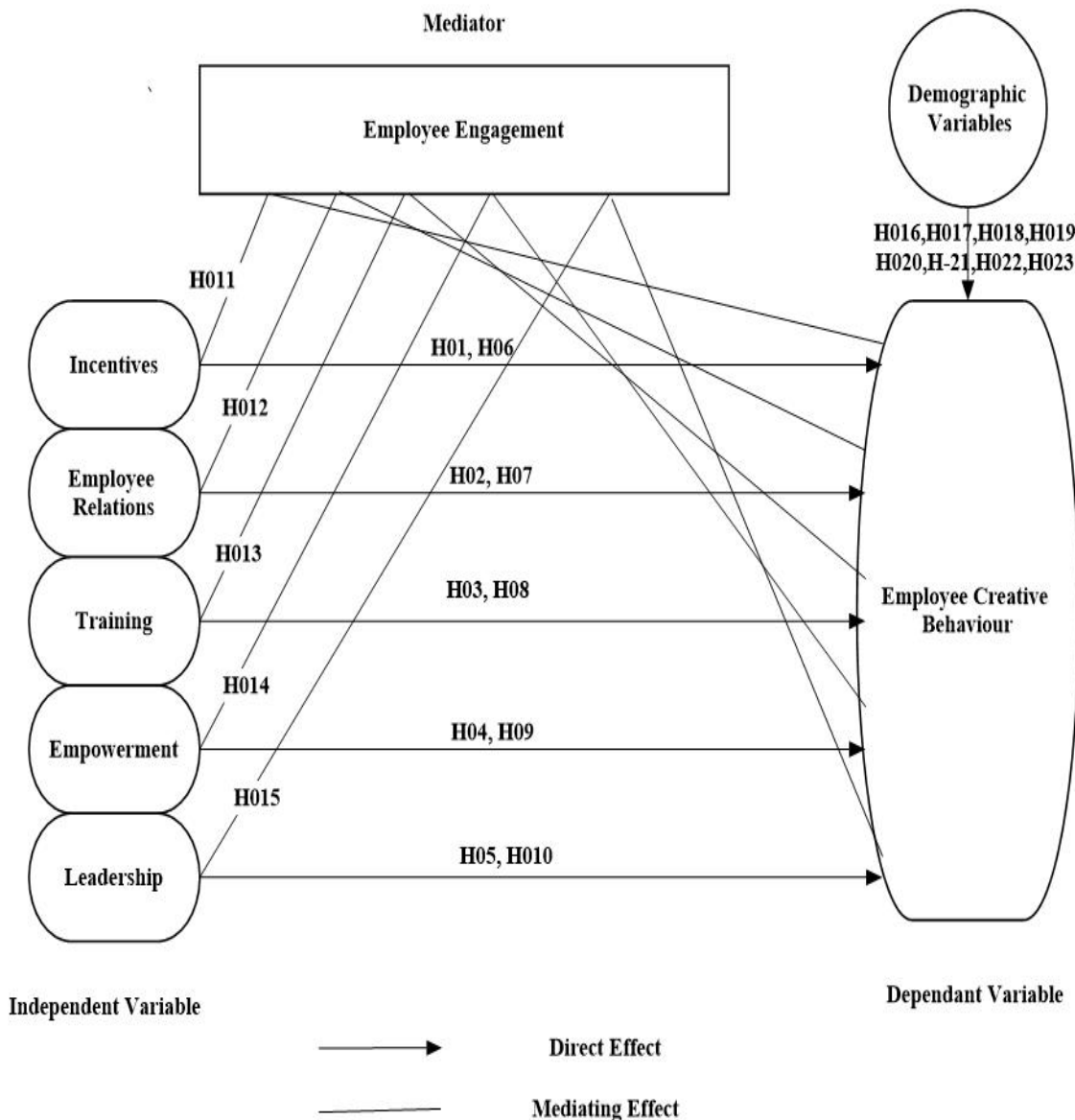


Figure 9 Conceptual Framework with the hypothesis

Source: Author

Table Three shows a summary of the research objectives, research questions, hypothesis, and statistic tests of the study:

Table 3 Mapping of Research Objectives, Research Questions, hypotheses, and statistical tests

Source: Author

Research Objectives	Research Questions	Hypothesis	Variables			Suggested Test
			IV	DV	M	
•To analyze the impact of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait.	What is the effect of incentives, training, • employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait?	H ₀₁ , H ₀₂ , H ₀₃ , H ₀₄ , H ₀₅ , H ₀₆ , H ₀₇ , H ₀₈ , H ₀₉ , H ₀₁₀	- INC - EMPREL - TRN - LEAD - EMPWMNT	ECB		Multiple Regression
To assess the mediating effect • of employee engagement on employee creative behavior at workplace in Kuwait	Does employee engagement mediate the • impact of incentives, training, employee relations, empowerment, and leadership on employee creative behavior at workplace in Kuwait?	H ₀₁₁ , H ₀₁₂ , H ₀₁₃ , H ₀₁₄ , H ₀₁₅	- INC - EMPIRE - TRN - LEAD - EMPWMNT		EE	Hierarchical Regression Sobel
To evaluate the difference in • employee creative behavior on	•Does age, gender, level of academic qualification, income,	H ₀₁₆ , H ₀₁₇ , H ₀₁₈ , H ₀₁₉ ,	- Gender - Age		ECB	- Independent Sample T-test

the basis of age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait.	marital status, overall experience, level of employment, and experience at the current position affect employee creative behavior at workplace in Kuwait?	H020, H021, H022, H023	- Educational Level - Income - Marital Status - Overall Experience - Level of Employment - Experience at Current Position			- ANOVA - Tuckey
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3.5.1 Frequency analysis

One of the major and essential parts of descriptive statistics is the frequency analysis, in which frequency is the number of times a certain event occurs. This research has also incorporated frequency analysis for the tables and figures generated from the SPSS version 21.0 tool. Each frequency is being generated on the basis of questionnaire results showing the responses of the participants on five points Likert scale options such as strongly agree, agree neutral, disagree, and strongly disagree. In addition to this, frequency analysis has been essential for identifying how many respondents have chosen the option strongly agree, agree, neutral, disagree, or strongly agree for the statement given in the questionnaire. For the results of frequency analysis, the researcher inserted results in SPSS version 21.0 and generated tables and graphs, which later on was analyzed by the researcher.

3.5.2 Factor analysis

The researcher of the study conducted exploratory factor analysis (EFA) in order to analyze the relevance of the indicators or items considered in this study representing the key variables. The study conducted by Thompson (2004) declared that the technique of EFA is one of the most common techniques which is exploited to analyze the fundamental data structure. In this aspect, the EFA has been applied to the variables like incentive, employee relationship, training, leadership, empowerment, employee engagement, and employee creative behavior. Given this, the EFA analysis on SPSS includes KMO and Bartlett's sampling adequacy to assess whether the undertaken sample is adequate enough or not.

3.5.3 Descriptive analysis

Subsequent to the preliminary testing, the researcher has employed descriptive statistics in order to analyze the general behavior of the respondents with respect to each variable. As a part of

descriptive statistics, the researcher has used frequency analysis because of the categorical nature of the variables. The description includes modal values for analyzing central tendency along with the most frequent answers, standard deviation, skewness, and kurtosis to depict the data dispersion and frequency percentage to analyze the weight of each category, respectively. Moreover, it has also depicted the missing values which are present in the data, which are then filled with the series average for further testing. In addition, the frequency analysis has also included graphical depiction for better comprehension.

3.5.4Hypothesis testing

For the purpose of hypotheses testing, the researcher has conducted correlation and regression analysis. While considering the nature of the research which tends to assess factors affecting employee creative behavior; testing mediation by employee engagement at workplace, it is obvious that the notion of the research would tend to analyze the relationship between I.V that are incentives, employee relations, training, empowerment, and leadership, along with the mediating variable which is employee engagement on D.V. which is employee creative behavior while signifying the impact of them. Hence, the researcher used a quantitative research design while collecting data on the survey questionnaire. The numerical data were analyzed using statistical tools of SPSS version 21.0. Wherewith the “correlation” assessed the link between the two variables, and the “regression model” indicated the impact of the I.V. on the D.V. The statistical tool assisted the researcher in providing the study with decisive findings to the notion of the study. It also helped the researcher to compare the result with previous researches in order to compare and contrast the variability in the notion of the topic within the time frame.

The following tests used by the researcher for data analysis:

ANOVA

ANOVA or the one-way analysis of variance determines statistically, whether there are any major alterations amid the means of three or more independent groups. The researcher of the study has employed this test to analyze the differences in employee creative behavior on the basis of marital status, age-group, educational background, and income level. Given this, this technique is specifically utilized because the socio-demographic variable comprised of more than 2 categories. In addition, the researcher has additionally used Levene's test to determine the homogeneity of the variances, while Tukey's test has also been utilized to compare the differences in the categories specifically. Moreover, this is also followed by the means plot interpretation for more comprehensive analysis.

Independent Sample T-test

The independent sample t-test associates the means of the two independent variables, in order to recognize whether there is statistical evidence that the related population means are suggestively dissimilar, or not. When there are two categories, then this test is specifically employed to analyze the differences in terms of average. Therefore, it has been employed in this research to analyze differences on the basis of gender and people having children's responsibility.

Hierarchical Regression

One type of regression is multiple linear regression that utilizes different explanatory variables to predict the outcome of a response variable. All these four techniques would be applied to analyze and assess the collected data. It is similar to regression; however, it is specifically used to analyze mediation effects. With respect to this study, the mediating effect of employee engagement has been tested between different factors like incentives, employee relationships, training, leadership, empowerment, employee engagement, and employee creative behavior. It has been conducted on SPSS version 21.0 with four steps as prescribed by Baron and Kenny (Jose, 2013). Therefore, the hypotheses pertaining to moderation has been tested using hierarchical regression.

Sobel Test

Sobel testing is considered as an additional step to test the mediations' significance. In this concern, the mediation of employee engagement has been tested accordingly. On the other hand, it can be employed on large samples where direct and indirect effects are tested accordingly.

3.6 Ethics

Ethics holds importance in almost every field due to which every field has value, and professionals avoid dishonesty. These guidelines reinforce the value of any field; in the field of research, ethics hold equal significance. The first and most important consideration is the avoidance of plagiarism since plagiarism is not allowed in academic writing. This factor is considered an offense in academic writing; therefore, researchers and writers are strictly not allowed to use copied work in their researches. Even when writers or researchers use the work of other writers and researchers, they are required to give exact reference to the work used so that readers get to know that such a statement or findings are associated with the mentioned writer or researcher. This research has been conducted avoiding plagiarized work, and credit is given to all researchers and writers whose work has been used in the research. Avoidance of plagiarism is the primary consideration in this research.

Furthermore, honest reporting is an ethical requirement which states that the researcher is required to report information honestly so that there is no dishonest statement or information to mislead readers. The researcher must not include any personal opinion or statement in documenting information because, in the field of research, evidence work more than the opinions of researchers. In this research, the researcher has made sure that information is presented and reported is the same meaning without transforming it into another meaning. The researcher has been honest and avoided personal suggestions and recommendations, but all recommendations are based on findings of the study.

Confidentiality also holds great importance in research, which refers to keeping personal information of participants private so that they do not face any disturbance or harm during or after the research. Their names are not mentioned with responses, and their contact information such as contact number and address are also not disclosed. In this research, participants' private information was kept confidential, and additionally, they were told clearly about the purpose of research so that only participants willing to respond are included in the sample. The researcher has taken great care of confidential information since it is a major ethical consideration in the field of research. Other than that, the researcher has displayed professional behavior by structuring the report in an appropriate manner and following appropriate dissertation structure in an effort to make the research understandable for all.

Professional behavior does not only involve structuring the report, but the researcher also behaved professionally with participants and completed the research on time. Objectivity and integrity are also two aspects to be followed in research. In this research, the researcher has exercised objectivity while deciding for research methods so that research methods reflect the topic of the study well, and the results reached are reliable and valid. Ethical considerations enhance the scope and value of the research; therefore, these guidelines were given significant importance during the research.

CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

Chapter Three focuses on the research methodology used in this study, which is the quantitative method. Data was gathered with the help of the questionnaire to analyze the impact of employee engagement on employee creative behavior at workplace in Kuwait. This chapter is dedicated to present the analysis of the data collected. The chapter is organized into various sections and covers all the statistical assumptions, tests which will help the researcher to achieve the objectives of current research. The type of analysis includes the descriptive analyses to describe the sample profile of participants, frequencies analysis to identify the percentage of survey statements, independent sample t-test to identify statistical significance of differences between genders, one-way ANOVA to determine the differences between age, academic qualification, marital status, income (Kuwaiti dinar), overall experience, level of employment, experience at current position. Moreover, the factor analysis to identify dimensions of determinants. Accordingly, all the hypotheses are tested, and results are presented in different sections. The first section describes the demographics of the sample. The second section presents the factor analysis. The third section presents the breakdown of each service quality factor. The fourth section presents the results of ANOVA and t-test analysis that addressed the research hypotheses. The fifth section provides a correlation and finally provides a review of findings.

4.2 Sample Profile

In this section, the researcher provides the personnel characteristics of respondents, which plays a very significant in expressing the responses about the problem. Therefore, researcher studies the personal characteristics of respondents. These characteristics are namely, gender, age, academic qualification, marital status, income (Kuwaiti dinar), overall experience, level of employment,

experience at current position. There was a total of 334 complete respondents who have been examined, and their sample profile is presented in this section. Table Four shows the sample profile of all the respondents.

Table 4 Sample profile of respondents (n=334)

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	Less than 25 years	68	20.4	20.4	20.4
	25-34 years	139	41.6	41.6	62.0
	35-44 years	95	28.4	28.4	90.4
	45-54 years	32	9.6	9.6	100.0
	Total	334	100.0	100.0	
Gender	Male	197	59.0	59.0	59.0
	Female	137	41.0	41.0	100.0
	Total	334	100.0	100.0	
Academic Qualification	High school	82	24.6	24.6	24.6
	Diploma	61	18.3	18.3	42.8
	Bachelor's Degree	149	44.6	44.6	87.4
	Master's Degree	33	9.9	9.9	97.3
	Any Other	9	2.7	2.7	100.0
	Total	334	100.0	100.0	
Marital Status	Single	169	50.6	50.6	50.6
	Married	157	47.0	47.0	97.6
	Divorced/widowed	3	0.9	0.9	98.5
	Other	5	1.5	1.5	100.0
	Total	334	100.0	100.0	
Income (Kuwaiti dinar)	Less than 1000	266	79.6	79.6	79.6
	1000-2000	58	17.4	17.4	97.0

	2001-3000	7	2.1	2.1	99.1
	Above 3000	3	.9	0.9	100.0
	Total	334	100.0	100.0	
Overall Experience	0-5 year	92	27.5	27.5	27.5
	6 -10 years	130	38.9	38.9	66.5
	11-15 years	51	15.3	15.3	81.7
	Above 15 Years	61	18.3	18.3	100.0
	Total	334	100.0	100.0	
Level of Employment	Lower Level	168	50.3	50.3	50.3
	Middle level	153	45.8	45.8	96.1
	Top level	13	3.9	3.9	100.0
	Total	334	100.0	100.0	
Experience At Current Position	Less than 1 year	127	38.0	38.0	38.0
	1-2 years	83	24.9	24.9	62.9
	3-4 years	54	16.2	16.2	79.0
	Above 4 years	70	21.0	21.0	100.0
	Total	334	100.0	100.0	

The data collected shows that out of 334, 59.0% (n=197) were male and 41% (n=137) were female. The number of male respondents is more than the number of female respondents. This is aligned with the fact that there are more males than females in Kuwait, as shown in figure 10(The public for civil information, 2019).

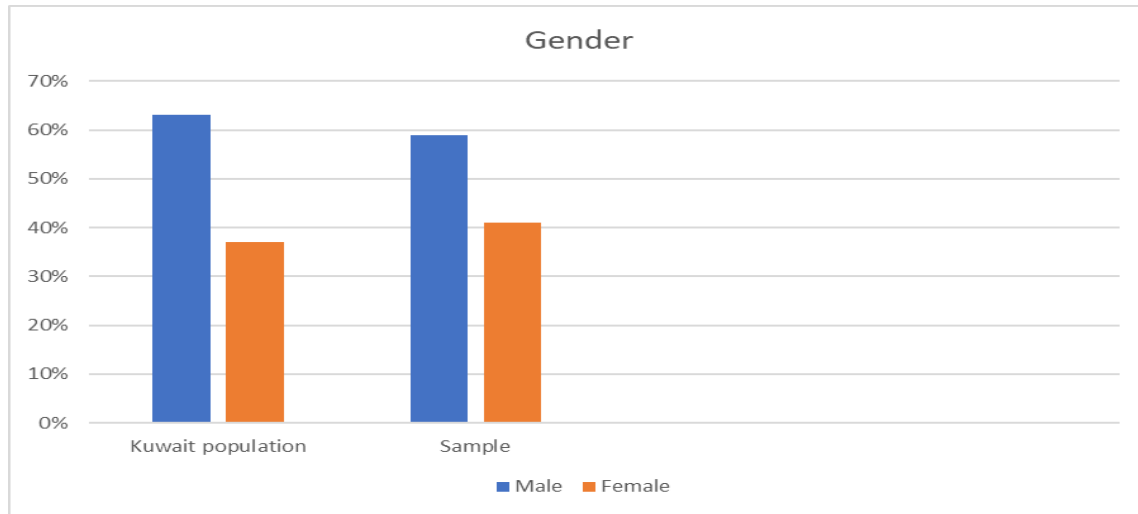


Figure 10 Gender for Kuwait population and Sample of the study

The next variable of the study is age. The researcher has categorized age into four categories, namely less than 25 years, 25-34 years, 35-44 years, and 45-54 years. The data collected shows that most of the respondents ($n=68$, 20.4%) belong to category Less than 25 years, respondents ($n=139$, 41.6%) belong to the age group 25-34. There were 28.4% ($n=95$) respondents who belong to the age group 35-44 years. Finally, there were only 9.6% ($n=32$) respondents who belong to the category 45-54 years. It is evident from the table that there are fewer respondents in the 45-54 years' age group as compared to a number of respondents who are in the age group 25-34 years. The researcher will apply the t-test and Anova to check the difference in the perception of respondents with different age groups. It is also aligned with Kuwait statistics age categories, as shown in figure 11 (The public for civil information, 2019).

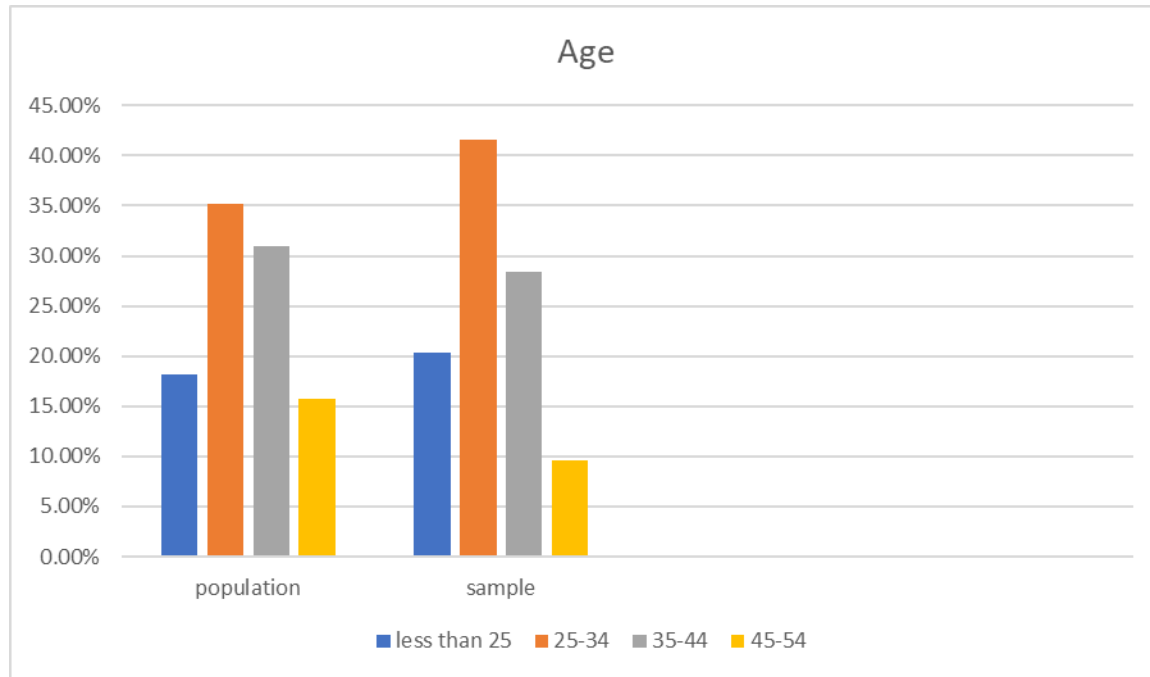


Figure 11 Age of Kuwait population and Sample of the study

The next demographic variable is Academic Qualification. The researcher categorized it into the following groups, namely high school, diploma, bachelor's degree, master's degree, and any other. Most of the respondents ($n=149$, 44.6%) have a Bachelor's Degree, which is followed by a group who have High school is 24.6% ($n=82$) as the highest qualification. 18.3% ($n=61$) have diploma and 9.9% ($n=33$) have master degree. Only 2.7% ($n=9$) have other qualifications. The results also aligned with Kuwait statistics, as shown in figure 12 (The public for civil information, 2019).

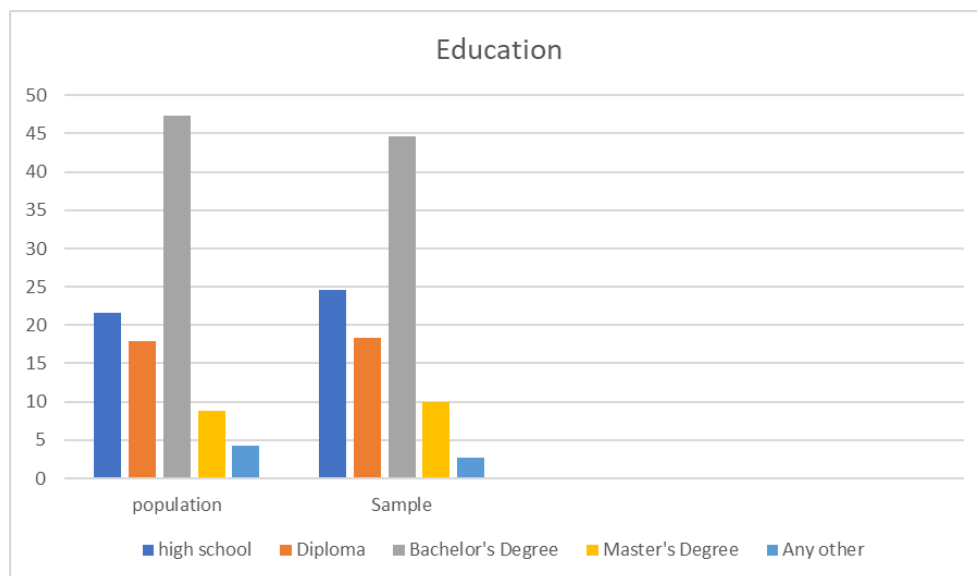


Figure 12 Academic Qualification for Kuwait population and Sample of the study

The next demographic variable is Marital Status. The researcher categorized it into the following groups, namely single, married, divorced/widowed, and others. Most of the respondents ($n=169$, 50.6%) are single, which is followed by a group who are married ($n=157$, 47%). 1.5% ($n=5$) have another marital status. Only 0.9% ($n=3$) are divorced or widowed. Again, this is aligned with Kuwait statistics, as shown in figure 13 (The public for civil information, 2019).

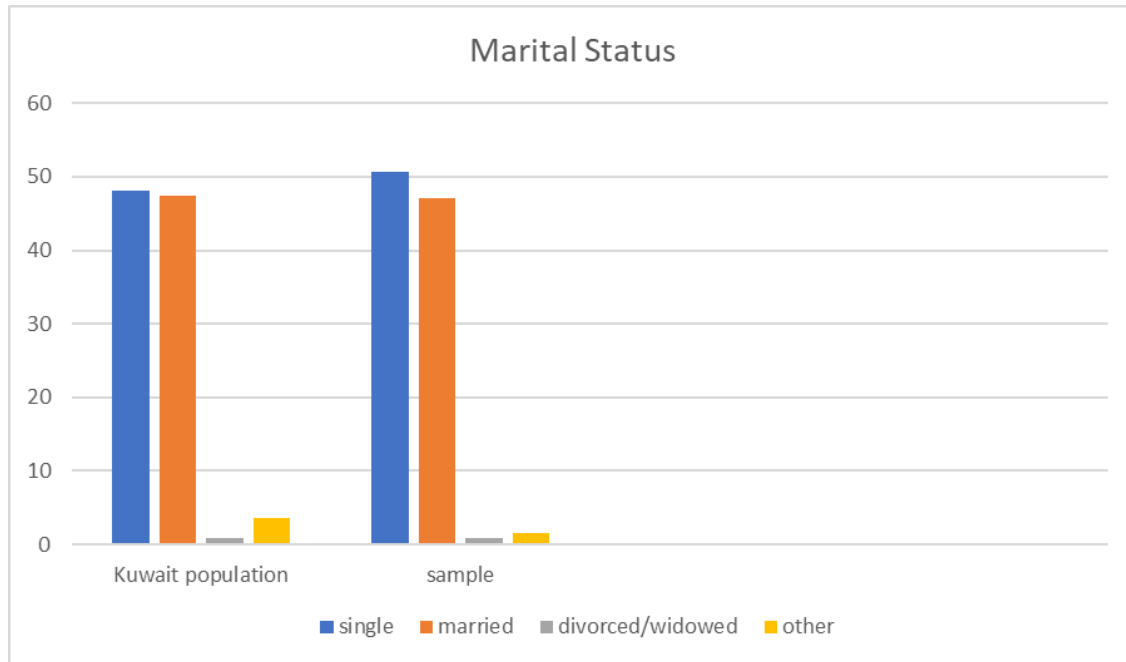


Figure 13 Marital status of Kuwait population and sample of the study

The researcher also gathers the information related to monthly income. The researcher categorized it into the following groups less than 1000, 1000-2000, 2001-3000, and above 3000. Most of the respondents (n=266, 79.6%) have a monthly salary of less than 1000, which is followed by a group that has salaries in the range of 1000-2000. 17.4% (n=58) respondents have salaries in the mentioned range. 2.1% (n=7) have monthly income as 2001-3000. Only 0.9% (n=3) have salaries above 3000, as shown in figure 14 (Central Statistical Bureau, 2019).

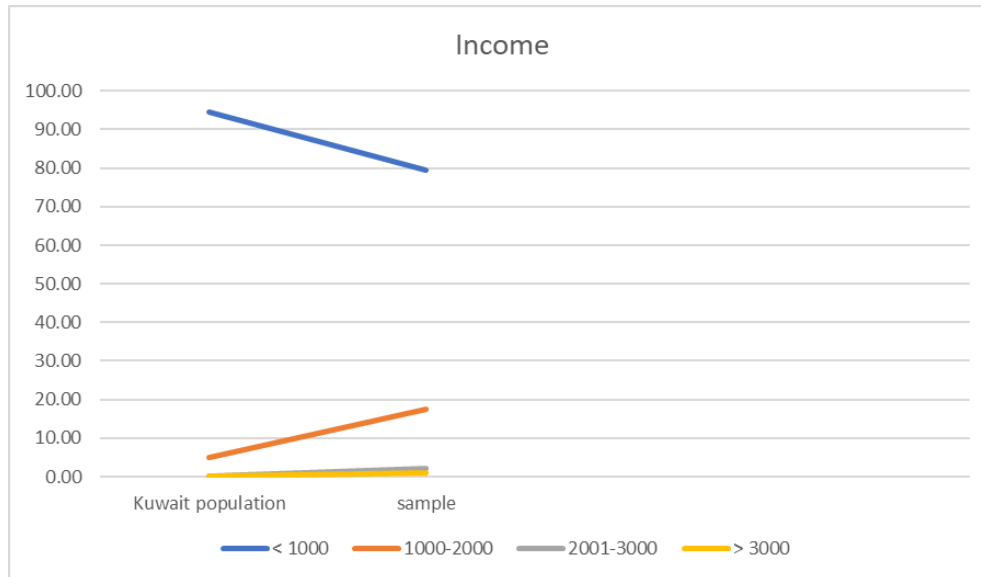


Figure 14 Income for Kuwait population and sample of the study

As far as the level of employment is concerned, the researcher categorizes it into the following categories. Lower Level, Middle Level, and Top level. There were 50.3% (n=168) respondents who work at a lower level. 45.8% (n=153) work at middle level and 3.9% (n=13) work at top level. The results aligned with (Central Statistical Bureau, 2019).

The next variable is “Overall Experience”, the categories are 0-5 year, 6 -10 years, 11-15 years and above 15 Years. 38.9% (n=130) have 6-10 years, 27.5 % (n=92) have 0-5 year, 18.3% (n=61) above 15 years and 15.3 % (n=51) have 11-15 years of overall experience. Also, the results aligned with Kuwait statistics (Central Statistical Bureau, 2019).

The next variable is “Experience at Current Position,” the researcher collected the data into groups named as less than 1 year, 1-2 years, 3-4 years, and above 4 years. 38% (n=127) respondents have less than one year of experience at current position. 24.9% (n=83) respondents have 1-2 years’ experience at current position. 21% (n=70) respondents have above 4 years of experience, and 16.2% (n=54) have 3-4 years of experience. This result aligned with a statistical report (Central Statistical Bureau, 2019).

The sample is representing the population of Kuwait; this will help the researcher to sum up the outcomes to the entire population, as shown in figures 10,11,12,13,14.

4.3 Descriptive Analysis

In this current section, the researcher presented the outcomes of the descriptive analysis, which is an essential part of this analysis. The Researcher checks the normality of the data, which is important as a requirement for conducting other inferential statistics. Mean, standard deviation, skewness and kurtosis values are used to check the normality of data. As mentioned in chapter 3, the researcher studies factors, namely, employee relation, incentives, training, empowerment, leadership, employee engagement, and employee creative behavior. Table Five shows the coding used for various factors and their items for the current study. The factors are abbreviated as employee relation (EMPREL), incentives (INC), training (TRN), empowerment (EMPWMNT), leadership (LEAD), employee engagement (EMPENG) and employee creative behavior (EMPCRTBEH).

Table 5 Detail of coding of factors and its items

Statements	Code
Incentives	INC
My organization provides enough payment to meet the requirements of life.	INC1
My organization provides rewards for skilled employees commensurate with their performance.	INC2
My organization provides bonuses for workers according to their post and consistent with their level of performance.	INC3
My organization provides overtime payments to employees after working hours.	INC4

My organization provides transportation allowances for those who live in far areas.	INC5
My organization provides a fair and adequate compensation on retirement.	INC6
Employee Relation.	EMPREL
Some co-workers are hard to work with*	EMPREL1
There are certain co-workers that I come into conflict with*	EMPREL2
I find it hard to work with at least one group of workers*	EMPREL3
I am valued by my supervisor.	EMPREL4
My supervisor respects me.	EMPREL5
I find it hard to work with my supervisor*	EMPREL6
A culture of harmonious working relationships is encouraged in this organization.	EMPREL7
Positive working relationships are encouraged in this organization.	EMPREL8
The organization favors certain groups or individuals over others*	EMPREL9
Training.	TRN
This organization is much concern about my career development and growth opportunities for the future by performance management.	TRN1
Training programs provided by the organization are adequate for my development.	TRN2
Staff training allows employees to proactively identify future challenges.	TRN3
In my organization, employees adapt quickly to difficult situations due to training.	TRN4
With training, I am completely focused on my work.	TRN5

I am now more involved in my work, and days go by very quickly due to training.	TRN6
Leadership.	LEAD
My leader is considerate.	LEAD1
My leader is flexible and ready to rethink his / her point of view	LEAD2
My leader creates trust in other people	LEAD3
My leader stands up for his / her subordinates	LEAD4
My leader has an open and honest style	LEAD5
My leader is just in treating subordinates	LEAD6
My leader creates an atmosphere free of conflict	LEAD7
My leader allows his / her subordinates to decide	LEAD8
My leader listens to ideas and suggestions	LEAD9
My leader criticizes in a constructive way	LEAD10
My leader shows regard for the subordinates as individuals	LEAD11
Employee Empowerment	EMPWMNT
The work I do is very important to me.	EMPWMNT1
My job activities are personally meaningful to me.	EMPWMNT2
The work I do is meaningful to me.	EMPWMNT3
I am confident about my ability to do my job.	EMPWMNT4
I am self-assured about my capabilities to perform my work activities.	EMPWMNT5
I have mastered the skills necessary for my job.	EMPWMNT6
I have significant autonomy in determining how I do my job.	EMPWMNT7
I can decide on my own how to go about doing my work.	EMPWMNT8
I have considerable opportunity for independence and freedom in how I do my job.	EMPWMNT9
My impact on what happens in my organization is large.	EMPWMNT10
I have a great deal of control over what happens in my	EMPWMNT11

organization.	
I have significant influence over what happens in my organization.	EMPWMNT12
Employee Engagement	EMPENG
I really “throw” myself into my job.	EMPENG1
Sometimes I am so into my job that I lose track of time.	EMPENG2
This job is all-consuming; I am totally into it	EMPENG3
My mind often wanders, and I think of other things when doing my job (R).	EMPENG4
I am highly engaged in this job	EMPENG5
Organization Engagement	EMPENG6
Being a member of this organization is very captivating	EMPENG7
One of the most exciting things for me is getting involved with things happening in this organization.	EMPENG8
I am really not into the “goings-on” in this organization. ®	EMPENG9
Being a member of this organization make me come “alive.”	EMPENG10
Being a member of this organization is exhilarating for me	EMPENG11
I am highly engaged in this organization.	EMPENG12
Employee Creative Behavior.	EMPCRTBEH
Suggests new ways to achieve goals and objectives.	EMPCRTBEH1
Comes up with new and practical ideas to improve performance.	EMPCRTBEH2
Searches out new technologies, processes, techniques, and/or product ideas.	EMPCRTBEH3
Suggests new ways to increase quality.	EMPCRTBEH4
Is a good source of creative ideas.	EMPCRTBEH5
Not afraid to take risks.	EMPCRTBEH6

Promotes and champions ideas to others.	EMPCRTBEH7
Exhibits creativity on the job when given the opportunity to.	EMPCRTBEH8
Develops adequate plans and schedules for the implementation of new ideas.	EMPCRTBEH9
Often has new and innovative ideas.	EMPCRTBEH10
Comes up with creative solutions to problems.	EMPCRTBEH11
Often has a fresh approach to problems.	EMPCRTBEH12
Suggests new ways of performing work tasks.	EMPCRTBEH13

The researcher used statistical software SPSS version 21.0 to run the descriptive analysis. The results of the test are summarized in table Six. As shown in the table, it includes mean, standard deviation (SD), skewness and kurtosis values, which are used to describe the normality of the data. The Mean or average is possibly the most commonly used method of describing central tendency. The Standard Deviation demonstrates the relation that set of scores has to the mean of the sample. SD provides a signal of how far the individual responses to a question vary or "deviate" from the mean. Skewness is a degree of asymmetry, and kurtosis is a measure of 'peakedness' of a distribution. Skewness is a degree of the asymmetry of the distribution of a variable. The skew value of a normal distribution is zero, usually implying symmetric distribution. A positive skew value indicates that the tail on the right side of the distribution is longer than the left side and the vast majority of the values recline to the left of the mean. In contrast, a negative skew value indicates that the tail on the left side of the distribution is longer than the right side and the bulk of the values recline to the right of the mean. The data is considered normal if its skewness values are between -2 and +2, and kurtosis values are between -7.0 and +7.0 (Hair, Celsi, Money, Samouel, & Page , 2015). The researcher will use these criteria to test the normality of the distributions.

Table 6 Descriptive Analysis of all the items (N=334)

	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error

INC1	3.49	.958	-.777	.133	.527	.266
INC2	3.38	1.027	-.654	.133	-.091	.266
INC3	3.47	1.095	-.592	.133	-.255	.266
INC4	3.53	1.073	-.819	.133	.161	.266
INC5	3.49	1.084	-.830	.133	.075	.266
INC6	3.50	1.040	-.901	.134	.401	.266
EMPREL1	3.65	.917	-.505	.133	.067	.266
EMPREL2	3.45	.981	-.491	.133	-.093	.266
EMPREL3	3.35	1.039	-.492	.133	-.342	.266
EMPREL4	3.72	.894	-.780	.133	.883	.266
EMPREL5	3.75	.871	-.803	.133	1.044	.266
EMPREL6	3.29	1.135	-.347	.133	-.688	.266
EMPREL7	3.69	.892	-.792	.133	.984	.266
EMPREL8	3.75	.848	-.827	.133	1.286	.266
EMPREL9	3.54	.979	-.681	.133	.299	.266
TRN1	3.54	.985	-.716	.133	.422	.266
TRN2	3.58	.951	-.760	.133	.487	.266
TRN3	3.60	.956	-.750	.133	.590	.266
TRN4	3.57	.883	-.479	.133	.161	.266
TRN5	3.70	.903	-.830	.134	1.045	.267
TRN6	3.67	.836	-.608	.134	.750	.267
LEAD1	3.64	.868	-.824	.133	1.373	.266
LEAD2	3.66	.840	-.924	.134	1.537	.266
LEAD3	3.70	.860	-.826	.133	1.194	.266
LEAD4	3.64	.889	-.754	.133	.864	.266
LEAD5	3.71	.929	-.855	.133	.947	.266
LEAD6	3.66	.882	-.781	.133	1.105	.266
LEAD7	3.69	.838	-.738	.133	1.010	.266

LEAD8	3.64	.878	-.847	.133	1.030	.266
LEAD9	3.75	.869	-.844	.134	1.242	.266
LEAD10	3.63	.894	-.754	.134	.791	.267
LEAD11	3.70	.849	-.862	.134	1.375	.268
EMPWMNT1	3.99	.784	-.875	.133	1.465	.266
EMPWMNT2	3.94	.710	-.670	.133	1.472	.266
EMPWMNT3	3.94	.747	-.855	.133	2.017	.266
EMPWMNT4	4.06	.786	-1.070	.133	1.364	.266
EMPWMNT5	4.01	.786	-.990	.133	1.132	.266
EMPWMNT6	3.95	.773	-.779	.133	1.537	.266
EMPWMNT7	3.90	.750	-.943	.133	1.339	.266
EMPWMNT8	3.86	.772	-.777	.133	1.269	.266
EMPWMNT9	3.80	.818	-1.044	.133	1.031	.266
EMPWMNT10	3.72	.771	-.767	.133	1.387	.266
EMPWMNT11	3.61	.886	-.759	.133	.683	.266
EMPWMNT12	3.62	.862	-.747	.134	.794	.267
EMPENG1	3.75	.800	-.781	.133	1.201	.266
EMPENG2	3.62	.888	-.832	.133	.857	.266
EMPENG3	3.72	.832	-.642	.133	.887	.266
EMPENG4	3.50	.987	-.599	.134	-.076	.266
EMPENG5	3.81	.806	-.956	.134	1.064	.266
EMPENG6	3.70	.764	-.694	.134	1.335	.266
EMPENG7	3.70	.811	-.619	.134	1.180	.266
EMPENG8	3.70	.854	-.726	.134	1.034	.266
EMPENG9	3.47	.949	-.484	.134	.021	.266
EMPENG10	3.66	.858	-.653	.134	1.009	.268
EMPENG11	3.58	.853	-.530	.134	.412	.267
EMPENG12	3.73	.835	-.704	.134	1.248	.267

EMPCRTBEH1	3.79	.841	-.839	.133	1.461	.266
EMPCRTBEH2	3.83	.803	-.844	.133	1.792	.266
EMPCRTBEH3	3.83	.850	-.794	.133	1.359	.266
EMPCRTBEH4	3.86	.821	-.881	.133	1.696	.266
EMPCRTBEH5	3.78	.810	-.951	.133	1.116	.266
EMPCRTBEH6	3.79	.825	-.858	.133	1.500	.266
EMPCRTBEH7	3.82	.784	-.958	.133	1.194	.266
EMPCRTBEH8	3.85	.805	-1.013	.133	1.275	.266
EMPCRTBEH9	3.79	.801	-1.006	.133	1.135	.266
EMPCRTBEH10	3.76	.829	-.864	.133	1.557	.266
EMPCRTBEH11	3.84	.809	-.942	.133	1.081	.266
EMPCRTBEH12	3.77	.818	-.826	.134	1.497	.266
EMPCRTBEH13	3.83	.784	-.957	.135	2.231	.269

The values of skewness and kurtosis for all the items lie between the ranges specified by the skewness and kurtosis standards as shown in the table above. That is those values lie between +2.0 and -2.0. The skewness value is less than 2, and, in many cases, close to zero. Negative skewness was noticed in the above results. As the results are within the acceptable range, it can be concluded that the data is very close to normal distribution. It also indicates that the data fulfills the requirement of other inferential statistics that are performed in the later sections of this chapter.

The researcher also checks the overall mean, standard deviation, skewness, and kurtosis values for all the factors. Table Seven shows the descriptive statistics for all the factors of the current study.

Table 7 Descriptive Statistics for all the factors

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INC	334	3.47	.851	-.581	.133	-.034	.266
EMPREL	334	3.57	.682	-.596	.133	1.453	.266
TRN	334	3.61	.778	-.689	.133	.730	.266
LEAD	334	3.67	.747	-.967	.133	1.753	.266
EMPWMNT	334	3.86	.607	-1.118	.133	1.519	.266
EMPENG	334	3.66	.632	-.848	.133	1.169	.266
EMPCRTBEH	334	3.81	.697	-1.356	.133	3.957	.266
Valid N (listwise)	334						

Table Seven shows the values of mean, standard deviation, skewness, and kurtosis for all the factors of the main study. The values are within the acceptable range, as mentioned above. This further gives an indication that the data can be assumed as normally distributed. The results also shows that EMPWMNT has highest mean value ($M=3.86$, $SD=.607$) followed by other factors namely EMPCRTBEH ($M=3.81$, $SD=.697$), LEAD ($M=3.67$, $SD=.747$), EMPENG ($M=3.66$, $SD=.632$), TRN ($M=3.61$, $SD=.778$), EMPREL ($M=3.57$, $SD=.682$) and INC ($M=3.47$, $SD=.851$).

4.4 Reliability test of the data

In this section, the researcher discusses the results of the reliability of the data. The researcher conducted the reliability test for all the factors as well as for all the items of the study. The researcher uses Cronbach alpha to test whether the data is reliable or not. The test was conducted

using SPSS software version 21.0 The results are presented in Table Eight. The result shows that the value of Cronbach alpha is 0.895, which is highly acceptable.

Table 8 Reliability for Factors

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	7

Next, the researcher shows the results of the Item's total statistics and Cronbach's Alpha value for each factor if it is deleted in the current study. This will help the researcher to identify the impact of each factor in the current study. The results are presented in Table Nine. As shown, the values are greater than .7; therefore, it is highly acceptable. For all the factors also, the researcher finds that there is no need to delete any item. All the items are able to define the factor very well and make the scale consistent and reliable.

Table 9 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
INC	22.2027	11.608	.650	.902
EMPREL	22.1037	12.061	.755	.887
TRN	22.0670	11.392	.781	.884
LEAD	22.0052	11.593	.776	.884
EMPWMNT	21.8139	12.719	.696	.894
EMPENG	22.0167	12.403	.741	.889
EMPCRTBEH	21.8663	12.357	.665	.897

In this section, the researcher explains the results of the reliability test conducted using SPSS software version 21.0. The researcher uses Cronbach alpha to test whether the data is reliable or not. Table 10 shows the overall results of Cronbach's alpha for all the items of the current study. The results of the test show that the value of Cronbach alpha is 0.970. The value indicates the data is highly reliable.

Table 10 Reliability statistics for all the item

Reliability Statistics	
Cronbach's Alpha	N of Items
.979	69

Table 11 shows the results of Item total statistics and Cronbach's Alpha value for all the items of the current study. The overall coefficient (Cronbach's) alpha for these items of incentives factor is 0.861, which is found to be good (above 0.80) as per the rule of thumb. For all the items, the value of Cronbach alpha is greater, and the results also show that the value of Cronbach alpha is not changing drastically even if the item is deleted. Therefore, the researcher decided to keep all

the items to proceed further. All the items are able to define the factor very well and make the scale consistent and reliable.

Table 11 Item-Total Statistics for all the items

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
INC1	250.52	1480.334	.509	.978
INC2	250.65	1471.646	.582	.978
INC3	250.58	1469.770	.568	.978
INC4	250.50	1473.135	.533	.978
INC5	250.55	1474.140	.517	.978
INC6	250.53	1471.070	.579	.978
EMPREL1	250.37	1484.829	.463	.979
EMPREL2	250.59	1479.044	.511	.978
EMPREL3	250.69	1473.593	.551	.978
EMPREL4	250.30	1477.507	.585	.978
EMPREL5	250.27	1474.798	.637	.978
EMPREL6	250.75	1477.451	.458	.979
EMPREL7	250.33	1474.023	.637	.978
EMPREL8	250.27	1473.767	.675	.978
EMPREL9	250.50	1482.052	.474	.979
TRN1	250.49	1465.251	.690	.978
TRN2	250.44	1467.748	.684	.978
TRN3	250.41	1467.647	.682	.978
TRN4	250.45	1468.845	.725	.978
TRN5	250.31	1474.747	.617	.978
TRN6	250.34	1476.564	.651	.978
LEAD1	250.38	1471.178	.696	.978

LEAD2	250.35	1472.113	.703	.978
LEAD3	250.31	1472.092	.690	.978
LEAD4	250.38	1468.153	.723	.978
LEAD5	250.31	1468.643	.687	.978
LEAD6	250.36	1473.252	.652	.978
LEAD7	250.33	1471.683	.717	.978
LEAD8	250.38	1471.659	.680	.978
LEAD9	250.27	1470.351	.712	.978
LEAD10	250.40	1468.516	.716	.978
LEAD11	250.32	1467.544	.770	.978
EMPWMNT1	250.01	1489.769	.466	.978
EMPWMNT2	250.06	1489.497	.525	.978
EMPWMNT3	250.07	1483.569	.602	.978
EMPWMNT4	249.94	1486.506	.523	.978
EMPWMNT5	249.98	1485.913	.531	.978
EMPWMNT6	250.05	1483.809	.574	.978
EMPWMNT7	250.10	1481.987	.622	.978
EMPWMNT8	250.15	1483.619	.582	.978
EMPWMNT9	250.20	1473.281	.708	.978
EMPWMNT10	250.30	1475.999	.710	.978
EMPWMNT11	250.41	1472.589	.663	.978
EMPWMNT12	250.39	1470.789	.719	.978
EMPENG1	250.27	1488.184	.480	.978
EMPENG2	250.40	1485.921	.465	.979
EMPENG3	250.29	1480.181	.585	.978
EMPENG4	250.52	1480.103	.493	.978
EMPENG5	250.19	1481.053	.588	.978
EMPENG6	250.30	1477.751	.687	.978

EMPENG7	250.31	1476.011	.675	.978
EMPENG8	250.31	1471.229	.711	.978
EMPENG9	250.56	1474.664	.590	.978
EMPENG10	250.34	1472.348	.695	.978
EMPENG11	250.43	1476.304	.637	.978
EMPENG12	250.29	1472.866	.710	.978
EMPCRTBEH1	250.22	1472.632	.696	.978
EMPCRTBEH2	250.17	1476.925	.657	.978
EMPCRTBEH3	250.18	1473.229	.674	.978
EMPCRTBEH4	250.14	1474.461	.689	.978
EMPCRTBEH5	250.23	1472.234	.729	.978
EMPCRTBEH6	250.23	1475.099	.670	.978
EMPCRTBEH7	250.18	1475.889	.698	.978
EMPCRTBEH8	250.15	1477.690	.644	.978
EMPCRTBEH9	250.22	1475.446	.687	.978
EMPCRTBEH10	250.24	1472.646	.711	.978
EMPCRTBEH11	250.16	1475.513	.681	.978
EMPCRTBEH12	250.23	1475.820	.670	.978
EMPCRTBEH13	250.18	1477.301	.676	.978

Based on the results displayed in table 11, it is clear that all items have corrected item to correlation values greater than .05. Moreover, have a look at column “Cronbach's Alpha if Item Deleted,” it is clear that the value of Cronbach alpha is not affected therefore it indicates that it is of no use to delete any item as deletion of any item does not improve the overall reliability of this scale. It also shows the internal consistency of data is there. The results are shown in Table 11. Overall the results of reliability statistics show that the scale is good and consistent to proceed further. Therefore, these results allow the researcher to carry on other statistical tests as required in the current research.

4.5 Factor Analysis

The researcher has clearly mentioned in chapter Two that there are five independent factors that define employee creative behavior, and there is an employee engagement variable that has a moderating effect as per literature. The researcher used several items to measure each of the variables of the present study. In this section, the researcher wants to confirm the theoretical dimension using a statistical test called factor analysis.

Factor analysis is a statistical method that is utilized to depict the variability among observed, correlated variables in terms of a potentially lower number of undetected variables named factors (Sekaran & Bougie, 2016). The researcher used principal component analysis, also called PCA, with varimax rotation to examine the internal consistency of the composite variable. This technique is used to extract maximum common variance from all studied variables and puts them into a common score. As an index of all variables, the researcher can use this score for further analysis.

It is essential to run Kaiser-Meyer-Olkin (KMO) and Bartlett's Test; which is used to measure the suitability of data for Factor Analysis before conducting factor analysis. The test measures sampling adequacy for each variable in the model and for the complete model. The statistic is a measure of the proportion of variance among variables that might be a common variance. KMO values between 0.8 and 1 imply that the data is acceptable for sampling. Table 12 shows the results of the KMO and Bartlett's Test. It shows that the value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .921, which is again highly acceptable. Results of Bartlett's Test of Sphericity are also significant ($p < .05$). Therefore, the data is sufficient to apply PCA.

Table 12 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	6781.891
	Df	333
	Sig.	.000

The next following table shows the details about communalities, which indicate the quantity of variance in each variable that is accounted for. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. For principal components extraction, this is always equal to 1.0 for correlation analyses. Extraction communalities are considered estimates of the variance in each variable accounted for by the components. Table 13, mentioned below, presents communalities values for the factors before and after extraction. The communalities in this table are all high (greater than 0.5), which shows that the extracted components represent the variables well. This also indicates that data is good for PCA. The results of all the communalities are presented in table 13. The communality values are high, and therefore there is no need to delete the item at this stage.

Table 13 Communalities

	Initial	Extraction
INC1	1.000	.518
INC2	1.000	.675
INC3	1.000	.624
INC4	1.000	.562
INC5	1.000	.590
INC6	1.000	.606
EMPREL1	1.000	.523
EMPREL2	1.000	.741
EMPREL3	1.000	.735

EMPREL4	1.000	.464
EMPREL5	1.000	.529
EMPREL6	1.000	.630
EMPREL7	1.000	.526
EMPREL8	1.000	.604
EMPREL9	1.000	.518
TRN1	1.000	.701
TRN2	1.000	.658
TRN3	1.000	.596
TRN4	1.000	.697
TRN5	1.000	.659
TRN6	1.000	.651
LEAD1	1.000	.668
LEAD2	1.000	.755
LEAD3	1.000	.707
LEAD4	1.000	.770
LEAD5	1.000	.767
LEAD6	1.000	.664
LEAD7	1.000	.807
LEAD8	1.000	.754
LEAD9	1.000	.743
LEAD10	1.000	.755
LEAD11	1.000	.827
EMPWMNT1	1.000	.653
EMPWMNT2	1.000	.659
EMPWMNT3	1.000	.721
EMPWMNT4	1.000	.800
EMPWMNT5	1.000	.774

EMPWMNT6	1.000	.755
EMPWMNT7	1.000	.682
EMPWMNT8	1.000	.654
EMPWMNT9	1.000	.678
EMPWMNT10	1.000	.735
EMPWMNT11	1.000	.784
EMPWMNT12	1.000	.747
EMPENG1	1.000	.669
EMPENG2	1.000	.635
EMPENG3	1.000	.734
EMPENG4	1.000	.538
EMPENG5	1.000	.664
EMPENG6	1.000	.675
EMPENG7	1.000	.653
EMPENG8	1.000	.685
EMPENG9	1.000	.630
EMPENG10	1.000	.666
EMPENG11	1.000	.605
EMPENG12	1.000	.729
EMPCRTBEH1	1.000	.742
EMPCRTBEH2	1.000	.771
EMPCRTBEH3	1.000	.695
EMPCRTBEH4	1.000	.755
EMPCRTBEH5	1.000	.787
EMPCRTBEH6	1.000	.678
EMPCRTBEH7	1.000	.732
EMPCRTBEH8	1.000	.662
EMPCRTBEH9	1.000	.716

EMPCRTBEH10	1.000	.753
EMPCRTBEH11	1.000	.773
EMPCRTBEH12	1.000	.744
EMPCRTBEH13	1.000	.816
Extraction Method: Principal Component Analysis.		

Table 14 below provides the results of Eigenvalues before extraction and after the extraction. A total of 69 items are there in data. Eigenvalues represent the variance explained by a precise linear component. The first five factors explain the comparatively larger amount of variance. In other words, it's the first five factors that explain nearly 80 percent of the variance, with the remaining 19 factors explaining less than 20% of the variance. The Eigenvalues seen under the column of extraction sums of squared loadings are just the same as in the initial Eigenvalues column, but the only difference is that the values of discarded items are ignored. Lastly, under the column of rotation sums of squared loadings, Eigenvalues post rotation is presented. Therefore, this results in the reduction of the complexity of the data set by using these components, with only a 20% loss of information. Table 16 shows that five factors are loaded that can be used to explain the major dimensions of the data. These results indicate that the dimensions obtained statistically are matching with the theoretical dimensions discussed in chapter 2 and later used in chapter 3 to develop hypotheses.

Table 14 Total Variance Explained

Component.	Initial Eigenvalues.			Extraction Sums of Squared Loadings.		
	Total.	% of Variance.	Cumulative %.	Total.	% of Variance	Cumulative %.
1	29.168	42.272	42.272	29.168	42.272	42.272
2	6.120	8.870	51.142	6.120	8.870	51.142
3	3.479	5.042	56.184	3.479	5.042	56.184
4	2.863	4.150	60.334	2.863	4.150	60.334
5	2.066	2.995	63.329	2.066	2.995	63.329

6	1.813	2.627	65.956	1.813	2.627	65.956
7	1.659	2.404	68.360	1.659	2.404	68.360
8	1.474	2.137	70.496			
9	1.178	1.707	72.204			
10	.979	1.418	73.622			
11	.884	1.282	74.904			
12	.868	1.258	76.162			
13	.777	1.126	77.288			
14	.712	1.031	78.319			
15	.664	.963	79.282			
16	.643	.931	80.213			
17	.603	.873	81.086			
18	.587	.851	81.937			
19	.570	.826	82.764			
20	.543	.787	83.551			
21	.507	.734	84.285			
22	.473	.686	84.970			
23	.458	.664	85.634			
24	.444	.644	86.279			
25	.434	.629	86.908			
26	.404	.586	87.494			
27	.396	.574	88.068			
28	.384	.556	88.624			
29	.380	.551	89.174			
30	.371	.538	89.712			
31	.349	.506	90.218			
32	.339	.491	90.709			
33	.322	.467	91.176			

34	.321	.465	91.641			
35	.309	.448	92.089			
36	.296	.430	92.519			
37	.280	.405	92.924			
38	.269	.389	93.313			
39	.262	.380	93.693			
40	.258	.375	94.067			
41	.240	.348	94.415			
42	.236	.341	94.757			
43	.218	.316	95.073			
44	.207	.300	95.373			
45	.200	.289	95.663			
46	.195	.283	95.946			
47	.190	.276	96.222			
48	.182	.263	96.485			
49	.179	.260	96.745			
50	.165	.239	96.984			
51	.160	.232	97.216			
52	.156	.226	97.443			
53	.152	.220	97.663			
54	.144	.209	97.872			
55	.141	.205	98.077			
56	.138	.199	98.276			
57	.128	.185	98.461			
58	.123	.178	98.639			
59	.116	.169	98.808			
60	.115	.166	98.974			
61	.110	.160	99.134			

62	.100	.145	99.279			
63	.092	.133	99.411			
64	.084	.122	99.534			
65	.078	.113	99.647			
66	.067	.098	99.745			
67	.062	.090	99.835			
68	.060	.087	99.922			
69	.054	.078	100.000			

Further, the researcher uses the scree plot diagram to display the results of loaded factors graphically. A scree plot shows the eigenvalues on the y-axis and the number of factors on the x-axis. It always displays a downward curve. The point where the slope of the curve is manifestly leveling off shows the number of factors that should be generated by the analysis. Figure 15 noticeably exhibits that seven factors are loaded during the extraction process while applying PCA.

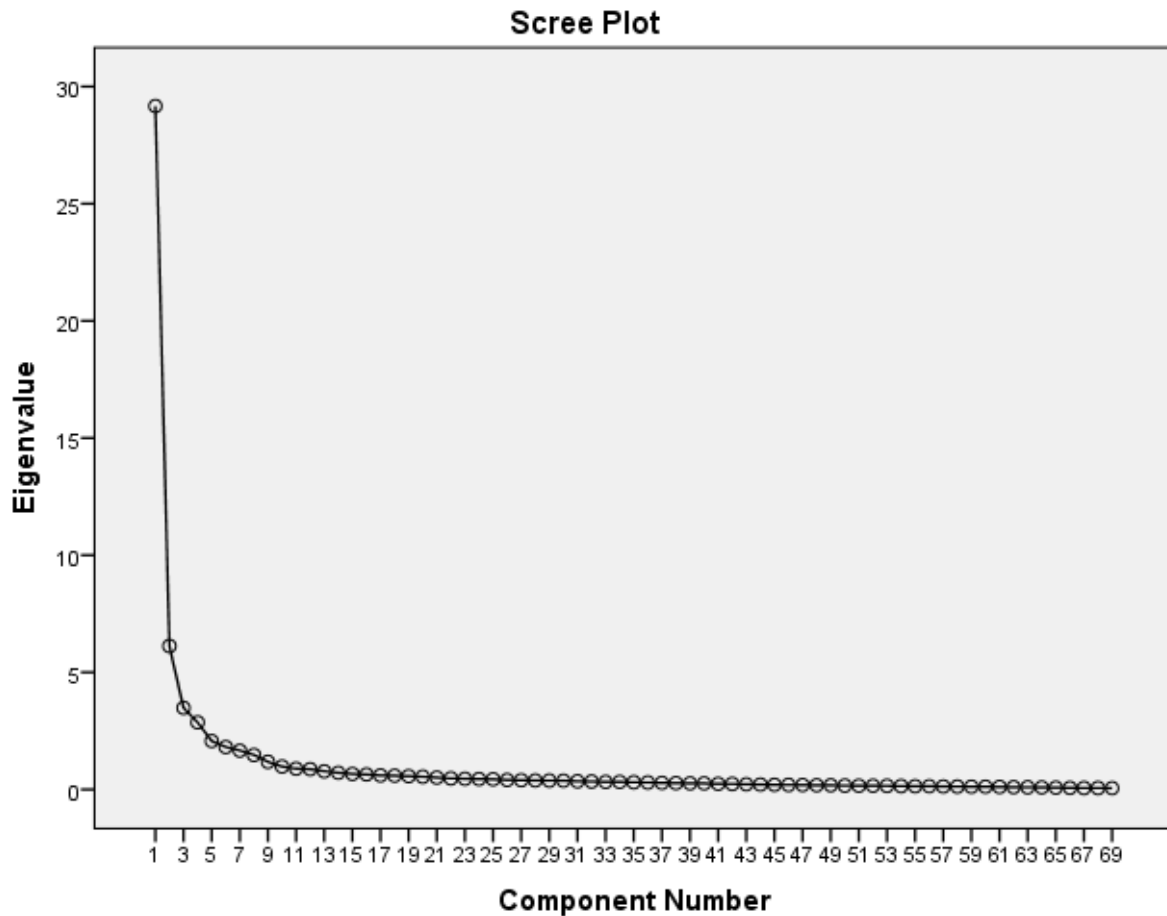


Figure 15 Scree Plot

Further to this, table 15 shows the results of the rotation component matrix. The idea of rotation is to decrease the number of factors on which the variables under investigation have high loadings. Rotation does not actually change anything but makes the clarification of the analysis simpler. The higher the absolute value of the loading, the more the factor contributes to the variable. In our case, all the loading is above .05, which is cut off loading point in our study. Some items are loaded within two factors, so the researcher decided to keep it in a factor with high loading. Items whose loadings are less than .05 are automatically not considered for further analysis. The results of the rotated component matrix confirm that the factors obtained and item loaded into each factor matched with the theoretical dimensions and its defining items.

Table 15 Rotated component Matrix

Rotated Component Matrix ^a							
	Component						
	1	2	3	4	5	6	7
INC1	.616						
INC2	.659						
INC3	.584						
INC4	.565						
INC5	.647						
INC6	.644						
EMPREL1		.622					
EMPREL2		.789					
EMPREL3		.744					
EMPREL4		.575					
EMPREL5		.522					
EMPREL6		.695					
EMPREL7		.505					
EMPREL8		.566					
EMPREL9		.611					
TRN1			.656				
TRN2			.569				
TRN3			.542				
TRN4			.577				
TRN5			.529				
TRN6			.626				
LEAD1				.690			
LEAD2				.764			

LEAD3				.728			
LEAD4				.788			
LEAD5				.808			
LEAD6				.708			
LEAD7				.823			
LEAD8				.751			
LEAD9				.759			
LEAD10				.760			
LEAD11				.794			
EMPWMNT1					.715		
EMPWMNT2					.726		
EMPWMNT3					.725		
EMPWMNT4					.821		
EMPWMNT5					.792		
EMPWMNT6					.758		
EMPWMNT7					.671		
EMPWMNT8					.597		
EMPWMNT9					.621		
EMPWMNT10					.662		
EMPWMNT11						.637	
EMPWMNT12						.529	
EMPENG1						.691	
EMPENG2						.649	
EMPENG3						.714	
EMPENG4						.508	
EMPENG5						.561	
EMPENG6						.551	
EMPENG7						.535	

EMPENG8						.602	
EMPENG9						.686	
EMPENG10						.725	
EMPENG11						.620	
EMPENG12						.731	
EMPCRTBEH1							.779
EMPCRTBEH2							.814
EMPCRTBEH3							.750
EMPCRTBEH4							.791
EMPCRTBEH5							.784
EMPCRTBEH6							.731
EMPCRTBEH7							.751
EMPCRTBEH8							.715
EMPCRTBEH9							.740
EMPCRTBEH10							.776
EMPCRTBEH11							.809
EMPCRTBEH12							.798
EMPCRTBEH13							.836
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 9 iterations.							

In the next sections, the researcher will test the hypotheses and discuss their results based on the adoption of appropriate statistical tests.

4.6 Hypothesis Testing

In this section, the researcher tests the different hypotheses discussed in chapter Three. The following are the hypothesis.

4.6.1 Testing H_01 to H_05 using Pearson correlation test

In this section, the researcher examines the following hypotheses

H_{01} : Incentives does not significantly relate to employee creative behavior at workplace in Kuwait.

H_{02} : Employee Relations does not significantly relate to employee creative behavior at workplace in Kuwait.

H_{03} : Training does not significantly relate to employee creative behavior at workplace in Kuwait.

H_{04} : Empowerment does not significantly relate to employee creative behavior at workplace in Kuwait.

H_{05} : Leadership does not significantly relate to employee creative behavior at workplace in Kuwait.

The researcher uses the Pearson correlation test to test the above hypothesis. The level of significance is 0.05 for the correlation analysis. Table 16 displays the results of the Pearson correlation (r) for all the variables of the study. The correlation matrix identifies the relationship between the IV and the DV.

Table 16 Pearson Correlation values between Variables

		INC	EMPREL	TRN	LEAD	EMPWMNT	EMPENG	EMPCRTBEH
INC	Pearson Correlation	1	.677**	.630**	.599**	.416**	.517**	.636**
	Sig. (2-tailed)		0	0	0	0	0	0
EMPREL	Pearson Correlation	.677**	1	.655**	.668**	.535**	.594**	.784**
	Sig. (2-tailed)	0		0	0	0	0	0
TRN	Pearson Correlation	.630**	.655**	1	.717**	.579**	.587**	.718**
	Sig. (2-tailed)	0	0		0	0	0	0
LEAD	Pearson Correlation	.599**	.668**	.717**	1	.599**	.587**	.552**
	Sig. (2-tailed)	0	0	0		0	0	0
EMPWMNT	Pearson Correlation	.416**	.535**	.579**	.599**	1	.614**	.686**
	Sig. (2-tailed)	0	0	0	0		0	0
EMPENG	Pearson Correlation	.517**	.594**	.587**	.587**	.614**	1	.714**
	Sig. (2-tailed)	0	0	0	0	0		0
EMPCRTBEH	Pearson Correlation	.636**	.784**	.718**	.552**	.686**	.714**	1
	Sig. (2-tailed)	0	0	0	0	0	0	
**. Correlation is significant at the 0.01 level (2-tailed).								

Based on the foregoing table, the researcher revealed that there is a substantial relationship between the IV and the DV of the current study. The researcher performed the statistical test named Pearson correlation to check the inter-relationship between variables “incentives, employee relations, training, empowerment, leadership, and employee creative behavior” at workplace in Kuwait. The significance was also tested for each relationship of the study. The results show the significance level is .05. ($p < .05$) The result of the Pearson correlation test displays that there is an ($r = .784$, $p < .05$) very positive correlation between the factor “Employee Relations” and “employee creative behavior” at workplace in Kuwait. The result also shows that there is a great positive correlation ($r = .718$, $p < .05$) between the factor “training” and “employee creative behavior” at workplace in Kuwait. Further ($r = .636$, $p < .05$) a very strong positive correlation between the factors “incentives” and “employee creative behavior” at workplace in Kuwait. There exist a strong positive correlation ($r = .686$, $p < .05$) between the factor “empowerment” and “employee creative behavior” at workplace in Kuwait, ($r = .552$, $p < .05$) positive correlation between the factor “leadership” and “employee creative behavior” at workplace in Kuwait. Based on above results, the researcher accepted or rejected the hypothesis; the results are summarized in Table 17.

Table 17 Results of Hypothesis ($p < .05$)

Hypothesis	Result
H ₀ 1: Incentives does not significantly relate to employee creative behavior at workplace in Kuwait.	Rejected
H ₀ 2: Employee Relations does not significantly relate to employee creative behavior at workplace in Kuwait.	Rejected
H ₀ 3: Training does not significantly relate to employee creative behavior at workplace in Kuwait.	Rejected
H ₀ 4: Empowerment does not significantly relate to employee creative behavior at workplace in Kuwait.	Rejected
H ₀ 5: Leadership does not significantly relate to employee creative behavior at workplace in Kuwait.	Rejected

4.6.2 Testing H₀6 to H₀15

In this section, the researcher tests the influence and mediating effect of employee engagement between all the independent variables (incentives, employee relations, training, empowerment, and leadership) and dependent variables (employee creative behavior). In order to achieve the above objectives, the researcher tested the following hypothesis under this section.

H₀₆: Incentives does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₇: Employee Relations does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₈: Training does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₉: Empowerment does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₁₀: Leadership does not significantly influence employee creative behavior at workplace in Kuwait.

H₀₁₁: Employee Engagement does not mediate the impact of Incentives on Employee Creative Behavior at workplace in Kuwait.

H₀₁₂: Employee Engagement does not mediate the impact of Employee Relations on Employee Creative Behavior at workplace in Kuwait.

H₀₁₃: Employee Engagement does not mediate the impact of Training on Employee Creative Behavior at workplace in Kuwait.

H₀₁₄: Employee Engagement does not mediate the impact of Empowerment on Employee Creative Behavior at workplace in Kuwait.

H₀₁₅: Employee Engagement does not mediate the impact of Leadership on Employee Creative Behavior at workplace in Kuwait.

The first condition to be tested to establish or check the mediation effect is to check the correlation between all the variables. As shown in Table 16, the relationship between independent variables (incentives, employee relations, training, empowerment, and leadership) and dependent variables (employee creative behavior) is tested using Pearson's correlation test. The test values show that a strong positive and significant relationship exists among the variables. This is discussed in the previous section, also. Moreover, when the researcher checks the relationship between independent variables (incentives,

employee relations, training, empowerment, and leadership) and employee engagement, the results are significant and strong also.

The relationship of EMPENG with INC is positive and significant ($r=.517$, $p<0.05$). The same kind of relationship is observed with EMPREL ($r=.594$, $p<0.05$), with TRN ($r=.587$, $p<0.05$), with LEAD ($r=.587$, $p<0.05$), with EMPWMNT ($r=.614$, $p<0.05$). The researcher also examines the relationship between EMPENG and EMPCRTBEH. Relatively stronger correlation is observed between EMPENG and EMPCRTBEH ($r=.714$, $p<0.05$). The results are shown in Table 16.

To examine the mediating role of EMPENG, the researcher has followed the steps mentioned by Baron and Kenny (1986). The Baron and Kenny (1986) method is an analysis scheme for testing mediation hypotheses. In this method for mediation, there are two pathways to the dependent variables. The independent variables (incentives, employee relations, training, empowerment, and leadership) must predict the dependent variable (employee creative behavior), and the independent variable must predict the mediator (employee engagement). Mediation is tested by conducting the following regressions

1. Independent variables (incentives, employee relations, training, empowerment, and leadership) predicting the dependent variable (employee creative behavior).
2. Independent variable (incentives, employee relations, training, empowerment, and leadership) predicting the mediator (employee engagement).
3. Mediator (employee engagement) and dependent variable (employee creative behavior).
4. Independent variable (incentives, employee relations, training, empowerment, and leadership) and mediator (employee engagement) predicting the dependent variable (employee creative behavior).

Step Two and Three regression coefficients are multiplied to get the indirect effect.

Total effect = Direct effect + indirect effect

If regression One, Two, and Three are indicating significant relationships, then regression Four is conducted.

The following conditions must be met in the results to support mediation:

- The independent variable (incentives, employee relations, training, empowerment, and leadership) is shown to significantly influence the dependent variable (employee creative behavior) in the first model.
- Independent variable (incentives, employee relations, training, empowerment, and leadership) is shown to significantly influence the mediator in the second regression equation.
- The mediator must significantly influence the dependent variable (employee creative behavior) in the third equation. Here, the independent variable (incentives, employee relations, training, empowerment, and leadership) and mediator (employee engagement) are entered as predictors.

As per rule, there is a complete mediation when the independent variable no longer influences the dependent variable after the mediator has been controlled, and all of the above preconditions are met. Partial mediation arises when the IV's influence on the DV is reduced after the mediator is controlled.

Table 18 presents the output for regression model One, wherein predictors were incentives, employee relations, training, empowerment, and leadership. The outcome variable was employee creative behavior. A strong positive relationship was found between the predictors and outcome variables ($r=.73$). The R square value (0.561) suggests that a significant positive impact of INC, EMPREL, TRN, LEAD, and EMPWMNT on EMPCRTBEH. 56.1% of the variance in EMPCRTBEH is explained by INC, EMPREL, TRN, LEAD, and EMPWMNT. The F value and its level of significance implies model fit [$F(4,330)=110.721, p<0.05$]. The beta values are also significant for each of the variables. As shown in Table 18, the beta values of INC ($\beta=.240, p<0.05$), EMPIRE ($\beta=.596, p<0.05$), TRN ($\beta=.302, p<0.05$), LEAD ($\beta=.418, p<0.05$) and EMPWMNT ($\beta=.528, p<0.05$) have significant impact on EMPCRTBEH. As per the output of Table 18, the following hypotheses are rejected.

H₀₆: Incentives do not significantly influence employee creative behavior at workplace in Kuwait.

Rejected

H₀₇: Employee Relations does not significantly influence employee creative behavior at workplace in Kuwait. Rejected

H₀₈: Training does not significantly influence employee creative behavior at workplace in Kuwait.

Rejected

H₀₉: Empowerment does not significantly influence employee creative behavior at workplace in Kuwait.
Rejected

H₀₁₀: Leadership does not significantly influence employee creative behavior at workplace in Kuwait.
Rejected

Table 18 Regression output for model 1

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	Adjusted R Square	F	Sig.
	B	Std. Error	Beta							
(Constant)	.981	.201		4.460	.000	.730 ^a	0.573	0.561	110.721	.000 ^b
INC	.243	.061	.240	0.968	.000					
EMPREL	.613	.063	.596	1.851	.000					
TRN	.445	.058	.302	2.641	.000					
LEAD	.253	.023	.418	2.001	.000					
EMPWMNT	.443	.011	.528	1.118	.000					

a. Dependent Variable: EMPCRTBEH

b. Predictors: (Constant), INC, EMPREL, TRN, LEAD , EMPWMNT

Next, as mentioned above, the second regression was between INC, EMPREL, TRN, LEAD , and EMPWMNT as independent variables and EMPENG as the dependent variable (model Two). Table 19 shows the results of the regression for model Two. Based on the ANOVA output, it is implied that the variance in the DV is significantly predicted by the IV's [$F(4,330)=310.014, p<0.05$]. A significant and strong correlation was found between INC, EMPREL, TRN, LEAD , and EMPWMNT as independent variables and EMPENG ($r=.812$). Based upon the R square value, it is concluded that one unit change in the independent variables results in a 63 percent variance in the outcome variable. INC ($\beta=.065, p<0.05$) has a very strong and positive influence on employee engagement, EMPREL ($\beta=.718, p=.048$), TRN ($\beta=.707, p=.048$), LEAD ($\beta=.689, p=.048$) and EMPWMNT ($\beta=.713, p=.048$). Thus ,it can be stated that INC, EMPREL, TRN, LEAD , and EMPWMNThave a significant influence on EMPENG. The results are presented in Table 19.

Table 19 Regression output for model 2

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R	R Square	Adjusted R Square	F	Sig.
	B	Std. Error	Beta							
(Constant)	.164	.213		.1086	.433	.812 ^a	.634	.630	310.014	.000 ^b
INC	.215	.022	.065	1.112	.048					
EMPREL	.258	.024	.718	11.314	.000					
TRN	.314	.034	.707	9.562	.002					
LEAD	.458	.041	.689	3.562	.001					
EMPWMNT	.356	.205	.713	4.897	.000					
a. Dependent Variable: EMPENG										
b. Predictors: (Constant), INC, EMPREL, TRN, LEAD , EMPWMNT										

Table 20 Regression result for model 3

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	Adjusted R Square	F	Sig.
	B	Std. Error	Beta							
(Constant)	1.978	.216		7.161	.000	.706a	.674	.640	410.061	.000 ^b
EMPENG	.717	.057	.716	11.131	.000					

a. Dependent Variable: EMPCRTBEH b. Predictors: (Constant), EMPENG

Model Three output for regression between EMPENG as predictor and EMPCRTBEH as the dependent variable is given in table 20. A strong positive relationship is observed between these two variables ($r=.706$). The impact caused by EMPENG on EMPCRTBEH is also significant and strong, positive with 67.4 percent of the change being predicted by EMPENG. This model is a significant predictor of changes in EMPCRTBEH [$F(1,333)=410.061, p<0.05$]. The unstandardized coefficient value suggests that EMPENG is a strong predictor of EMPCRTBEH ($\beta=.716, p<0.05$).

Lastly, INC, EMPREL, TRN, LEAD, EMPWMNT, and EMPENG were regressed with EMPCRTBEH (model Four). Table 21 shows result of model Four. All the predictors INC, EMPREL, TRN, LEAD, EMPWMNT, and EMPENG were regressed against EMPCRTBEH. The model was found a fit with F value being large and significant [$F(2,264)=100.991, p<0.05$]. All three predictors were found to have a significant correlation. This correlation is strong and positive. R square value too implied that a significantly strong and positive impact is caused by the predictors. Employee engagement when added to the model as predictor the R square value has shown slight increase as against the one in model One.

Table 21 Regression result for Model 4

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R	R Square	Adjusted R Square	F	Sig.
	B	Std. Error	Beta							
(Constant)	.922	.208		4.441	.000	.795 ^a	0.632	0.626	100.991	.000 ^b
INC	.338	.070	.371	4.848	.000					
EMPREL	.211	.058	.208	3.633	.000					
TRN LEAD EMPWMNT EMPENG	.332	.084	.318	3.935	.000					

a. Dependent Variable: EMPCRTBEH b. Predictors: (Constant), INC, EMPREL, TRN, LEAD , EMPWMNT and EMPENG

Further, the researcher used Sobel's test calculator (Preacher and Leonardelli, n.d.) to investigate the significance level of the mediation effect. Based upon the same, the following findings are derived. The results of the Sobel's test are presented in Table 22. The result indicates that for both relationships, employee engagement was found to be significantly mediating the impact of INC, EMPREL, TRN, LEAD, and EMPWMNT on EMPCRTBEH. Thus, the hypotheses H_{011} and H_{016} are rejected.

Table 22 Sobel's Test statistics

Sobel's Test	Test statistic	Std. error	p-value
INC → EMPENG → EMPCRTBEH	7.714	0.037	.000
EMPREL → EMPENG → EMPCRTBEH	6.465	0.132	.031
TRN → EMPENG → EMPCRTBEH	5.359	0.256	.001
LEAD → EMPENG → EMPCRTBEH	6.398	0.425	.021
EMPWMNT → EMPENG → EMPCRTBEH	8.714	0.754	.000

The above discussion shows that the hypotheses H_{011} and H_{016} are rejected.

H_{011} : Employee Engagement does not mediate the impact of Incentives on Employee Creative Behavior at workplace in Kuwait. Rejected

H_{012} : Employee Engagement does not mediate the impact of Employee Relations on Employee Creative Behavior at workplace in Kuwait. Rejected

H_{013} : Employee Engagement does not mediate the impact of Training on Employee Creative Behavior at workplace in Kuwait. Rejected

H_{014} : Employee Engagement does not mediate the impact of Empowerment on Employee Creative Behavior at workplace in Kuwait. Rejected

H_{015} : Employee Engagement does not mediate the impact of Leadership on Employee Creative Behavior at workplace in Kuwait. Rejected

4.6.3 Testing hypotheses H_{016} using the t-test

The researcher in this section observes whether there is any difference in ECB on the basis of males and females in the workplace in Kuwait. The researcher tests the following hypothesis in this section.

H_{016} : Employee creative behavior mean value for male and female employees shows no significant difference in workplace in Kuwait.

Table 23 presents the results of group statistics of the t-test, where the researcher examines the difference between males and females towards employee creative behavior. The first table provides group statistics, and the second table shows the value of the t-test. Table 23 provides group statistics for the factor employee creative behavior based upon the gender of the respondent at workplace in Kuwait. The results of group statistics show that the mean value for the EMPCRTBEH factor for male and female respondents is not the same. Female respondents ($M=3.849$, $SD=.654$) have slightly higher mean value as compared to male respondents ($M=3.787$, $SD=.726$) at workplace in Kuwait.

Table 23 Group Statistics for Male and Female

	Gender	N	Mean	Std. Deviation	Std. Error Mean
EMPCRTBEH	Male	197	3.787	.726	.051
	Female	137	3.849	.654	.055

The second part of this analysis shows the t-statistics results, which helps the researcher understand whether the factor EMPCRTBEH was perceived differently by the male and female respondents. The following table 24 shows the results of the independent sample t-test for the factor EMPCRTBEH of the current study.

Table 24 provides the output of an Independent sample t-test that includes the results of Levene's test for equality of variance. The researcher first checks the results of Levene's test to check the equality of variance for the t-test. The output indicates that Levene's test for equality of variances ($F=0.687$, $p>0.05$) is met, suggesting that there is no significant difference exists

between two group's variances. Thus, the homogeneity of variance assumption is fulfilled for variables.

Based upon the t statistics and its significance value for variable employee creative behavior $t(332) = -.787, p > 0.05$, it is interpreted that male and female respondents show no significant differences in their perception towards employee creative behavior at workplace in Kuwait.

Table 24 Independent Samples Test for Male and Female

IndependentSamples Test										
		.Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee Creative Behavior	Equal variances assumed	.687	.408	-.787	332	.432	-.06110	.07760	-.21375	.09155
	Equal variances not assumed			-.802	310.607	.423	-.06110	.07616	-.21096	.08876

4.6.4 Testing hypotheses H_{017} to H_{023} using ANOVA

In this section, the researcher tests the hypotheses H_{017} to H_{023} using statistical test ANOVA. The test is conducted to know the difference in creative behavior on the basis of age, education level, income, marital status, overall experience of the employee, level of employment, and experience at current position. Therefore, the researcher tests the following hypotheses under this section.

H_{017} : Employee creative behavior mean value does not show a significant difference for age group of the employee in workplace in Kuwait.

H_{018} : Employee creative behavior mean value shows no significant difference for academic qualification of the employee in workplace in Kuwait.

H_{019} : Employee creative behavior mean value shows no significant difference based upon income level of the employee in workplace in Kuwait.

H_{020} : Employee creative behavior mean value shows no significant difference based upon Marital Status of the employee in workplace in Kuwait.

H_{021} : Employee creative behavior mean value shows no significant difference based upon overall experience of the employee in workplace in Kuwait.

H_{022} : Employee creative behavior mean value shows no significant difference based upon Level of Employment of the employee in workplace in Kuwait.

H_{023} : Employee creative behavior mean value shows no significant difference based upon Experience at Current Position of the employee in workplace in Kuwait.

The results of the Anova tests are presented in Table 25, 26, and 27. The researcher first checked the assumption for the ANOVA test, and the results are presented in Table 25. For this, researcher conducted test of homogeneity using statistical software SPSS 21.0 The results show that the p-value ($p=.236$, $p=.057$, $p=.416$, $p=.150$, $p=.325$, $p=.937$, and $p=.406$) for age,

education, marital status, income, overall experience, level of employment, experience at current position respectively and is greater than .05. This result indicates that the condition of homogeneity of variance is met, and the researcher is allowed to conduct the ANOVA test.

Table 25 Test of Homogeneity of Variances for all the control variables

	Levene Statistic	df1	df2	Sig.
Age	1.421	3	330	.236
Education	3.047	4	329	.057
Marital Status	.950	3	330	.416
Income	3.606	3	330	.150
Overall Experience	1.160	3	330	.325
Level of Employment	.065	2	331	.937
Experience at current position	.972	3	330	.406

The results of the ANOVA test are shown in the following table 26. The results are summarized for all the variables, namely age, education, marital status, income, overall experience, level of employment, and experience at current position. The various ages are Less than 25 years, 25-34 years, 35-44 years, and 45-54 years. For education, the various categories are High school, Diploma, Bachelor's Degree, Master's Degree, and Any Other. Further, the researcher also checks the other variables according to various categories specified and mention in sample profile section 4.2. It is clear from the output that employee creative behavior shows no significant difference based upon different age ($F(3,330) = .229, p = .876$). The F value and p-value are closely scrutinized and reveal that there is no difference in employee creative behaviour on the basis of the age of respondents. The F and p-value for variables education, marital status, income, overall experience, level of employment and experience at current position has results as ($F(4,329) = 2.539, p = .040$), ($F(3,330) = .491, p = .689$), ($F(3,330) = 2.189, p = .089$), ($F(3,330) = 1.757, p = .155$), ($F(2,331) = 3.415, p = .034$) and ($F(3,330) = 1.043, p = .374$) respectively. The results imply that there is no significant difference shows up among different groups of age, marital status, income, overall experience, and experience at current position towards the employee's creative behavior at workplace in Kuwait. However, there exists a difference in groups of education and level of employment towards employee creative behavior at workplace in Kuwait.

Table 26 ANOVA results for Employee Creative Behavior

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	.336	3	.112	.229	.876
	Within Groups	161.517	330	.489		
	Total	161.853	333			
Education	Between Groups	4.846	4	1.212	2.539	.040
	Within Groups	157.006	329	.477		
	Total	161.853	333			
Marital Status	Between Groups	.720	3	.240	.491	.689
	Within Groups	161.133	330	.488		
	Total	161.853	333			
Income	Between Groups	3.158	3	1.053	2.189	.089
	Within Groups	158.694	330	.481		
	Total	161.853	333			
Overall Experience	Between Groups	2.544	3	.848	1.757	.155
	Within Groups	159.309	330	.483		
	Total	161.853	333			
Level of Employment	Between Groups	3.272	2	1.636	3.415	.034
	Within Groups	158.580	331	.479		
	Total	161.853	333			
Experience at Current Position	Between Groups	1.520	3	.507	1.043	.374
	Within Groups	160.332	330	.486		
	Total	161.853	333			

Next, researcher conducted a post-hoc test called Tuckey HSD(Honest Significant Difference) to determine which education and employment level groups are different. The results are presented in Table 27.

Table 27 Post-hoc Test for Education and Level of Employment

Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Education	High school	Diploma	-.121	.116	.835	-.442	.1985
		Bachelor's Degree	-.246	.094	.074	-.506	.014
		Master's Degree	-.273	.142	.307	-.664	.116
		Any Other	-.522	.242	.200	-1.180	.142
	Diploma	High school	.121	.116	.835	-.198	.442
		Bachelor's Degree	-.124	.105	.761	-.412	.163
		Master's Degree	-.152	.149	.847	-.561	.257
		Any Other	-.400	.246	.483	-1.077	.275
	Bachelor's Degree	High school	.246	.094	.074	-.014	.506
		Diploma	.124	.105	.761	-.163	.412
		Master's Degree	-.027	.132	1.000	-.392	.336
		Any Other	-.276	.237	.771	-.927	.373
	Master's Degree	High school	.273	.142	.307	-.116	.664
		Diploma	.152	.149	.847	-.257	.561
		Bachelor's Degree	.027	.132	1.000	-.336	.392
		Any Other	-.248	.259	.874	-.961	.463
	Any Other	High school	.522	.242	.200	-.1428	1.188
		Diploma	.400	.246	.483	-.275	1.077
		Bachelor's Degree	.276	.237	.771	-.373	.927
		Master's Degree	.248	.259	.874	-.463	.961
Level of Employment	Lower Level	Middle level	-.078	.077	.568	-.260	.103
		Top level	-.509*	.199	.030	-.978	-.039
	Middle level	Lower Level	.078	.077	.568	-.103	.260
		Top level	-.430	.199	.081	-.901	.040

	Top level	Lower Level	.509*	.199	.030	.039	.978
		Middle level	.430	.199	.081	-.040	.901

*. The mean difference is significant at the 0.05 level.

Results of Tukey HSD exist in Table 27. The results show that it is only the mean difference between the educational groups and level of employment that reaches significance. The p -value for the different educational group is ($p > .05$), which shows that there is significant difference exists among different educational groups. There exists a difference among all the categories of education group's namely high school, diploma, bachelor's degree, master's degree, and any other. Similarly, the results ($p > .05$) shows that there is a difference exists among respondents who were working at a different level of employment, namely lower level, middle level, and top level. These results of the hypotheses related to group H_{017} and H_{023} are summarized in Table 28.

Table 28 Summarization of hypotheses H₀₁₇ and H₀₂₃

Hypotheses	Result
H ₀₁₇ : Employee creative behavior mean value does not show significant difference for age group of the employee in workplace in Kuwait.	Accepted
H ₀₁₈ : Employee creative behavior mean value shows no significant difference for academic qualification of the employee in workplace in Kuwait.	Rejected
H ₀₁₉ : Employee creative behavior mean value shows no significant difference based upon income level of the employee in workplace in Kuwait.	Accepted
H ₀₂₀ : Employee creative behavior mean value shows no significant difference based upon Marital Status of the employee in workplace in Kuwait.	Accepted
H ₀₂₁ : Employee creative behavior mean value shows no significant difference based upon overall experience of the employee in workplace in Kuwait.	Accepted
H ₀₂₂ : Employee creative behavior mean value shows no significant difference based upon Level of Employment of the employee in workplace in Kuwait.	Rejected
H ₀₂₃ : Employee creative behavior mean value shows no significant difference based upon Experience at Current Position of the employee in workplace in Kuwait.	Accepted

4.7 Review of Findings

The researcher provides a detailed analysis of the data in chapter Four. The analysis outcomes were organized into sections; each of them allows for a detailed analysis of all the dependent variables and employee creative behavior factors at workplace in Kuwait. Frequency and descriptive analysis were used to find the distribution of responses to each item. Mean values are used to know the importance of each factor. Further, researcher conducted factor analysis to explore the theoretical dimensions employee relation (EMPREL), incentives (INC), training (TRN), empowerment (EMPWMNT), leadership (LEAD), employee engagement (EMPENG), and employee creative behavior (EMPCRTBEH) with more available items to explore the relationship between the variables. Correlation analysis was used to define the relationship between “employee relation, incentives, training, empowerment, leadership and employee engagement” and employee creative behavior at workplace in Kuwait. One-way ANOVA and Tukey post hoc analysis was used to analyze data to identify the significant impact of age, education level, income, marital status, the overall experience of the employee, level of employment and experience at current position while independent sample t-test was used to determine the significant impact of gender. The

researcher conducted a mediation analysis to check the mediation effect of employee engagement between employee relation, incentives, training, empowerment, leadership, and employee engagement” and employee creative behavior at workplace in Kuwait. The researcher followed the steps mentioned by Baron and Kenny (1986). Regression analysis was used to analyze the various models to analyze the mediation effect. Further, the researcher used Sobel’s test calculator to investigate the significance level of the mediation effect results of the study were summarized and presented using tables.

The data collected indicates that out of 334, 59.0% (n=197) were male and 41% (n=137) were female. The data collected also shows that most of the respondents (n=68, 20.4%) belong to category Less than 25 years; respondents (n=139, 41.6%) belong to the age group 25-34. There were 28.4% (n=95) respondents who belong to the age group 35-44 years. Finally, there were only 9.6% (n=32) respondents who belong to the category 45-54 years.

The next demographic variable is Academic Qualification. Most of the respondents (n=149, 44.6%) have a Bachelor’s Degree, which is followed by a group who have High school is 24.6% (n=82) as the highest qualification. 18.3% (n=61) have a diploma and 9.9% (n=33) have a master degrees. Only 2.7% (n=9) have other qualifications.

Data collected related to Marital Status shows that most of the respondents (n=169, 50.6%) are single, which is followed by a group who are married (n=157, 47%). 1.5% (n=5) have another marital status. Only 0.9% (n=3) are divorced or widowed.

The researcher also gathers the information related to monthly income. Most of the respondents (n=266, 79.6%) have a monthly salary of less than 1000, which is followed by a group that has salaries in the range of 1000-2000. 17.4% (n=58) respondents have salaried in the mentioned range. 2.1% (n=7) have monthly income as 2001-3000. Only 0.9% (n=3) have salaries above 3000.

As far as the level of employment is concerned, there were 50.3% (n=168) respondents who work at a lower level. 45.8% (n=153) work at middle level and 3.9% (n=13) work at top level.

The next variable is “Overall Experience”. 38.9% (n=130) have 6-10 years, 27.5 % (n=92) have 0-5 year, 18.3% (n=61) above 15 years and 15.3 % (n=51) have 11-15 years of overall experience.

The next variable is “Experience at Current Position.” 38% (n=127) respondents have less than one year of experience at current position. 24.9% (n=83) respondents have 1-2 years’ experience at current position. 21% (n=70) respondents have above 4 years of experience, and 16.2% (n=54) have 3-4 years of experience.

The results of descriptive values shows that EMPWMNT has highest mean value ($M=3.86$, $SD=.607$) followed by other factors namely EMPCRTBEH ($M=3.81$, $SD=.697$), LEAD ($M=3.67$, $SD=.747$), EMPENG ($M=3.66$, $SD=.632$), TRN ($M=3.61$, $SD=.778$), EMPREL ($M=3.57$, $SD=.682$) and INC ($M=3.47$, $SD=.851$).

The researcher performed the statistical test named Pearson correlation to check the inter-relationship between variables “incentives, employee relations, training, empowerment, and leadership” at workplace in Kuwait. The significance was also tested for each relationship of the study. The results show the significance level is .05. ($p < .05$) The result of the Pearson correlation test displays that there is an ($r = .784$, $p < .05$) very positive correlation between the factor “Employee Relations” and “employee creative behavior” at workplace in Kuwait. The result also shows that there is a great positive correlation ($r = .718$, $p < .05$) between the factor “training” and “employee creative behavior” at the workplace in Kuwait. Further ($r = .636$, $p < .05$) a very strong positive correlation between the factors “incentives” and “employee creative behavior” at workplace in Kuwait. There exist a strong positive correlation ($r = .686$, $p < .05$) between the factor “empowerment” and “employee creative behavior” at workplace in Kuwait, ($r = .552$, $p < .05$) positive correlation between the factor “leadership “ and “employee creative behavior” at the workplace in Kuwait. The relationship of EMPENG with INC is positive and significant ($r=.517$, $p<0.05$). The same kind of relationship is observed with EMPREL ($r=.594$, $p<0.05$), with TRN ($r=.587$, $p<0.05$), with LEAD ($r=.587$, $p<0.05$), with EMPWMNT ($r=.614$, $p<0.05$). The researcher also examines the relationship between EMPENG and EMPCRTBEH. Relatively stronger correlation is observed between EMPENG and EMPCRTBEH ($r=.714$, $p<0.05$). The result of Sobel’s test indicates that for both relationships employee engagement was found to be significantly mediating the impact of INC, EMPREL, TRN, LEAD , and EMPWMNT on EMPCRTBEH.

The results of group statistics show that the mean value for the EMPCRTBEH factor for male and female respondents is not the same. Male respondents ($M=3.787$, $SD=.726$) have slightly

higher mean value as compared to female respondents ($M=3.849$, $SD=.654$) at workplace in Kuwait. Based upon the t statistics and its significance value for variable employee creative behavior ($t(332) = -.787$, $p > 0.05$), it is interpreted that male and female respondents show no significant differences in their perception towards employee creative behavior at workplace in Kuwait.

It is clear from the results of the ANOVA test that employee creative behavior shows no significant difference based upon different ages ($F(3,330) = .229$, $p = .876$). The F and p -value for variables education, marital status, income, overall experience, level of employment and experience at current position has results as ($F(4,329) = 2.539$, $p = .040$), ($F(3,330) = .491$, $p = .689$), ($F(3,330) = 2.189$, $p = .089$), ($F(3,330) = 1.757$, $p = .155$), ($F(2,331) = 3.415$, $p = .034$) and ($F(3,330) = 1.043$, $p = .374$) respectively. The results imply that there is no significant difference exists among different groups of age, marital status, income, overall experience, and experience at a current position towards the employee's creative behavior at workplace in Kuwait. However, there exists a difference in groups of education and level of employment towards employee creative behavior at workplace in Kuwait.

As this chapter was devoted to present the outcomes of data scrutiny and the statistical significance of the analysis, the next chapter five will be dedicated to the outcomes of the case study. It also involves a comparison of the results of the main study and case study.

CHAPTER FIVE: CASE STUDY

5.1 Introduction

Chapter Four encompassed various statistical analysis based on data collected and its interpretation for the main study of current research. The researcher has tested all the hypotheses and interpreted the results thoroughly. The main objectives of the current study are as follows:

- To analyze the impact of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait.
- To assess the mediating effect of employee engagement on employee creative behavior at workplace in Kuwait.
- To evaluate the difference in employee creative behavior on the basis of age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait.

After an extensive literature review, the researcher came up with a conceptual diagram, as mentioned in chapter two of the current study. Based on that conceptual diagram and in order to achieve the above-mentioned objectives, the researcher formulates twenty-three hypotheses. Depending upon the hypothesis, various statistical tests were applied using statistical software SPSS version 21.0. Based on the results of the test applied, the researcher accepted or rejected the hypotheses. The researcher examines the relationship as well as the influence of factors (incentives, employee relations, training, empowerment, and leadership) on dependent variables (employee creative behavior) at workplace in Kuwait. The researcher also uses the appropriate statistical technique to examine the mediating effect of employee engagement between all the independent variables (incentives, employee relations, training, empowerment, and leadership) and dependent variables (employee creative behavior) at workplace in Kuwait. The researcher examines whether there is any difference in employee creative behavior on the basis of males and females in workplace in Kuwait. The test is conducted to know the difference in creative behavior on the basis of age, level of academic qualification, income, marital status, overall experience of the employee, level of employment, and experience at current position.

The researcher conducted a case study to check the practical applicability of the findings of current research. Therefore, the devotion of this chapter is the case study, its methodology, and interpretation of its outcomes. Simultaneously, the researcher has composed comparisons of the outcomes of the case study. In this chapter, the researcher provides a case study discussion. The case study was conducted with the intention of applying the model of the main study in a different study setting.

The case study supports the researcher to replicate the results of current research as this will certify that the outcomes of the current study can be applied to any firm of similar type. Researchers are expected to follow and present the research design and methodology that they followed while conducting the case study. This also allows other researchers to replicate it in different settings. The result of the main study shows that there exists a positive and strong relationship between the factors INC, EMPREL, TRN, LEAD, EMPWMNT, EMPENG, and EMPCRTBEH. The findings of the main study also show that there is no statistical difference in the EMPCRTBEH on the basis of gender, age, Income, experience. Therefore, the researcher decided to conduct a case study here that refers to researchers' attempt to replicate the model of the main study to a study setting that is different and similar to original study settings. The case study will help the researcher to check whether the results of the current study can be applied in a practical real situation or not.

This chapter is devoted to the outcomes of the case study as well as equating the results of the case study with the main study in order to highlight any differences (if exists) in the results of both the studies. In this chapter, under various sections, researchers have discussed case study methodology, case study findings, and limitations of the study.

5.2 Case study research design

The researcher used the same research design as used in the main study to conduct the case study. The design used is quantitative research design. As mentioned above, the case study will help the researchers to check whether the results of any research can be applied in real

organization settings. Keeping this in mind, the researcher conducted a current case study; the Researcher used the same questionnaire as the tool for collecting data as is used in the main study. The results will become more transparent and reliable. The inclusion and exclusion criterion are also the same as mentioned before in chapter Three for the main study. The respondents should be working in one of the companies in Kuwait, and age must be greater than eighteen. Incomplete responses were not considered for examination and finalization of results. The researcher identified respondents using a probability sampling method. Respondents of the case study were unique in a manner that they did not participate in the main study. This has been ensured by the researcher. Data was collected post-analysis of main study data. The case study is also cross-sectional in nature. The questionnaire used in the main study is used for collecting the data for the case study also. Data collected from 30 respondents were considered for analysis. The researcher analyzed data using the frequency analysis, Independent sample t-test, one-way ANOVA and regression analysis. As the sample size is small, the researcher did not conduct the mediation analysis for the case study.

5.3 Case study data analysis and interpretation

In this current section, the researcher presented the outputs of the statistical tests conducted to check the validity of the outcomes of the main study. The researcher discussed the findings of the case study with the findings of the main study. The main objective of the case study is to assess if the findings are aligned with the main study; data is best presented in a manner for the reader to make it easier to compare. Case study data were analyzed with the help of statistical software SPSS version 21.0, and the researcher conducted independent sample t-test, one-way ANOVA, and Pearson's correlation analysis. Independent sample t-test assisted in analyzing mean value differences employee creative behavior for males and females at workplace in Kuwait. One-way ANOVA was used to test the group mean value differences for employee creative behavior based upon age, gender, academic qualification, marital status, income, (Kuwaiti dinar), overall experience, level of employment, experience at current position.

Sample Profile of Respondents of case study

This section of the chapter is dedicated to providing the characteristics of all the respondents. The sample profile consists of information like age, gender, academic qualification, marital status, income (Kuwaiti dinar), overall experience, level of employment, experience at current position. The results are summarized in the next table

Table 29 Sample Profile of case study respondents (N=30)

		Frequency.	Percent.	Valid Percent.	Cumulative Percent.
Age	Less than 25 years	1	3.3	3.3	3.3
	25-34 years	16	53.3	53.3	56.7
	35-44 years	12	40.0	40.0	96.7
	45-54 years	1	3.3	3.3	100.0
	Total	30	100.0	100.0	
Gender	Male	18	60.0	60.0	60.0
	Female	12	40.0	40.0	100.0
	Total	30	100.0	100.0	
Academic Qualification	High school	6	20.0	20.0	20.0
	Diploma	5	16.7	16.7	36.7
	Bachelor's Degree	15	50.0	50.0	86.7
	Master's Degree	3	10.0	10.0	96.7
	Any Other	1	3.3	3.3	100.0
	Total	30	100.0	100.0	
Marital Status	Single	9	30.0	30.0	30.0
	Married	20	66.7	66.7	96.7
	Divorced/widowed	1	3.3	3.3	100.0
	Total	30	100.0	100.0	
Income (Kuwaiti dinar)	Less than 1000	16	53.3	53.3	53.3
	1000-2000	6	20	20	73.5
	2001-3000	5	16.67	16.67	90.17
	Above 3000	3	10	10	100.0

	Total	30	100.0	100.0	
Overall Experience	0-5 year	6	20.0	20.0	20.0
	6 -10 years	6	20.0	20.0	40.0
	11-15 years	6	20.0	20.0	60.0
	Above 15 Years	12	40.0	40.0	100.0
	Total	30	100.0	100.0	
Level of Employment	Lower Level	9	30.0	30.0	30.0
	Middle level	19	63.3	63.3	93.3
	Top level	2	6.7	6.7	100.0
	Total	30	100.0	100.0	
Experience at Current Position	Less than 1 year	7	23.3	23.3	23.3
	1-2 years	3	10.0	10.0	33.3
	3-4 years	3	10.0	10.0	43.3
	Above 4 years	17	56.7	56.7	100.0
	Total	30	100.0	100.0	

The sample profile of case study respondents shows that that out of 30, 60.0% (n=18) were male, and 40% (n=12) were female. The number of male and female respondents is similar to the main study. This is aligned with the fact that there are more males than females in Kuwait. The next variable of the study is age. The data collected shows that most of the respondents (n=1, 3.3%) belong to category Less than 25 years, respondents (n=16, 53.3%) belong to the age group 25-34. There were 40% (n=12) respondents who belong to the age group 35-44 years. Finally, there were only 3.3% (n=1) respondents who belong to the category 45-54 years. It is apparent from the table above that there is an equal number of respondents in 45-54 years' age group as compared to a numeral of respondents who are in the age group 25-34 years. This is not aligned with the data of the main study. The researcher will apply the t-test and Anova to check the difference in the perception of respondents with different age groups.

The next demographic variable is Academic Qualification. The researcher categorized it into the following groups, namely high school, diploma, bachelor's degree, master's degree, and any other. Most of the respondents (n=15, 50%) have a Bachelor's Degree, which is followed

by the group who have High school is 20% (n=6) as the highest qualification. 16.7% (n=5) have diploma and 10% (n=3) have master degree. Only 3.3% (n=1) have other qualifications.

The next demographic variable is Marital Status. Most of the respondents (n=20, 66.7%) are married, which is followed by a group who are single (n=9, 30%). 1.5% (n=5) have another marital status. Only 3.3% (n=1) are divorced or widowed. This pattern of data collection is not as per the pattern of the main study.

The researcher also gathers the information related to monthly income. Most of the respondents (n=16, 53.3%) have a monthly salary of less than 1000, which is followed by a group that has salaries in the range of 1000-2000. 20% (n=6) respondents have salaried in the mentioned range. 16.67% (n=5) have monthly income as 2001-3000. Only 0.9% (n=3) have salaries above 3000.

As far as the level of employment is concerned, the researcher categorizes it into the following categories. Lower Level, Middle Level, and Top level. There were 50.3% (n=168) respondents who work at a lower level. 45.8% (n=153) work at middle level and 10% (n=3) work at top level.

The next variable is "Overall Experience". 20% (n=6) have 6-10 years, 20% (n=6) have 0-5 year, 40% (n=12) above 15 years and 20% (n=6) have 11-15 years of overall experience.

The next variable is "Experience at Current Position." 23.3% (n=7) respondents have less than one year of experience at current position. 10% (n=3) respondents have 1-2 years' experience at current position. 56.7% (n=17) respondents have above 4 years of experience, and 10% (n=3) have 3-4 years of experience.

Next, the researcher conducted a descriptive analysis of the case study data.

Descriptive analysis

The researcher used statistical software SPSS version 21.0 to run the descriptive analysis. The results of the test are summarized in table 30. It includes Mean values, standard deviation, skewness, and kurtosis values. The researcher has checked the normality of data for the main factors of the study. As the sample size is small, therefore, the researcher did not check the normality for individual items of the below-mentioned factors. The descriptive analysis of variables, namely INC, EMPREL, TRN, LEAD, EMPWMNT, EMPENG, and EMPCRTBEH, are presented in Table 30. The results of the descriptive analysis show that all the mean values of studied variables are above 3, and some are close to 4 also. The variable EMPWMNT has the highest mean value ($M=3.8944$, $SD=.701$) followed by EMPCRTBEH with values ($M=3.61$, $SD=.945$), followed by variable LEAD ($M=3.467$, $SD=0.91$). The mean value for variables INC and EMPREL are almost the same. INC and EMPREL have values ($M=3.3389$, $SD= 1.01$) and ($M=3.31$, $SD=0.59$) respectively. The skewness and kurtosis values show that the values are within the range, as mentioned in Chapter Three. All the skewness and kurtosis values are in the range of -2 and 2, which indicates that data is almost normal, and the researcher can proceed with other inferential statistics. Although it can be seen from the table that some values are negative also, but that does not violate the rules of normality.

Table 30 Descriptive analysis of Case study data

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INC	30	3.3389	1.01378	.103	.427	-.999	.833
EMPREL	30	3.3148	.59233	1.276	.427	1.608	.833
TRN	30	3.4333	.81954	-.174	.427	-.144	.833
LEAD	30	3.4667	.90901	-.753	.427	.635	.833
EMPWMNT	30	3.8944	.70130	-.981	.427	1.108	.833
EMPENG	30	3.4222	.67414	.275	.427	-.127	.833
EMPCRTBEH	30	3.6103	.94556	-1.268	.427	1.320	.833
Valid N (listwise)	30						

Next table 31, the researcher compares the mean values of all the factors for case study data and main study.

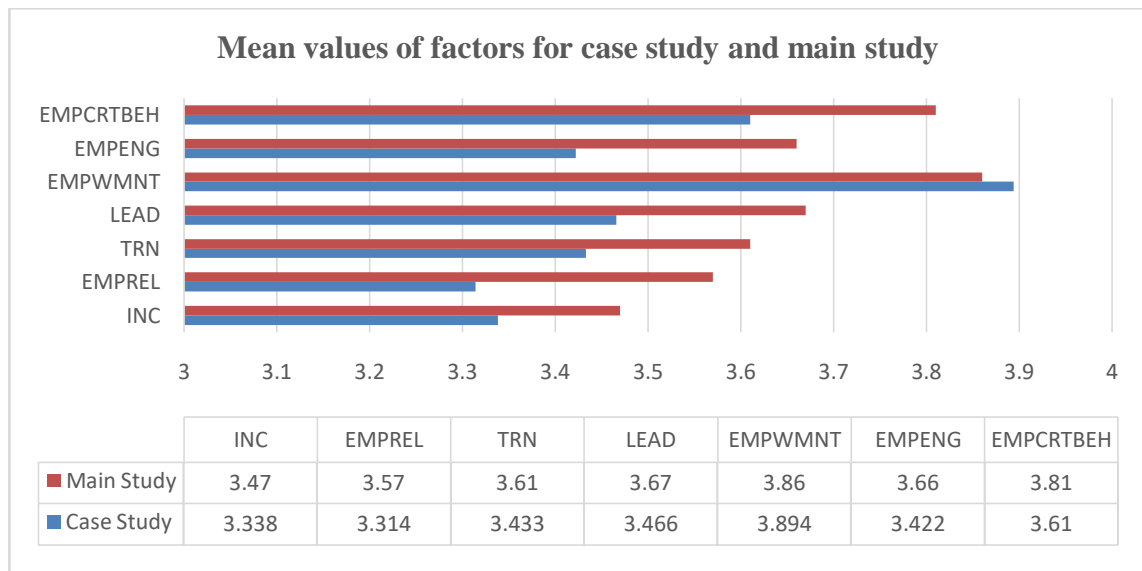
Table 31 Comparison of Mean Values for the case study and the main study

	Case Study		Main Study	
	Mean	Std. Deviation	Mean	Std. Deviation
INC	3.3389	1.01378	3.47	.851
EMPREL	3.3148	.59233	3.57	.682
TRN	3.4333	.81954	3.61	.778
LEAD	3.4667	.90901	3.67	.747
EMPWMNT	3.8944	.70130	3.86	.607
EMPENG	3.4222	.67414	3.66	.632
EMPCRTBEH	3.6103	.94556	3.81	.697

Table 31 shows that the mean values for all the variables, namely INC, EMPREL, TRN, LEAD, EMPWMNT, EMPENG, and EMPCRTBEH, are the same and matched with the main study results. However, the close scrutiny of mean values also depicts that the preference of variables on the basis of mean values is different for the case study and main study. EMPWMNT is most important in both studies. The second important factor is EMPCRTBEH, according to the case study as well as according to main study respondents. The same

behavior is noticed for the variable LEAD. For the main study, the next important variable is EMPENG, and for a case study, the next important variable is TRN and EMPENG, as the mean values for both the variables are almost the same. The difference in the preference of variables might be due to the difference in the sample profile data for the case study. The following chart compares the mean values of the case study with the original study and displays the results using the chart.

Figure 16 Comparison of mean values of the Case study and main study data



Pearson Correlation values between Variables

The researcher uses the Pearson correlation test to test the above hypothesis. The level of significance is 0.05 for the correlation analysis. Table 16 shows the results of the Pearson correlation (r) for all the variables of the study. The relationship between the IV and the DV showed by the correlation matrix above.

Table 32 Comparison of Pearson Correlation values between Variables

DV: EMPCRTBEH	Case Study		Main Study	
Independent Variables	R Values	Significance	R Values	Significance
INC	.606	p<.05	.636	p<.05
EMPREL	.711	P<.05	.784	P<.05
TRN	.706	P<.05	.718	P<.05
LEAD	.534	P<.05	.552	P<.05
EMPWMNT	.623	P<.05	.686	P<.05
EMPENG	.701	P<.05	.714	P<.05

The results of the case study and the original study are the same. The case study discloses that there is a robust, positive relationship between DV and IV of the study. Also, the correlation between different variables is the same as in the case of the original study. The results of Pearson coefficients for the case study data show that the hypotheses H_01 , H_02 , H_03 , H_04 , and H_05 were rejected in the case study also.

Regression

In this section, the researcher executes the regression analysis test for the case study data and compares the results to the main study data. Table 33 presents the output of case study data for regression model 1, wherein predictors were incentives, employee relations, training, empowerment, and leadership. The outcome variable was employee creative behavior. A strong positive relationship was found between the predictors and outcome variables ($r=.89$), which is more stronger than the main study results. The R square value (0.757) suggests that a significant positive impact of INC, EMPREL, TRN, LEAD, and EMPWMNT on EMPCRTBEH. 75.7% of the variance in EMPCRTBEH is explained by INC, EMPREL, TRN, LEAD, and EMPWMNT. The case study results are aligned with the results of the main study. The F value and its level of significance for the case study data show interesting information, as depicted in Table 33. The result implies model fit [$F(4,26)=16.076$, $p<0.05$]. This shows that the results of the model are significant.

Table 33 Comparison of Model Summary for the case study and the main study

Model	R	R Square	Adjusted R Square	F Statistics	Sig
Case Study	.899 ^a	.807	0.757	16.076	.000 ^b
Main Study	.730 ^a	0.573	0.561	110.721	.000 ^b
a. Predictors: (Constant), EMPENG, INC, EMPWMNT, TRN, LEAD, EMPREL					

Coefficients of the case study and the main study are shown in table 34. The beta values are also significant for each of the variables. As shown in Table 34, the beta values of INC ($\beta=.029, p<0.05$), EMPREL ($\beta=.016, p<0.05$), TRN ($\beta=.450, p<0.05$), LEAD ($\beta=.045, p<0.05$) and EMPWMNT ($\beta=.674, p<0.05$) have significant impact on on EMPCRTBEH. The results are significant and similar to the results of the main study. This indicates that EMPENG, INC, EMPWMNT, TRN, LEAD, EMPREL influence the EMPCRTBEH.

Table 34 Comparisons of coefficients of the case study and main study

s	Standardized Coefficients Main Study		Standardized Coefficients Case Study	
	Beta	Sig.	Beta	Sig.
1	(Constant)	.000		.036
	INC	.240	.029	.847
	EMPREL	.596	.016	.923
	TRN	.302	.450	.009
	LEAD	.418	.045	.771
	EMPWMNT	.528	.674	.000

Next researcher conducted t-test to understand and validate the findings of the main study regarding the perception of male and female towards employee creative behavior (EMPCRTBEH).

T-Test

The result of the t-test is presented in two tables, namely Table 35 and Table 36. Table 35 summarizes the results of group statistics for the case study and compares it with the results of the main study. Table 35 presents the results of group statistics of the t-test for the case study, where the researcher examines the difference between males and females towards employee creative behavior. The first tables provide group statistics, and the second table shows the values of the t-test. Table 35 provides group statistics for the factor employee creative behavior based upon the gender of the respondent at workplace in Kuwait. The results of group statistics for case study data show that the mean value for EMPCRTBEH factor for male and female respondents is not the same. Male respondents ($M=3.4487$, $SD=1.091$) have slightly lower mean value as compared to female respondents ($M=3.8526$, $SD=.638$) at workplace in Kuwait. These results are not different from the results of the main study. As it is clear from Table 35, for the main study, male respondents have lower mean value as compared to the female mean value. These results are the same results to case study results.

Table 35 Comparison of Group Statistics of Main Study and Case study

EMPCRTBEH	Gender	N	Mean	Std. Deviation	Std. Error Mean
Case Study	Male	18	3.4487	1.09177	.25733
	Female	12	3.8526	.63894	.18444
Main Study	Male	197	3.787	.726	.051
	Female	137	3.849	.654	.055

The second part of this analysis shows the t-statistics results, which helps the researcher understand whether the factor EMPCRTBEH was perceived differently by the male and female respondents. The following table 36 shows the results of the independent sample t-test for the factor EMPCRTBEH of the case study.

Table 36 provides the output of an Independent sample t-test that includes the results of Levene's test for equality of variance. The researcher first checks the results of Levene's test to check the equality of variance for the t-test. The output indicates that Levene's test for

equality of variances ($F=1.976$, $p>0.05$) is met, suggesting that there is no significant difference exists between two group's variances. Thus, homogeneity of variance assumption is fulfilled for the variable.

Based upon the t-statistics and its significance value for variable employee creative behavior $t(29) = -1.152$, $p>0.05$, it is interpreted that male and female respondents show no significant differences in their perception towards employee creative behavior at workplace in Kuwait. These results are aligned with the results of the main study.

Table 36 Comparison of t-test results of Main Study and Case study

Independent Samples Test										
		Levene's Test		t-test for Equality of Means						
		F	Sig.	t	df	Sig.	Mean Difference	Std. Error Difference	95% CI	
									Lower	Upper
Case Study	Equal variances assumed	1.976	.171	-1.152	28	.259	-.403	.35041	-1.12	.313
	Equal variances not assumed			-1.276	27.668	.213	-.403	.31661	-1.05	.245
Main Study	Equal variances assumed	.687	.408	-.787	332	.432	-.061	.07760	-.213	.091
	Equal variances not assumed			-.802	310.607	.423	-.061	.07616	-.210	.088

Results of ANOVA by Age, Qualification, Marital status, Income, Overall Experience, Level of Employment, Experience at Current Position for the case study data are presented in table 37.

Table 37 Comparison of ANOVA results for the case study and main study

	Case Study						Main Study	
Variable	EMPCRTBEH							
		Sum of Squares	df	Mean Square	F	Sig.	F	Sig.
Age	BG	1.557	3	.519	.554	.650	.229	.876
	WG	24.371	26	.937				
Qualification	BG	2.114	4	.529	.555	.036	2.539	.040
	WG	23.814	25	.953				
Marital Status	BG	.377	2	.188	.199	.821	.491	.689
	WG	25.552	27	.946				
Income	BG	.309	1	.309	.337	.566	2.189	.089
	WG	25.620	28	.915				
Overall Experience	BG	4.176	3	1.392	1.664	.199	1.757	.155
	WG	21.752	26	.837				
Level of Employment	BG	4.213	2	2.106	2.619	.021	3.415	.034
	WG	21.715	27	.804				
Experience at Current Position	BG	1.779	3	.593	.638	.597	1.043	.374
	WG	24.149	26	.929				

*BG between Groups

*WG within Groups

The results of the ANOVA test are shown in the following table 37. The results are summarized for all the variables, namely age, level of academic qualification, marital status, income, overall experience, level of employment, and experience at current position. It is clear from the output that employee creative behavior shows no significant difference based upon different

age ($F(3, 26) = .554, p = .650$). The F value and p-value are closely scrutinized and reveal that there is no difference in employee creative behavior on the basis of the age of respondents. The F and p-value for variables qualification level, marital status, income, overall experience, level of employment and experience at current position has results as ($F(4, 25) = .555, p = .036$), ($F(2, 27) = .199, p = .821$), ($F(3, 26) = 0.337, p = .566$). ($F(3, 26) = 1.664, p = .199$), ($F(2, 27) = 2.619, p = .021$) and ($F(3, 26) = 0.638, p = .597$) respectively. The results imply that there is no significant difference exists among different groups of age, marital status, income, overall experience, and experience at current position towards the employee's creative behavior at workplace in Kuwait. However, there exists a difference in groups of qualification levels and levels of employment towards employee creative behavior at workplace in Kuwait. These results are similar to the results of the main study.

5.4 Discussion of case study findings

Within this section, the researcher discusses the findings of the case study. The researcher checks whether the results of the case study can be applied in real organizations or not. In order to achieve this, the researcher conducted a detailed analysis of all the dependent variables and employee creative behavior factors at workplace in Kuwait. Frequency and descriptive analysis were used to find the distribution of responses to each profile characteristics. Mean values are used to know the importance of each factor for the case study data. The importance of all the factors for the case study and the main study is the same except EMPENG, TRN, and EMPENG. The difference in the preference of variables might be due to the difference in the sample profile data for the case study. The researcher conducted co-relation analysis to check the relationship between “employee relation, incentives, training, empowerment, leadership and employee engagement” and employee creative behavior at workplace in Kuwait. The results show the same pattern as in the main study and case study with a positive relationship between DV and IV of the study. One-way ANOVA was used to analyse data to identify the significant impact of age, qualification level, income, marital status, overall experience of the employee, level of employment, and experience at current position while independent sample t-test was used to determine the significant impact of gender. The results prove the same pattern as in main study. The results imply that there is no

significant difference exists among different groups of age, marital status, income, overall experience and experience at current position towards the employee's creative behavior at workplace in Kuwait.

However, there exists a difference in groups of academic qualification levels and levels of employment towards employee creative behavior at workplace in Kuwait. These results are similar to the results of main study. The case study findings also prove the interesting results that validate the results of findings of main study. The researcher conducted t-test to compare respondent's perception (on the basis of male and female) towards employee creative behavior factors for case study. There is a difference in the perception of males and females towards ECB factors at workplace in Kuwait, this is what the results of the test showed. The results are similar to main study. The results of the case study ensures the researcher that the research is significant from the perspective of employees in Kuwait. Necessary steps and policies can be undertaken on the basis of results of this research.

5.5 Case study limitations

As there is no research without limitation so is true for the case study also, and the researcher is well aware of the limitations of the case study that can affect the applicability of case study on a universal scale in real organizations. First of all, the sample size is very small compared to the sample size of the main study. The sample is consisting of only 30 respondents who fulfill the inclusion criterion mentioned for the case study and who completed the questionnaires. This sample size is very small as compared to the main study sample size, which is 334 for the main study. Therefore, practically, in some instances, the researcher really finds it difficult to compare the results. Moreover, the case study analysis did not include mediation analysis, which was conducted in chapter four. The researcher will discuss the findings in detail in the next chapter. Further, the emphasis will be given on the implications, limitations, and recommendations of the current study.

5.6 Summary of the chapter

This chapter presents the details of one of the most important aspects of scientific research, i.e., generalizability (Sekaran and Bougie, 2013). Accordingly, any research is considered as complete if it is able to reproduce the results in other study settings and can be applied. Therefore, this chapter is very important to the entire dissertation. The results of chapter four were mostly similar to that of the case study. Some variations were found, which are mainly on account of the differences in the characteristics of participants. The next chapter encompasses a discussion of findings, implications of the study, and future research recommendations.

CHAPTER SIX: DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

6.1 Introduction

This chapter is the culmination of the entire research study. The researcher started off with an observation, which was with the help of preliminary investigation developed into the research problem. The problem was further presented in the form of objectives and questions of the research. The main objective of this study is to examine factors affecting ECB at workplace in Kuwait. The researcher investigated if employee engagement mediates the mentioned impact. Chapter one sets the background of the entire investigation. Further, in chapter two, the researcher critically reviewed existing literature to identify research gaps. Based on this conceptual framework of this study is developed. The researcher explained the philosophy behind the research in chapter three. In the same chapter, the elaboration of research design, methods, and pilot study findings are provided. Chapter four covered data analysis and interpretation. The researcher includes hypotheses testing results in chapter four. The previous chapter, i.e., chapter five, focused upon the relevance and importance of conducting a case study. The researcher critically reviewed the results of a case study in line with those of the original study. The present chapter takes the research study towards its culmination.

6.2 Discussion of findings

This section will be focusing mainly on arguing the outcomes of the current study, and further, the researcher tries to mention and elaborate on the link of the results of the current study with literature. The ultimate aim of this discussion is to find out where the results of the current study are aligned with previous literature and where the results are against the findings of other academicians. As mentioned above, the key purpose of current research is to assess the impact of employee engagement on employee creative behavior at workplace in Kuwait. The secondary objective is to assess the mediating effect of employee engagement

on employee creative behavior at workplace in Kuwait and to evaluate the difference in employee creative behavior on the basis of age, gender, academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait.

Employee engagement could be regarded highly critical for all organizations, as this may lead to having various benefits to companies in the long-run, and the inability to do so may lead to a higher probability of related adversities. As mentioned earlier, employees have become inclined towards leaving the organizations that fail to keep them satisfied. Even though the needs and requirements of the employees are constantly changing, firms must establish ways to keep them engaged. With regard to the complex working environment and rising competition, it has become imperative for organizations to develop a culture and work environment in which employees are highly motivated towards work and are influenced to adapt a creative behavior. Change has become inevitable for organizations in today's environment, and in order to sustain their position in the industry, it is imperative for them to have the flexibility to adapt to the required changes. The research objectives designed based on the main intention of the research study are as follows:

- To analyze the impact of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait.
- To assess the mediating effect of employee engagement on employee creative behavior at workplace in Kuwait.
- To evaluate the difference in employee creative behavior on the basis of age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position of employees at workplace in Kuwait.

Given below. are the research questions. that were designed for research. study in order to address. the purpose of research:

1- What is the effect of incentives, training, employee relations, empowerment, and leadership factors on employee creative behavior at workplace in Kuwait?

2- Does employee engagement mediate the impact of incentives, training, employee relations, empowerment, and leadership on employee creative behavior at workplace in Kuwait?

3- Do age, gender, level of academic qualification, income, marital status, overall experience, level of employment, and experience at current position affect employee creative behavior at workplace in Kuwait?

There is a positive significant relationship between incentives and ECB at workplace in Kuwait, this is what the findings of the current study show. The consequences of incentives on creative behavior have already been controversial, and scholars discovered that bonuses for acknowledging the task of individuals are amazing, especially when they expect a bonus. (Eiggio & Lee, 2007). Other researchers, like Malik et al. (2015), found results that are controversial to above. Although rewards generally correlated and positively with creativity significantly, financial rewards showed very little significant influence on creativity. Several new analyses have examined the effect of reward on staff members' creative behaviors (Malik et al., 2015). Extensive evidence indicates that worker creativity can be attributed to organizational innovation, fundamentally, efficiency, and survival (Shalley et al., 2004). Piccolo and Colquitt (2006) figured on employee ingenuity, including idealized impact, intellectual stimulation, and individualized consideration. Likewise, George and Zhou (2002) considered three alternate ways in which employee creativeness can be enhanced. It includes feedback by displaying interactional justice and trustworthiness.

There is a positive significant relationship between employee relations and ECB at workplace in Kuwait; these results are shown by this research. Gill and Meyer (2013) also mentioned that employee relations are the way the organization keeps the employees productive and happy within the organization. This way, the results of current research match the findings of Gill and Meyer (2013). However, DeLellis and Sauer (2015) stated that the management always must ensure that there exists a collective relationship between the employees and business and this kind of relationship are managed appropriately; in retrospect, the morale of the employees could be negatively affected, and it leads to lower performance levels of employees. As per the study of Townsend et al. (2014), employees are believed as the most crucial resource of the business and also its valuable property; for this purpose, employee relations are required and maintained through an acceptable framework that provides a positive place of work.

Therefore, the results of the current study aligned with this study also. Based on the empirical evaluation conducted by Hickland (2017), employee relations will be the enunciation of a positive and better place of work environment that may fulfill the needs and needs of the employees, build culture, improves convey, and morale organizational targets. Nevertheless, Ntalianis et al. (2015) have shown the argument that organizations often neglect to maintain positive interactions amongst employees because of their rigid plans and strategies linked to employee management.

There surely is a positive significant relationship between training and ECB at workplace in Kuwait, this is was the outcomes of the existing research. Employee training would also affect the capability of the employees to produce more understanding and affect the advancement of knowledge management capability. Companies offer trainings to all or any of their employees regardless of their hierarchical level. These exposures to various types of training enable employees to take maximum benefits of these diverse knowledge assets, broaden their insight, find out more understanding and equip them with more different cognitive knowledge assets(Nonaka & Takeuchi, 1995). These developmental training programs encourage employees to talk about what they understand uniquely, exchange knowledge and experiences, acquire understanding from others, and apply and use this new knowledge at the job. Therefore, training programs are believed more crucial for the advancement of knowledge management capability of the institutions(Argote, McEvily, and Reagans, 2003). In this context, the outcomes of the current research are mapped to the findings of other authors mentioned above.

Generally, in most modern researches, training employees to accomplish their jobs effectively has been seen to be the main activity undertaken by managers to boost their competitiveness(Saks & Belcourt, 2006). Gandolfi (2009) described how liberalization and globalization possess changed the situation of corporate training and holds various difficulties. Martínez-Ros and Orfila-Sintes (2012)proposed that training strategies possess a positive impact on innovation-related decisions. Preissl (2000) proved that the acquisition of new abilities and qualifications are relevant resources for improvements. Wong & Pang (2003) also found training and development applications to become a critical element in enhancing staff creativeness. Training sharpens the thinking capability in order to improve creativeness and

really helps to consider better, timely, and effective decisions (Banaji, Burn off & Buckingham, 2006). An excellent training program motivates employees to offer better solutions (Martínez-Ros & OrfilaSintes, 2012).

In this current study the outcomes demonstrate that there is a positive substantial relationship between empowerment and ECB at workplace in Kuwait. Ahmad and Oranye (2010), stated that employees would be a significant way to obtain competitive benefits to the organizational business and administration; as a result, the empowerment and the involvement of employees declared as the main element to success with regards to the business efficiency. The previously released studies which were executed to analyze the potential impacts of employee empowerment uncovered that empowering the employees is likely to donate to the employee inspiration, the organizational dedication (Ahmad and Oranye, 2010). Baird and Wang (2010) mentioned that the extent up to which the employees are empowered to fulfill their delegated responsibilities would depend on the organizational environment. For example, the research carried out by Ismail et al. (2011) stated that businesses having a democratic organizational environment would probably better follow the concepts of employee empowerment. Furthermore, the outcomes of a study carried out by Amundsen and Martinsen (2015) also mentioned that as long as the employees associated to any business possess the motivation to include creativity in their overall performance and possess the energy to influence their personal working schedule, they are able to better perform their routine procedures. In addition, another study carried out by Elnaga and Imran (2014) mentioned that empowered employees could also monitor their own overall performance will probably more willingly take part in routine actions within the organization. The results of the current study are not different from the above results.

This study outcomes display that there is a substantial positive relationship between leadership and ECB at workplace in Kuwait. Leadership plays a significant role in the creativity behavior of employees. Leadership make a difference in the performance of employees, commitment of employees and directly creativeness of the employees; (Scott & Bruce, 1994; Tierney & Farmer, 2002). The mediation and moderation of the leadership role for the creativity of employees show a positive effect. (i.e., George & Zhou, 2002). The current research findings are aligned with the above findings. But surprisingly, leadership function

remained limited by direct influence on the creativity of employees. Leaders make a difference the performance, dedication, and creativity of employees (Scott & Bruce, 1994; Tierney & Farmer, 2002). Further, this result partly differs from the findings of Baer and Kaufman (2008), who argue that creativity of females and males is equal with regards to intrinsic creativity, but different with regards to extrinsic creativity (i.e., performance).

The study conducted by Paul and Elder (2013) identified that organizations tend more towards placing value on the characteristics of men getting critical thinkers, aggressive, devoted, and rational toward the paid work. Another research undertaken by Trevino and Nelson (2016) uncovered that the characteristics of males have already been regarded and rewarded as the main requirements of profitability and achievement of the business, and these characteristics are also believed to possess a quantity of effect on the efficiency of the firm. Nevertheless, Johns (2013) mentioned that the characteristics of males are powered by the procedure of performance appraisals than that of females. gender is undoubtedly an important factor in recognizing the degrees of employee engagement across gender diversity and how it could impact the entire employee's innovative behavior (Paustian-Underdahl, Walker & Woehr, 2014). There are several studies, not supported empirically, however, that the elderly is thought to be untapped resources for the business as their encounter and skills are very important for keeping quality in the workforce (Urwin et al., 2013). However, when it comes to age group diversity, Kulik, Perera & Cregan (2016) argued that old employees could block the profession progression of young employees in the business, and older employees may also cost a lot more than the children due to improved absenteeism. In this real way, age diversity is vital to understand since it is directly linked to employee engagement and differentiating elements that motivate both youthful and older employees in the business (Drabe, Hauff & Richter, 2015). Relating to Dwertmann et al. (2016), the diversified climate may be the one where employees perceive the degree to which firms can value diversity by means of structural and formal ideals along with interpersonal integration of workers in the organization.

Human capital, also called the organizational workforce, might be the most intellectual asset for a company by which it ensures its creativity and powerful (Hajiha and Hasanloo, 2011). It's been highlighted in the analysis of Amundsen and Martinsen (2015) that organization creativeness behavior is very important to an organization to accomplish a competitive edge on

the market, and employees are the main way to obtain creative behavior and development generation within the company. Additionally, it is believed that different employees have different degrees of creativity within the business.

6.3 Implications of the Study

Based on empirical findings, it is provided some support to the interpretation of some practical implications for organizations intended to nurture the increased creativity of employees.

The creativity of employees is always seen as an effective tool for an organization. Specifically, the creativity of individual employees are important as all creative things originate in the minds of individuals. In this research, the researcher specifically focused on these two important aspects of organizational life. The researcher investigated how the factors like incentives, employee relation, training, leadership, and employee empowerment are related with the creativity of employees, which has both practical contributions as well as theoretical advancement in the literature. Contemporary researchers of management focused on the contextual factors which can foster or impede the creativity of employees.

Employees can be better motivated to enhance their creativity and performance through incentives based on knowledge sharing. This encourages the employee to get recognized well as in becoming a good team player. The performance of the organization as a whole is enhanced through this method while the employee reaches the peak of creativity by this method of nonmonetary incentive allotment. This method is likely to be effective in creating a feeling of cooperation, ownership, and commitment amongst the employees and develops competence, recognition, trust and expertise.

Moreover, the researcher also contributed to creativity research by investigating the antecedents of creativity from the organization's side. Most of the creativity research mainly focused on the personal, individual, motivational, knowledge, contextual, and social factors that can affect the creativity of employees (Amabile, 1998, 1996, Adeel & Zhang, 2016). The researcher investigated the factors which are mostly not given proper attention

to the creativity of employees. The focus of previous research remained with investigating the factors which are either more personal in nature, contextual, or more social in nature. The researcher uniquely modelled, tested and found support for the creativity of employees from organizational perspectives. The researcher investigated how the creativity of employees is affected by organizational ability to manage its human resource management practices and also, with the ability to acquire, share, and apply knowledge of its employees. Therefore, by investigating the creativity from the organizational side, the researcher also made a distinctive contribution to creativity literature. Third, leadership roles remained very significant in creativity research. Leadership can affect the performance of employees, the commitment of employees and directly creativity of the employees (Scott & Bruce, 1994; Tierney & Farmer, 2002).

Empirical findings revealed that when leaders at organizations demonstrate a transactional leadership style, it negatively affects the creativity of employees; however, when leaders demonstrate a transformational leadership style, it positively affects the creativity of employees. The results of the current study indicate that leaders should create a service context where employees perceive the essence of being a servant to organizations, colleagues, and customers; in this way, they can find that their work is more meaningful and thus engage in more innovative work. Relatively, organizations have the responsibility to build a friendly working environment that benefits teams' and individuals' psychological strengths, such as providing supports, encouraging challenges and engagement, and offering opportunities for participation. For example, designing systems of knowledge sharing may motivate employees to connect with their surroundings in order to broaden their perspective in devising creative products.

The findings of this study have significant managerial implications. They provide a direction to the companies who wish to enhance their training effectiveness for improving employee morale, reducing turnover, and enhancing employee creativity. To achieve this, companies should consider improving not only the immediate training facilities but also focus on their recruitment practices to involve qualified and professional staff that is interested in building a career in this sector. This will create a professional environment in the organization and will help to improve the morale of employees. The high rate of employee turnover that

organizations are currently facing brings down the morale of employees left behind, who then only focus on holding on to their current job and looking for job prospects outside the organization. These employees can never be creative. The organizations can bring about changes in the working conditions of employees currently to do away with challenges like long working hours, lack of job security, regular benefits, and proper compensation and growth opportunities.

This study has useful implications for HR managers who are involved in designing training programs for the employees. Need-based training programs are not well recognized in this industry, and the importance of training evaluation has not been well understood by managers and employees alike. The organization might do this by taking a systems approach towards training. The organization should provide assistance to managers to publicize training importance more widely to their subordinates and create a learning environment.

Organizations can be advised to ensure the transfer of training to the work-related behavior as this can help employees to improve training outcomes and enhance their creative skills. The individual employee behavior is influenced by the organizational culture and climate, as the employees will actively innovate if they perceive that they are in a non-discriminatory, friendly, supportive, and innovation-driven work environment (Wang, Xu & Peng, 2013).

This study findings concerning the benefits of leaders and personal psychological attributes have important practical implications for organizations in fostering creativity among their employees and teams. Concurrently, HR departments need to offer training and courses for employees to acquire abilities and knowledge that may enhance their individual psychological characteristics (e.g., efficacy belief) for identifying and fixing difficulties. Additionally, organizations can build a comfortable environment to enable employees to experience a sense of excitement that fosters their positive psychological traits.

Organizations should provide opportunities for employees to acquire various abilities and skills, such as assigning various tasks to stimulate employees' learning skills and implementing personal development courses with their employees to facilitate employees' obtainment of new knowledge. To help employees have a sense of task identity, organizations should

broaden job designs by assigning entire tasks to employees, which allows employees to complete a project from the beginning to end. Developing group-oriented tasks is also needed for organizations to strengthen employee's identifications. Organizations should also develop performance appraisal systems and encourage employees to have performance appraisal themselves in order to obtain feedback from their work completely and timely. More importantly, the results in Chapter 5 highlight the critical role of job autonomy. Since job autonomy not only significantly motivates employees to have more responsibility and control in their work but also influences how leaders foster employee's outcomes, the provision of autonomy should be guaranteed in order to provide employees with more discretion to make decisions and to work on their own schedule. organizations need to appoint an entrepreneurial leader who makes plans, coordinates teamwork, and is responsible for developing creative efficacy among teams and employees. As discussed above, entrepreneurial leaders may be an appropriate candidate for building teams to produce creative outcomes. In addition, it is suitable to assemble the right group of employees to work together. For example, the HR department can select employees with a high level of creative efficacy beliefs to organize an effective team that may have a strong sense of collective efficacy beliefs toward creativity. Meanwhile, team members should be encouraged to share knowledge, information, and goal setting, which is likely to strengthen team creative efficacy. The practices should include allocating resources for creativity, progressing creative goal achievements, encouraging individuals' expression of opinions, exploring multiple strategies, and avoiding negative facets to leverage the potential benefits of team efficacy. The HR department should consider providing effective practices that are oriented toward enhancing employees' ability, motivation, and opportunities to participate, which together promote their creative and innovative achievements. Based on extant research and the studies in this thesis, some bundle practices can be suggested to help organizations better manage employee creativity. For example, when HR departments select employees embodying high levels of capabilities, organizations should also provide well-designed jobs to employees and develop managers' supportive behaviors in order to fully active employees' ability to utilize their positive psychological resources for creative performance.

6.4 Conclusion

Most of the previous research used sample by focusing on knowledge environment, and temporal order investigations of human resource management dimensions for performance and creativity of employees, this is because studies on employees of the real-life work environment for creativity of employees are very rare (e.g., Vecchio, 2002). Therefore, there is little knowledge about the true relationship between the factors that enhance the creativity of employees (Vecchio, 2002).

Creativity is an asset in the workplace that can help organizations grow and compete in the ever-changing market. When individuals are highly creative, they are likely better able and equipped to identify problems and opportunity, gather pertinent information, generate ideas to address the problem, and evaluate these ideas.

The significance of this study is to make an important contribution in the leadership and creativity literatures. In this study, significant and positive association has been found between behaviours of leaders and creativity that are sufficient similar across cultures. It helps to compare different aspects of leader's behaviours and make the comparisons for interesting research and development professional that are seeking authority and have high level of knowledge and experiences. This study will also suggest that leaders or managers of such employees should empower them related to making decision according to their work, job and tasks. Managers must combine task-oriented behaviours prudently with empowering behaviours. The roles, responsibilities, assigned deadlines of every employee must be clarified however; they must be stayed away from operating details of the projects. Furthermore; the relation-oriented behaviours are also very important as they are more influential signal of management supports related to creative activities. Creative Behaviours can be enhanced and improved through benefits and incentives that generates creative output and encourage risk-taking behaviours. Direct provision of resources for a project serves the purpose of support for creative experimentation. The most important things that is done by professional is to take challenging tasks. Therefore; many employees prefer to utilize their skills in order to make an import make a contribution and achievement for something that are challenging (McCall,

1988). The leader finds it interesting to take risk in order to inspire and motives other and support them to stay that are interested and see the point. The technical competence of the leader/supervisor has also significant important if they have command respect from research and development professionals. Moreover; sometimes, the technical professional's work independently as a member of the particular project teams or specific group related to technology. Hence; the successful innovation are not the results of the professional functions but it is based on the integration with each other within organization or within specified project (Katz, 2004a). R&D managers should emphasize on collaboration, integration, sharing of information and knowledge in details, support each other in their task and determine a shared and common goal.

Today, the benefit of human resource is measured to be one of the essential advantages of any firm; and in order to acquire the results with the highest efficiency and effectiveness from human resource, motivation of employee is essential. In fact, employees will do their maximum when they feel or hope that their hard work are to be rewarded by their managers.

6.5 Limitations and Future Research Recommendations

This research is not without limitations. In fact, these limitations open the door for future recommendations. The limitation and recommendations are discussed in the following paragraphs. Another limitation that the researcher would like to mention is with respect to the usage of the questionnaire scale. In the current research, the researcher used a Likert scale to measure items in the questionnaire. The researcher would like to recommend to use one to seven scale rather than one to five scale. This will enable the researcher to get more and analyze the statistically significant difference. As far as statistical analysis is concerned, the researcher recommends using a more sophisticated statistical technique such as a structural equation modeling method (SEM) for examining the complex multivariable relationship. It will also help in examining the impact of individual dimensions.

The current research can be extended to relate employee's creative behavior with innovations. This will determine how employee creative behavior can be enhanced by using innovate tools and technologies. Another possible area for future research is to replicate the present study with respect to specific industries such as manufacturing, health, and others. As each industry has its own specifications that can make a difference in the results.

Additionally, when increasing the size of the sample, it might be very relevant to develop multilevel research, to include not only the individual level but also the organizational, industry, and society level of analysis. This direction of future research could help to a better understanding of the employee creativity ruling out variations explained by organization, industry, or social characteristics.

When put under the scrutiny of the research methodology approach used by this study, the researcher can observe some clear limitations. As mentioned in chapter 3, this researcher chose a quantitative methodology approach for this study. So, qualitative research around the hypotheses proposed in this study would be very helpful, not only to extend empirical findings but also to explore complementary perspectives that can be only gathered through case-based methodologies or other qualitative techniques, e.g., with interviews to get insights from employees of their (not easily) explainable values and beliefs.

The current research is cross-sectional in nature. Further, the researcher can use longitudinal studies to actually measure the impact of studied factors on employee creative behavior. This will really help the organizations and government of the country to formulate the regulations that will actually help in increasing the creativity of employees.

Moreover, it has also been detected that the factors which have been used in this research are not limited, the future study can also incorporate more of the factors in their study to test the hypotheses and make the outcomes of the research more authentic. Another aspect that has been observed in this study is that only employee engagement has been used as a mediating factor in this study. However, some other factors can also be used as mediating factors for future study and test that if they have been changing the outcomes or not. Together the implication of the study regarding all of the factors which have been

influencing the employee's creative behavior would increase the probability for the firm to earn more profits, and it has been observed that the major objective of every organization is to maximize their profits.

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APPENDICES

Appendix 1 Questionnaire

Cover Letter

Dear Sir/Madam,

I am currently pursuing my Doctrate in Business Administration from Swiss Business School. This dissertation is an integral part of my degree program. The topic of my research study is “Employee engagement and employee creative behavior at workplace in Kuwait.” This survey is designed with a purpose of collecting data from the respondents. This survey will be helpful in completing my research study successfully. I would like to request you to dedicate few minutes of your valuable time to complete this survey. Your responses will be strictly used for academic purpose only. I assure you that under no circumstance any of the information shared by you through this survey will be used for any other purpose. While answering any of the questions, if you feel like not sharing any personal details, then you are free to do that.

In case you have any concerns about the questions or you would like to know more about the study, feel free to contact me on the below mentioned email address.

Thanks in advance for your co-operation.

Yours sincerely

Suha Alhaddad

Questionnaire

Important Instruction: Read questions carefully. Please indicate your response throughout the questionnaire by × the appropriate option.

PART 1: Personal Information

Q.1. Mention your age group

1. Less than 25 years
2. 25-34 years
3. 35-44 years
4. 45-54 years
5. 55 years and above

Q.2. Gender

1. Male
2. Female

Q.3.What is your highest academic qualification?

1. High school (12 years of education)
2. Diploma
3. Bachelor's Degree
4. Master's Degree
5. Any other

Q.4. Marital status

1. Married
2. Single.
3. Divorced/widowed
4. Other

Q.6 What is your monthly income (in Kuwaiti Dinar)?

1. Less than 1000
2. 1000-2000
3. 2000-3000
4. Above 3000

Q.7. How long you are working in your current organization?

1. 0-1 year
2. 1 -3 years
3. 3-5 years
4. 5 years and above

Q.8. What is your level of employment in current organization?

1. Lower level
2. Middle level
3. Top level

Q.9. How long you are working at your current position?

1. Less than 1 year
2. 1-2 years
3. 2-3 years
4. Above 3 years

PART 2- Factors affecting Employee engagement

Incentives	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organization provides enough payment to meet the requirements of life.	1	2	3	4	5
My organization provides rewards for skilled employees commensurate with their performance.	1	2	3	4	5
My organization provides bonuses for workers according to their post and consistent with their level of performance.	1	2	3	4	5
My organization provides overtime payment to employees after working hours.	1	2	3	4	5
My organization provides transportation allowances for those who live in far areas.	1	2	3	4	5
My organization provides a fair and adequate compensation on retirement.	1	2	3	4	5
Employee relationship					
Some co-workers are hard to work with*	1	2	3	4	5
There are certain co-workers that I come into conflict with*	1	2	3	4	5

I find it hard to work with at least one group of workers*	1	2	3	4	5
I am valued by my supervisor	1	2	3	4	5
My supervisor respects me	1	2	3	4	5
I find it hard to work with my supervisor*	1	2	3	4	5
A culture of harmonious working relationships is encouraged in this organization	1	2	3	4	5
Positive working relationships are encouraged in this organization	1	2	3	4	5
The organization favors certain groups or individuals over others*	1	2	3	4	5

*items to be reverse coded

Training	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This organization is much concern about my career development and growth Opportunities for the future by performance management	1	2	3	4	5
Training programs provided by the organization are adequate for my development	1	2	3	4	5
Staff training allows employees to proactively identify future challenges	1	2	3	4	5
In my organization employees adapt quickly to difficult situation due to training.	1	2	3	4	5
With training, I am completely focused on my work					
I am now more involved in my work and days goes by very quickly due to training.	1	2	3	4	5

Leadership					
My leader is considerate	1	2	3	4	5
My leader is flexible and ready to rethink his / her point of view	1	2	3	4	5
My leader creates trust in other people	1	2	3	4	5
My leader stands up for his / her subordinates	1	2	3	4	5
My leader has an open and honest style	1	2	3	4	5
My leader is just in treating subordinates	1	2	3	4	5
My leader creates an atmosphere free of conflict	1	2	3	4	5
My leader allows his / her subordinates to decide	1	2	3	4	5
My leader listens to ideas and suggestions	1	2	3	4	5
My leader criticizes in a constructive way	1	2	3	4	5
My leader shows regard for the subordinates as individuals	1	2	3	4	5
Empowerment	1	2	3	4	5
The work I do is very important to me.	1	2	3	4	5
My job activities are personally meaningful to me.	1	2	3	4	5
The work I do is meaningful to me.	1	2	3	4	5
I am confident about my ability to do my job.	1	2	3	4	5
I am self-assured about my capabilities to perform my work activities.	1	2	3	4	5
I have mastered the skills necessary for my job.	1	2	3	4	5
I have significant autonomy in determining how I do my job.	1	2	3	4	5
I can decide on my own how to go about doing my work.	1	2	3	4	5

I have considerable opportunity for independence and freedom in how I do my job.	1	2	3	4	5
My impact on what happens in my organization is large.	1	2	3	4	5
I have a great deal of control over what happens in my organization.	1	2	3	4	5
I have significant influence over what happens in my organization.	1	2	3	4	5

PART 3- Employee engagement and Employee Creative Behavior

Indicate your level of agreement to the below mentioned statements.

Employee engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job engagement					
I really “throw” myself into my job	1	2	3	4	5
Sometimes I am so into my job that I lose track of time	1	2	3	4	5
This job is all consuming; I am totally into it	1	2	3	4	5
My mind often wanders and I think of other things when doing my job (R).	1	2	3	4	5
I am highly engaged in this job	1	2	3	4	5
Organization engagement					
Being a member of this organization is very captivating	1	2	3	4	5
One of the most exciting things for me is getting involved with things happening in this organization	1	2	3	4	5
I am really not into the “goings-on” in this organization ®	1	2	3	4	5

Being a member of this organization make me come "alive."	1	2	3	4	5
Being a member of this organization is exhilarating for me	1	2	3	4	5
I am highly engaged in this organization.	1	2	3	4	5

Employee creative behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Suggests new ways to achieve goals and objectives	1	2	3	4	5
Comes up with new and practical ideas to improve performance	1	2	3	4	5
Searches out new technologies, processes, techniques, and/or product ideas	1	2	3	4	5
Suggests new ways to increase quality	1	2	3	4	5
Is a good source of creative ideas	1	2	3	4	5
Not afraid to take risks	1	2	3	4	5
Promotes and champions ideas to others	1	2	3	4	5
Exhibits creativity on the job when given the opportunity to	1	2	3	4	5
Develops adequate plans and schedules for the implementation of new ideas	1	2	3	4	5
Often has new and innovative ideas	1	2	3	4	5
Comes up with creative solutions to problems	1	2	3	4	5
Often has a fresh approach to problems	1	2	3	4	5
Suggests new ways of performing work tasks	1	2	3	4	5

Creative behavior: Source: George and Zhou (2001), "When openness to experience and conscientiousness are related to creative behavior: An interactional approach".

Item 3 adopted from (adopted from Scot & Bruce, 1996), 7 (adopted from Scot & Bruce, 1996) , 9 (adopted from Scot & Bruce, 1996)

Employee engagement: scale by Saks.

The measurement of worker relations: the development of a three-component scale Article (PDF Available) in Leadership & Organization Development Journal 37(1):2-12 · March 2016 with 866 Reads

DOI: 10.1108/LODJ-08-2012-0098

Leadership items taken from items for leadership styles were adopted from Ekvall and Arvonen (1991) that comprise 36 items measuring change orientation (10 items), employee orientation (14 items) and production orientation leadership styles (12 items). Only employee orientation items were taken,

Training scale adopted from Business Management and Strategy ISSN 2157-6068 2019, Vol. 10, No. 1 The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector Danish Ahmed Siddiqui and Noor-us-Sahar (

Organizational culture is dropped from the variables list.

Appendix 2 Ethics Form

Submitted by: Suha Alhaddad, Student ID: 6423

Office use:
Reference
Number

Date
Received

L1 ☐ L2 ☐ L3 ☐

Human Research Ethics Committee Ethics Approval for Research Involving Humans INITIAL APPLICATION - EXPEDITED REVIEW

PART A – ELIGIBILITY FOR EXPEDITED ETHICAL REVIEW

Does your research involve the following?

		(insert X in box)		
A1	A focus on illegal activity or highly likely to discover illegal activity	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A2	Access to personally identifiable information/records without specific consent from the individuals to whom the information/records relate	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A3	A focus on Roma or minority peoples, groups, communities or issues	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A4	A focus on women who are pregnant, and/or research involving the human foetus	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A5	An innovation or intervention which is not standard practice in the study population	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A6	A focus on people with a cognitive impairment, an intellectual disability, or a mental illness	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A7	People highly dependent on medical care who may be unable to give consent, eg unconscious or too ill	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A8	Access to human tissue samples without specific consent from the individuals from whom the tissue was collected (this includes cell lines other than those acquired commercially)	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A9	Human genetic studies	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A10	Human stem cells	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A11	Use of drugs; alternative/complementary therapies or care; or surgical or other therapeutic or diagnostic procedures and devices	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
A12	Exposing participants to ionising radiation	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>

If you have answered YES to any of the above do not continue completing this form. Your research is not eligible for expedited review and must be submitted for L3 review. Please go direct to the NEAF application form.

If you have answered NO to all of A1 – A12, proceed to PART B. Please note, depending on your answers to the following sections you may still be directed to L3 review.

Submitted by: Suha Alhaddad, Student ID: 6423

PART B1 – PROJECT

Project Title

Factors Affecting Employee Creative Behavior At Workplace
In Kuwait: Testing Mediation By Employee Engagement

Project Summary

The study aimed to analyse the factor affecting employee creative behaviour at the workplace in Kuwait using quantitative research design. The study involved the primary method of collection of data from 390 employees.

PART B2 – CHIEF INVESTIGATOR or PROJECT SUPERVISOR if student research

Name (Title / given name / family name)

Dr. Beenu Mago

Qualifications

PhD.

SBS ID
or Organisation if external

Al Tareeqah Management Studies (ATMS)

School & Faculty / Division

Mailing address

University Building, F-12 Street, RAKIA FZ, Al Jazeera Al
Hamra, Ras Al Khaimah, UAE

Contact Phone / Fax

+971 7 2433055

Email

beenumago@gmail.com

PART C – IDENTIFICATION OF ETHICAL ISSUES

C1	Will participants be identifiable, either directly or indirectly, in reporting of the research?	Yes Go to D1	No Go to C2	X
C2	Are adult participants who will not be competent to give consent expected to be recruited? NS2.2.12	Yes Go to D2	No Go to C3	X
C3	Will the research involve children, or young people < 18 years who are not higher education students? NS4.2	Yes Go to D3	No Go to C4	X
C4	Are the potential participants in an unequal relationship? NS4.3	Yes Go to D4	No Go to C5	X
C5	Will existing data sets, databanks or human tissue banks be accessed for the research? NS3.2	Yes Go to D5	No Go to C6	X

Submitted by: Suha Alhaddad, Student ID: 6423

C6	Does the research involve physically invasive procedures? NS2.1	Yes Go to D19 then C7	No Go to C7	X
C7	Does the research involve collection, extraction or use of human tissue (including cell lines), blood or other body fluids? NS3.4	Yes Go to D19 then C8	No Go to C8	X
C8	Is there a risk of physical injury to participants? NS2.1	Yes Go to D8	No Go to C9	X
C9	Might the research involve pain or discomfort for participants? NS2.1	Yes Go to D9	No Go to C10	X
C10	Might the research cause participants psychological or emotional stress?	Yes Go to D10	No Go to C11	X
C11	Could the research expose participants to civil, criminal or other proceedings?	Yes Go to D11	No Go to C12	X
C12	Does the research involve the collection of sensitive personal information?	Yes Go to D12	No Go to C13	X
C13	Could the research expose participants to economic loss or damage to their reputation?	Yes Go to D13	No Go to C14	X
C14	Could the research have a negative impact on personal relationships?	Yes Go to D14	No Go to C15	X
C15	Will potential participants be offered inducements that could be considered coercive?	Yes Go to D19 then C16	No Go to C16	X
C16	Does the research involve covert observation?	Yes Go to D16	No Go to C17	X
C17	Does the research involve deception or limited disclosure to participants?	Yes Go to D17	No Go to C18	X
C18	Will the research be conducted in an overseas setting?	Yes Go to D18	No Go to C19	X
C19	<p>If you answered No to all C1-18, the project appears to qualify for Expedited Review L1. Proceed to Part E.</p> <p>If you answered Yes to one or more C1-18, but were not advised that an L3 application was required by the corresponding questions in Part D, then your project appears to qualify for Expedited Review L2. Proceed to Part E.</p>			

PART D – ELIGIBILITY FOR EXPEDITED REVIEW L2

Only complete the questions in this part if instructed to do so on the basis of a response to a question in Part C.

D1	D1a	Is prior warning given to potential participants that they may be identifiable (either directly or indirectly)?	Yes Go to D1b	No Go to D21
	D1b	Will specific consent for use of identifying or potentially identifying information be obtained?	Yes Go to D1c	No Go to D21

Submitted by: Suha Alhaddad, Student ID: 6423

D1c	Are there strategies for participants to confirm their consent?	Yes Go to C2	No Go to D21
D2	D2a Will consent be sought from a 'person responsible'?	Yes Go to C3	No Go to D19 then C3
D3	D3a Will parental / carer consent be sought?	Yes Go to D3b	No Go to D19 then D3b
	D3b Will the consent or assent of the children / young people be sought?	Yes Go to D3c	No Go to D19 then D3c
	D3c Are children / young people a focus of the research?	Yes Go to D3d	No Go to D3d
	D3d Is the research contrary to the best interests of the children / young people?	Yes Go to D21	No Go to C4
D4	D4a Will the recruitment process address the issues with respect to the dependent relationship?	Yes Go to D4b	No Go to D21
	D4b Is recruitment of people in the dependent relationship essential for the purposes of the research?	Yes Go to D4c	No Go to D19 Then D4c
	D4c Is it a captive relationship?	Yes Go to D21	No Go to C5
D5	D5a Is the data/tissue held in identifiable or potentially re-identifiable form?	Yes Go to D5b	No Go to C6
	D5b Is there existing consent from the individuals that covers this research?	Yes Go to C6	No Go to D21
D8	D8a Is prior warning given to potential participants?	Yes Go to D8b	No Go to D21
	D8b Will there be appropriate screening of potential participants to identify those at higher risk?	Yes Go to D8c	No Go to D21
	D8c Will procedures be conducted by experienced and appropriately licensed/accredited person(s)?	Yes Go to D8d	No Go to D21
	D8d Will there be compliance with relevant safety procedures?	Yes Go to D19 then C9	No Go to D21
D9	D9a Is prior warning given to potential participants?	Yes Go to D9b	No Go to D21
	D9b Will there be appropriate screening of potential participants to identify those at higher risk?	Yes Go to D9c	No Go to D21
	D9c Is the exposure likely to have a significant impact on participants or be potentially life threatening?	Yes Go to D21	No Go to D19 then C10
D10	D10a Is prior warning given to potential participants?	Yes Go to D10b	No Go to D21
	D10b Will there be appropriate screening of potential participants to identify those at higher risk?	Yes Go to D10c	No Go to D21
	D10c Is the exposure likely to have a significant impact on participants or be potentially life threatening?	Yes Go to D21	No Go to D19 then C11
D11	D11a Is prior warning given to potential participants?	Yes Go to D11b	No Go to D21

Submitted by: Suha Albhaddad, Student ID: 6423

D11b	Will researchers have a duty of disclosure?	Yes Go to D19 then C12	No Go to C12
D12	D12a Is prior warning given to potential participants?	Yes Go to D12b	No Go to D21
	D12b Will the Information be identified or re-identifiable?	Yes Go to D19 then C13	No Go to C13
D13	D13a Is prior warning given to potential participants?	Yes Go to C14	No Go to D19 then C14
D14	D14a Is prior warning given to potential participants?	Yes Go to C15	No Go to D19 then C15
D16	D16a Is the observed activity something which generally occurs in public?	Yes Go to D16b	No Go to D19 then D16b
	D16b Will 'participants' be identifiable?	Yes Go to D19 then C17	No Go to C17
D17	D17a Is the deception or limited disclosure likely to harm participants or compound the risks associated with the research?	Yes Go to D21	No Go to D17b
	D17b Have alternatives involving full disclosure been considered?	Yes Go to D17c	No Go to D21
	D17c Will participants be given full and prompt disclosure and debriefing after their participation?	Yes Go to D17d	No Go to D21
	D17d Will participants have the option of withdrawing their data once the deception is disclosed?	Yes Go to D17e	No Go to D21
	D17e Following debriefing are participants likely to regard the research as justified and acceptable conduct?	Yes Go to D19 then C18	No Go to D21
D18	D18a Are there ethics or other approval processes in the overseas country?	Yes Go to D18b	No Go to D18b
	D18b Will co-researchers be recruited in the overseas country?	Yes Go to D18c	No Go to D18c
	D18c Are the proposed recruitment and consent methods, and remuneration (where used) acceptable to the local culture and its beliefs and practices?	Yes Go to D18d	No Go to D21
	D18d Are there social, educational or others factors that may compromise free and informed consent?	Yes Go to D19 then D18e	No Go to D18e
	D18e Will participants be given a local contact for questions or complaints?	Yes Go to D20	No Go to D19 then D20
D19	Can the risks be easily negated, minimised or managed?	Yes Continue	No Go to D21
Details Provide details for each Part C or Part D question that directed		Question [Insert number]: (max 500 words) Question [Insert number]:	

Submitted by: Suha Alhaddad, Student ID: 6423

you to D19. Then
return to that question
and continue. (max 500 words)

Click on the question to return to: [Q6](#), [Q7](#), [Q15](#), [D2](#), [D3](#), [D8](#), [D9](#), [D10](#), [D11](#), [D13](#), [D14](#), [D16](#), [D17](#), [D18](#)

D20	If you have completed questions in Part D but were not advised that an L3 application was required then your project appears to qualify for Expedited Review L2. Proceed to Part E .
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D21	Your project requires full L3 ethical review. You should stop completing this form and go to Swiss Ethics
-----	---

Submitted by: Suha Albaddad, Student ID: 6423

PART E – PROJECT DETAILS – Answer all questions

E1	Brief 'plain English' description of project NS1	
	Details (Max 1,000 words)	
	<p>The study aim to analyse the factor affecting employee creative behaviour at the workplace in Kuwait using quantitative research design. The study will involve the primary method of collection of data from 390 employees. The study will involve an analysis of the impact of work-life balance on the creative behaviour of employees. The five factors pertaining to work-life balance will be discussed in the study and those are incentives, training, employee training, leadership and empowerment. However, the important aspect of the study will be the evaluation of the moderating effect of employee engagement influencing the relationship between WLB and employee creative behaviour. The analysis techniques will include demographic analysis, frequency analysis, independent samples t-test, one-way ANOVA, Multiple and Hierarchical Regression.</p>	
E2	Experience and skills of researchers NS1.1	
	Details (Max 100 words per researcher)	
	<ul style="list-style-type: none"> - 27 years of experience working in public sector in Kuwait. - Diploma in Accounting from PAAET-Kuwait, 1997 - Bachelor in Accounting from Applied Science University-Bahrain, 2011 - MBA from AUM-Kuwait, 2015 - MABR from SBS-Dubai, 2018 - Level 3 IVQ Advanced Diploma in Teaching, Training and Assessing Learning 	
E3	Participants	
E3.1	The participants being sought for this research are: (X all that apply)	
	Adults ≥ 18 years of age	<input checked="" type="checkbox"/>
	Children or young people < 18 years	<input type="checkbox"/>
	The general public	<input checked="" type="checkbox"/>
	Students or staff of SBS	<input type="checkbox"/>
	Students or staff of other universities / colleges	<input type="checkbox"/>
	School children, ie recruited through schools	<input type="checkbox"/>
	Volunteer registers or databases	<input type="checkbox"/>
	Members of particular community groups / organisations	<input type="checkbox"/>
	Employees of particular organisations	<input type="checkbox"/>
	Clients / patients of health service providers	<input type="checkbox"/>
	Hospital in-patients	<input type="checkbox"/>
	Clients of organisations / community services	<input type="checkbox"/>
	Prisoners or those held in detention	<input type="checkbox"/>
	People who have a sight or hearing impairment	<input type="checkbox"/>

Submitted by: Suha Alhaddad, Student ID: 6423

People with a specific health condition	
People in a dependent or unequal relationship with the researchers	
Records/information about people without contact with those people	
Human tissue collections without contact with the donors	
Other (please specify in no more than 50 words)	

E3.2	Identify the research sites, ie the communities / schools / hospitals / organisations etc from which participants will be sourced.
	Research site(s)
	All employees in Kuwait

E3.3	How, and by whom, will potential participants be selected, and (a) initially contacted, and (b) recruited? NS1.4; NS3.1
------	---

Details
(Max 300
words)

The method proposed to gather the primary data are surveys, it will be probability sampling, and private company will contact and collect the data.

E3.4	How many participants will be recruited and what is the rationale for that number?
	Total number covered by this application: 385
	<p>the population size (n) is (2,641,489) (Central Statistical Bureau, 2019), the confidence level (e) is 95%, sample proportion (p) is 0.5, z- score (z) is 1.96, and it will be calculated using Cochran's Formula as follows:</p> $n_0 = \frac{Z^2 pq}{e^2}$ <p>Where:</p> <p>e = margin of error</p> <p>p = the estimated proportion</p> <p>q = 1 – p</p> <p>z-value is found in z-table</p> <p>the result will be = ((1.96)² (0.5) (0.5)) / (0.05)² = 385</p>
	<p>Rationale: (Max 300 words)</p>

Submitted by: Suha Alhaddad, Student ID: 0423

E3.5	List the inclusion and exclusion criteria NS1.4				
	Details Inclusion criteria are 1- All employed participants live in Kuwait country 2- 3 level of employment Exclusion criteria are 1- Age group under 18 years 2- Imperfect responses				
E3.6	What is required of participants?				
	Details (Max 300 words) answer all questions.				
E3.7	What, if any, benefits might there be from the research for participants or others? NS1.6				
	Details (Max 300 words) No benefits for participants, but for all individuals that can benefit from the results of the study.				
E3.8	Will participants receive any reimbursements / payments / rewards for participating in the research?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
	Details (Max 300 words) No payment nor any rewards are there for participating in the survey.				
E3.9	Will participants be proficient in the English language? <i>If No, translations are to be attached to the application.</i>	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
	Details (Max 300 words) Yes as English Language is the second main language.				

E4	Research methods / techniques	
E4.1	The research methods / techniques to be used in this research are: (X all that apply)	
	Computer based tests	<input type="checkbox"/>
	Data linkage	<input type="checkbox"/>
	Focus groups	<input type="checkbox"/>
	Interview – face-to-face	<input type="checkbox"/>
	Interview – telephone	<input type="checkbox"/>
	Internet / web based research	<input type="checkbox"/>
	Observation	<input type="checkbox"/>
	Observation - covert	<input type="checkbox"/>
	Photographs of people	<input type="checkbox"/>
	Physical activities / tests/ exercises	<input type="checkbox"/>
	Placebo	<input type="checkbox"/>
	Psychological tests	<input type="checkbox"/>

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Submitted by: Suha Alhaddad, Student ID: 6423

Questionnaire / survey / diary - anonymous	<input checked="" type="checkbox"/>
Questionnaire / survey / diary - Identifying	<input type="checkbox"/>
Record / document analysis	<input type="checkbox"/>
Taping – audio / video	<input type="checkbox"/>
Case study	<input checked="" type="checkbox"/>
Case-control study	<input type="checkbox"/>
Epidemiological research	<input type="checkbox"/>
Intervention study	<input type="checkbox"/>
Qualitative research	<input type="checkbox"/>
Randomised controlled trial	<input type="checkbox"/>
Other (please specify in no more than 300 words)	<input type="checkbox"/>

E4.2	If any tests or procedures to be used are on the test, please identify by the registration number and title. Otherwise, provide details and attach a copy of questionnaires / surveys / interview scripts / tests / instruments or procedures that are not on the Register?
Details (Max 300 words)	Questionnaire attached

E5	Analysis
Details (Max 300 words)	Descriptive Statistics, Multiple regression, Hierarchical Regression, Independent Sample T-test, and ANOVA

E6	Informed consent N82.2
Consent method: (X all that apply)	
Written informed consent	<input type="checkbox"/>
Recorded informed consent	<input type="checkbox"/>
Parent / Guardian / Carer consent	<input type="checkbox"/>
Child's assent with parent / guardian consent	<input type="checkbox"/>
Young person 16-17 years consent	<input type="checkbox"/>
Child < 16 years consent	<input type="checkbox"/>
Implied consent	<input type="checkbox"/>
Retrospective consent	<input type="checkbox"/>
Waiver of informed consent sought	<input type="checkbox"/>
Waiver of parent / guardian consent sought	<input type="checkbox"/>
Existing consent (provide details below)	<input type="checkbox"/>
Other (please specify below)	<input type="checkbox"/>
Details of process (Max 300 words)	N/A

E7	Communication of results/reporting N81.1 ; N81.3 ; N81.4 ; N82.2.6 ; N83.1.4 ; N83.1.11
Details (Max 300 words)	The reporting from Swiss Business School, Al Tareeqah

Submitted by: Suha Albhaddad, Student ID: 6423

Management, and the research supervisor since the research is part of DBA program.

E8	Storage, access and disposal of data					
	Details (Max 300 words)	Keeping personal information of participants private so that they do not face any disturbance or harm during or after the research. Their names are not mentioned with responses and their contact information such as contact number and address are also not disclosed.				
E9	Duration of data collection / human research					
	From:	21/6/2019	To:	1/9/2019		
E10	Has the research been approved, or is under consideration, by another Human Research Ethics Committee (HREC)? <i>If Yes, and approved, attach a copy of the approval(s).</i>		Yes Give details		No Go to E11	X
	Name of HREC	Reference No.	Decision	What, if any, amendments were required?		
E11	Is the research the subject of a contract / agreement, or an application for funding to an internal or external grants body, sponsor, etc? <i>If Yes, attach a copy of the contract / agreement / application(s).</i>		Yes Give details		No Go to E12	X
	Organisation / Funding Body					
	Project title on contract / agreement / funding application					
	First named investigator					
	Administering institution					
	Research Office Reference (if applicable)					
	Copy table and repeat for each contract / agreement / grant.					
E11.1	Does the funding/support constitute a conflict of interest for either the researcher(s) or provider(s) of the support? N86.4		Yes Give details		No Go to E12	X
	Details (Max 300 words)					
E12	Safety Implications					

Submitted by: Suha Alhaddad, Student ID: 6423

Does the proposed research involve work on, use of, or exposure to any of the following?			
Cash reimbursements / payments to research participants	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Fieldwork / off-campus activity, eg Interviews	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Recombinant DNA	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Genetically modified organisms	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Biologically hazardous micro-organisms	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Chemically hazardous materials	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Human body fluids or tissue	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Radioisotopes / unsealed sources	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Ionising radiation	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Non-ionising radiation	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
Any other potential safety hazard for either participants or researchers?	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>

If 'Yes' to any of the above, you may need to submit a Safety Clearance application to the University's Health and Safety Team. Please refer to the [Safety in Research and Teaching](#) site for more information.

Submitted by: Suha Alhaddad, Student ID: 6423

PART F1 – CO-INVESTIGATORS other than student researchers

List all co-investigators on the project who are not students conducting the research as a component of their studies. If students of the University are working on the project, eg as research assistants, but not using the research for their studies, they should be listed here.

Name (Title / given name / family name)	
Qualifications	
SBS ID	
Division	
Mailing address	
Contact phone / fax	
Email	

Name (Title / given name / family name)	
Qualifications	
SBS ID or Organization	
Division	
Mailing address	
Contact phone / fax	
Email	

Copy table and repeat for each additional co-investigator.

PART F2 – STUDENT RESEARCHERS

List all students working on the project who are conducting the research as a component of their studies.

Name (Title / given name / family name)	Mrs. Suha Al-Haddad			
Qualifications	<ul style="list-style-type: none"> - Diploma in Accounting from PAAET-Kuwait, 1997 - Bachelor in Accounting from Applied Science University-Bahrain, 2011 - MBA from AUM-Kuwait, 2015 - MABR from SBS-Dubai, 2018 			
School	SBS-Dubai			
Mailing address	Surra B 6 St 10 H 10			
Contact phone / fax	+965 98868218			
Email	Saif8kw@gmail.com			
Name of degree program	DBA			
SBS ?	Undergraduate <input type="checkbox"/>	Honours <input type="checkbox"/>	Postgraduate Coursework <input type="checkbox"/>	Postgraduate Research <input type="checkbox"/>
	Yes <input checked="" type="checkbox"/> Other (please specify):			

Submitted by: Suha Alhaddad, Student ID: 6423

SBS ID 6423

Principal supervisor Dr. Beenu Mago

Copy table and repeat for each additional student.

Submitted by: Suha Alhaddad, Student ID: 6423
PART G1 – DECLARATION BY APPLICANTS

All of the required signatures in this part must be provided before this application can be processed. (Refer to *Special Circumstances* in the *Appendix – How to submit your application*.) I declare that the information provided in this application is truthful and as complete as possible.

- In signing this application, I declare that the research protocol conforms to the *Swiss Ethical Standards*.
- I undertake to conduct the research in accordance with the approved protocol, the *National Statement*, relevant legislation and the policies and procedures of SBS Swiss Business School.
- Where I am the project supervisor for the research described herein which will be conducted by a student of SBS Swiss Business School, I declare that I have provided guidance to the student in the design, methodology and consideration of ethical issues of the proposed research.
- I make this application on the basis that the information it contains is confidential and will be used by SBS Swiss Business School for the purposes of ethical review and monitoring of the research project described herein, and to satisfy reporting requirements to regulatory bodies. The information will not be used for any other purpose without my prior consent.

All investigators named at **B2**, **F1** and **F2** are to sign this declaration.

	Name	Signature	Date
Chief investigator/ project supervisor	Dr. Beenu Mago	<i>Beenu</i>	
Investigator 2			
Investigator 3			
Investigator 4			
Investigator 5			
Investigator 6			

To be completed by the Chief Investigator / Project Supervisor

Level of Review

Having completed this application, I believe that this project qualifies for (X one box):

Expedited Ethical Review Level 1 ☐

or

Expedited Ethical Review Level 2 ☐

Attachments:

I have **attached** the required documents as follows: (please X)

- Participant Information Statement(s)
- Verified translations of Participant Information Statement(s)
- Participant Consent Form(s)
- All recruitment material, eg advertisements, posters
- Surveys / questionnaires
- Focus group / Interview schedule(s)
- Funding application(s) / Contract / Agreement
- Approval(s) from other HRECs

<input type="checkbox"/>	N/A	<input type="checkbox"/>
<input type="checkbox"/>	N/A	<input type="checkbox"/>
<input type="checkbox"/>	N/A	<input type="checkbox"/>
<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
<input type="checkbox"/>	N/A	<input type="checkbox"/>
<input type="checkbox"/>	N/A	<input type="checkbox"/>
<input type="checkbox"/>	N/A	<input type="checkbox"/>

SBS Human Research Ethics Committee – Initial Application - Expedited Review

Submitted by: Suha Alhaddad, Student ID: 6423

Comments

You are invited to add comments to supplement your application if you think something has not been covered, or to provide feedback on this form.

