

## EFFECT OF CREATIVE PROCESS ENGAGEMENT OF EMPLOYEES ON THEIR INNOVATIVE WORK BEHAVIOUR WITH MODERATING EFFECT OF THEIR WELLBEING

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### ABSTRACT

*Innovative behavior reflects the creation of something new or different. Innovative behavior is by definition change-oriented because it involves the creation of a new product, service, idea, procedure, or process. It is defined here as a multi-step process in which an individual recognizes a problem for which they generate new (new or adopted) ideas and solutions, work to promote and build support for them, and create a workable prototype or model for use. and the benefit of the organization or its parts.*

**Keywords:** *Innovative Behavior, Workable Prototype, Covid-19, Critical Thinking, Problem-Solving Skills.*

### Introduction

The creative process is the development of an idea into its final form through a progression of thoughts and actions. The creative process involves critical thinking and problem-solving skills. It is the act of solving problems through innovation. It is a systematic approach to solving problems by finding new ways of looking at old concepts. This system can be operated by an individual or a team of people for personal, educational or business purposes.

The COVID-19 pandemic has affected the mental and physical health of people around the world. As health and wellness become a top priority for people around the world, employers are scrambling to help and protect their employees. Employee wellbeing is not just limited to physical health; various other factors determine the overall functioning of an individual. Employee health and well-being has always been a priority for employers as it increases employee productivity, reduces burnout rates, improves workplace culture and offers many other benefits. Technological advancements now allow for a variety of workplace wellness alternatives, and organizations are planning strategic approaches to support health and wellness programs for their employees.

### Objective of the Study

- To understand the relation between creativity and innovation of employees.
- To understand moderating effect of wellbeing on the relationship between their CPPE and IWB

### Literature

The literature was reviewed to stimulate a proper overview of the whole concept and to find good scales that suit this research. Aspects that play a role during this research are creativity, innovation and well-being. Emphasize the importance so that it improves overall company performance Innovative work behavior.

Creative Process Engagement is considered a key antecedent in determining the interactive whiteboard based on several theories such as work control theory (Karasek, 1979), work characteristics theory (Hackman & Oldham, 1976), job demand resource model (Schaufeli & Bakker, 2004). and more. Furthermore, Krishnan (2013) also used social exchange theory to explain interactive whiteboards to employees. According to them, employees who have freedom of performance feel indebted and react with positive work behavior, i.e., I-board. The role of creative engagement in positively influencing the i-

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board has received considerable attention from researchers (Chiu, Lun, & Bond, 2018; De Spiegeelaere et al. 2014). It has shown a positive role in predicting teachers' engagement, affective commitment, and job satisfaction (Brenninkmeijer, Demerouti, Le Blanc, & van Hetty Emmerik, 2010). The effect of job autonomy on the positive effect on teachers' work engagement has also found support in longitudinal studies (Vera, Sala nova, & Lorente, 2012). The current inquiry therefore focuses on whether employee ownership of tasks serves as a key determinant of interactive whiteboarding (Martín, Sala nova, & Peiro, 2007) and employee engagement in creativity.

Creativity in organizations has been seen as the generation of new and useful ideas (Mumford & Gustafson, 2017). Innovation goes beyond creativity and includes both the creation and implementation of the latest ideas (Kanter, 2018). West and Farr (2019) defined innovative work behavior as "deliberately creating, implementing, and applying the latest ideas within a role, group, or organization to learn the performance of the role, group, or organization" (Janssen, 2019 -2020). Innovative work behaviors include the dissemination of behaviors associated with generating ideas, promoting ideas, and helping to implement those ideas (Scott & Bruce, 2017; Janssen, 2017). From studies on creative and innovative work behaviors (Janssen, 2018; Kanter, 2018 Scott & Bruce, 2019; West and Farr, 2019), it can be concluded that the innovation development process has four tasks: opportunity exploration, idea generation, idea promotion and idea implementation. calls opportunity exploration In order to access identified opportunities, idea generation works towards enabling innovation development, providing ideas for brand new products or processes. Idea promotion involves marketing new ideas by persuading the social environment and building a team of employees who can take responsibility and provide the necessary support and knowledge. Ideation is experimenting with ideas and building a prototype to improve and integrated with organizational practices.

In their study of 400 employees in Korean organizations, Kim and Park (2017) found that organizational procedural justice was positively related to work engagement, knowledge sharing, and innovative work behavior. Other organizational factors that are associated with innovative work behavior are, for example, organizational culture and climate (Scott and Bruce 1994; Ibrahim et al., 2018), support for innovation (Axtell et al. 2000), employees' concern for change, commitment to change (Battistelli et al, 2014) and leadership styles (Sethi be and Steyn, 2017). Transactional leadership has had mixed results on innovative work behavior (Bed Nall et al, 2018). Innovative work behavior can also plague individual differences. Some of the variables that have been studied include mastery orientation (Janssen and van Y preens, 2004), intrinsic interest (Yuan and Woodman, 2010) and propensity to innovate (Bunce and West, 1995). Orth and Volmer (2017) adopted a dynamic personal perspective on employee innovation. Their study shows that the daily internal effect autonomy varied as a function of creative self-efficacy

**H<sub>1</sub>:** Creative process Engagement is positively and significantly associated with innovative work behavior.

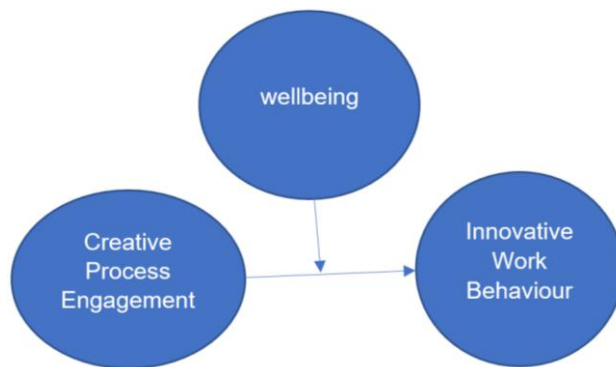
Creativity Process Engagement Creativity is the ability to come up with new ideas and practical solutions to problems and issues (Amabile, 2016). Creative organizations are more likely to stay ahead of their competitors and better adapt to changes in the environment (Baer, 2012; Bammens, 2016), and creativity has been identified together among many elements that help a company achieve success. As a result, organizations have realized the importance of creativity as well as the need to engage employees in creative behavior. This importance underlies the need to find ways to increase employee engagement in creative behavior (Yoon et al., 2020). Bakker et al. (2020) identify the need for workers to proactively manage their psychological resources as these resources can facilitate and support creativity. While perceived organizational support (POS), workplace stress and work engagement are investigated in influencing creativity (Bakker et al., 2020; Gray et al., 2020; Thao & Kang, 2018), there is relatively little empirical research on the interplay of these factors in influencing employee creativity. In addition, Duan et al. (2020) emphasizes the need to analyse the indirect effect of POS on influencing creativity. 2007; Isaksen, Lauer,; Bock, Zmud, Kim, and Lee (2015) refer to Denison's (2018) definition of organizational context, where integral relationships of climate and culture are workplace perspectives. Creativity remains an elusive and intangible contributor to workplace performance and change despite emphasis from psychological economic perspectives (Cohen & Levinthal, 2018; Rubenson & Runco, 2019; Zahra & George, 2020); agreement on the definition of the construct remains unresolved. Although creativity is the mantra of organizations competing in the global economy, Florida and Goodnight (2013) state. Businesses are unable to incorporate these notions of creativity into a coherent management frameworkll despite their claim that ``a company's most fundamental asset is not raw materials, transportation systems, or political influence... it is creative capital—the arsenal of creativity. thinkers whose ideas became valuable products and fixes. The perception of the extent to which a company values its

contribution and cares for the well-being of its employees is referred to as POS (Lin et al., 2014; Paillé & Raineri, 2015). A phenomenon that is associated with POS is the norm of reciprocity, because POS brings not only positive emotional and cognitive evaluations to the organization, but also a sense of commitment among employees to enable return to their organization (Asif et al., 2019; Byrne & Hochwater, 2008; Gouldner, 2004; Shore & Wayne, 2005). POS influences an individual's intrinsic and extrinsic motivation and builds purpose, meaningfulness, and a prosocial orientation to accomplish tasks in the workplace, culminating in employee creativity (Duan et al., 2020). According to Bammens et al. (2013), when employees feel stronger organizational support, they are more motivated to interact in creative activities (Bammens et al., 2013). POS has been found to strengthen employee mental health and increase resilience to vulnerabilities and challenges; consequently, it increases the employee's creativity (Demerouti et al., 2015; Imran et al., 2020). Findings from several studies suggest that POS increases work engagement (e.g., Adil et al., 2020; Imran et al., 2020; Tan et al., 2020), increases motivation (intrinsic and extrinsic motivation) (Rhoades & Eisenberger, 2002), promotes accountability to work (Eisenberger et al., 2016) and develops a reciprocal obligation to repay the organization (Shore & Wayne, 2017). Together with work engagement, POS (Bammens et al., 2013; Demerouti et al., 2015) can end up in employee creativity, as engaged employees are more receptive to new things (Bakker & Leiter, 2010) and would find new and innovative ways to fulfill their tasks. In other words, employees show creativity when they feel supported by their supervisors and their organizations (Mouland, 2018; Scott & Bruce, 1994). While studies have shown that POS and employee creativity are linked (Akgunduz et al., 2018; Ibrahim et al., 2016), the underlying mechanism that strengthens the link between the research variables remains in its early stages (Kunduz et al., 2018; Asif et al., 2019; Bidialectal., 2011; Ibrahim et al., 2016; Imran et al., 2020). This study therefore seeks to look at the effect of POS and work engagement on employee creativity and whether work engagement Basadur and Gelade (2016) noted that organizations must improve performance to take advantage of rapid change and create or regain competitive advantage. Factors influencing creativity in the workplace are studied in other professional fields, suggesting that encouragement, autonomy, and freedom and resources support creativity in the workplace. Threats or barriers to creativity (workload pressure, work not seen as challenging, and organizational barriers such as rigid or controlling management structures) are suggested to negate the role and presence of creativity (Amabile et al., 2015). Creativity inherently encourages crossing disciplinary boundaries and studying interrelated influences (Haring-Smith, 2016); however, looking for a definition of the construct beyond the boundaries of creative disciplines offers little relevance to creativity at the organizational level. Although Amabile's definition of creativity has been widely accepted as "the production of new and useful ideas in any field" (2016), Cowdray and de Graaff (2015) defined what is 'creativity', rather than what is meant by the word 'creativity,' providing a close look at the different sites involved in creativity research. "The idea of creativity encompasses a number of concepts, including imagination. The initial approach to analyze the connection between workplace well-being and subjectivity was the study of job satisfaction (Harris, Daniels, & Briner, 2013; Judge, Heller, & Klinger, 2018; Ter Doest, Maes, Gebhardt, & Koelewijn, 2016). In line with Harter, Schmidt, and Keyes (2013), two lines of research characterize this approach. Primary is associated with the idea of person-environment fit (French, Caplan, & Van Harrison, 2012), during which well-being is associated with the presence of appropriate demands on the individual by the organization. The second line of research – closest to our hypothesis – concerns the performance and thus the quality of life of people with the presence of positive emotional states and satisfying relationships in the work environment (Isen, 2015; Warr, 2016). According to Caisson Mihalyi (2019), optimal conditions exist for mutual well-being among individuals as well as the work environment when their environment encourages people to hunt for challenging or significant tasks. The idea behind this method of framing is that workplace well-being manifests itself in job satisfaction, which in turn is stimulated by the subjective ability to seek positive personal balance within organizational interaction. Brunstein, Schultheiss, and Grossmann (2014) emphasize the importance of being willing to define appropriate personal goals (goals) with a scope to support personal well-being. However, the subjective ability to assure a satisfactory psychological contract with the organizational environment appears to be related to workplace well-being (Guest & Conway, 2017); in accordance with these authors, in fact, the psychological contract that people are willing to subjectively maintain has become a formula widely used in research and has proven useful in explaining many employee behaviors, including attitudes toward health and well-being.

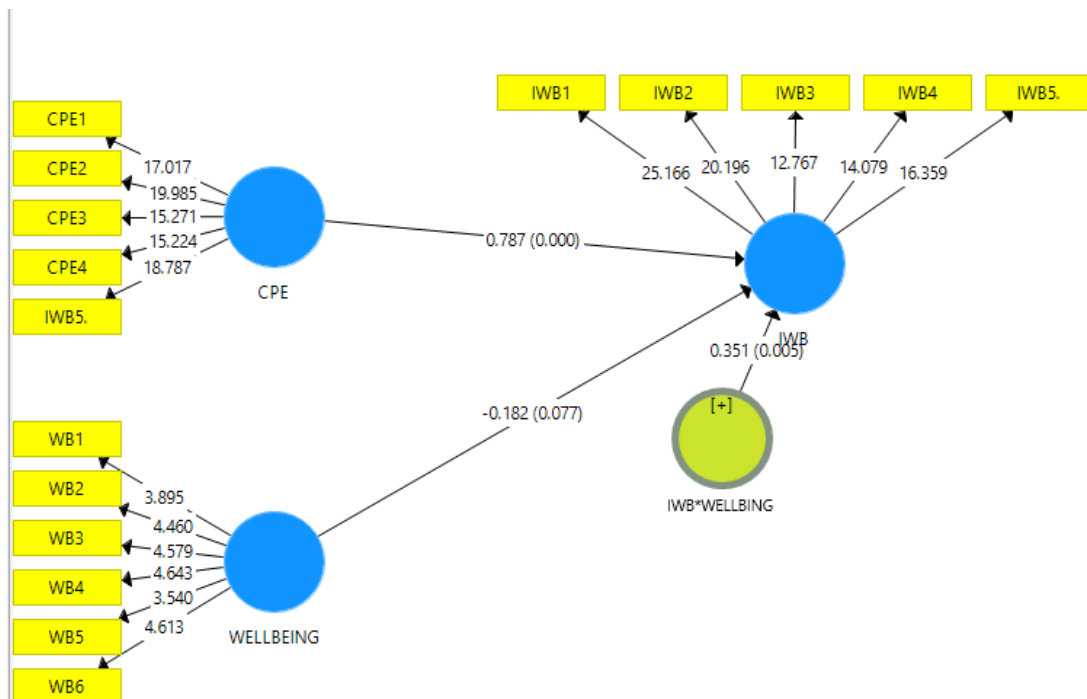
**H<sub>2</sub>:** Wellbeing moderates the positive relationship between creativity and innovative work behavior such that the strength of the relationship increases with high levels of well-being and decreases with low levels of well-being.

Involvement in the creative process refers to the involvement of employees in the relevant methods or processes. Creative processes involve three phases, namely problem identification, information retrieval and encoding and idea generation (Zhang and Bartol, 2010a). This study focuses on the creative process of the employee and considers it a special kind of work commitment. Work engagement has emerged as a potentially important topic in employee research performance management and organization (Rich, et al., 2010; Rayton and Yakamik, 2014). The concept of engagement was first introduced by Kahn (1990) and has been much developed since then (Vigoda, 2000; Yasin Ghadi, et al., 2013). Work engagement can also be considered a strong sense responsibility and commitment to own performance. It is obvious that employees in general they feel that their performance depends mainly on their own efforts (Britt, 2003). Considerable studies have shown that work engagement can significantly influence work-related outcomes such as job performance (Rich, et al., 2010; Robertson, et al., 2012), job satisfaction (Warr and in creole, 2012) and person-job fit (Lu, et al., 2014). In this study, we decided to investigate the intrinsic role power instead of total power. We use the definition proposed by Vigoda (2000) and treat in-role performance as the employees in relation to their role requirement that is a basic job duty and task required by the job description.

**Conceptual Framework**



**Final Model with Path Coefficient and R- square**



## Research Methodology

The employee level data was collected with the help of a standardized questionnaire. The sample consisted of employees of various organization located in India. The sample 150 respondents were selected on a random basis from the list of 250 employees in India, which comes around 60%. The sample consists of 40% females and 60% of male employees.

- **Measure**

Creative work behaviour was measured by using the scale. It consists of 5 creativity engagement was measured by using the scale by Oldham and Cummings (1996). It consists of two items. The response ranges from never to every time on a sevenpoint scale. Innovative work behavior were measured by using the scale by Spector (1985) which consists of 7 items ranging from never to every time on a seven-point scale. Wellbeing was measured with "UWES–Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004), which consist of 7 five-point Likert scale items that is strongly agree to strongly disagree.

- **Data Analysis**

This study uses PLS-SEM in predicting key target constructs. PLS-SEM overcomes the limitation of small size and offers a higher statistical power. PLS-SEM does not rely on strict data assumptions as compared to SPSS.

At first, we considered outer path loadings of various constructs and deleted items which were having a value of less than 0.05. later, reliability was assessed using Cronbach alpha and composite reliability. Convergent validity was judged with the help of average variance extracted (AVE) therefore, I used HTMT ratio to assess discriminant validity.

The collinearity of the constructs was assessed using variance inflation factor (VIF) and the structural model was assessed using criteria of R2 (explained variance) and Q2 (predictive accuracy). The value of R2 may range from 0 to 1, which suggests predictive accuracy, is calculated on the hold out data, using blindfolding, vis-à-vis the data that was used to calculate R2. Later, we applied bootstrapping, to check the direct effect and later, inducted mediating variable to arrive at the indirect effects. Finally, for assessing goodness of fit standardized root mean square residual (SRMR) was used to avoid model misspecification.

## Results

- **Reliability and Validity**

The outer loading is the absolute contribution of each indicator to the construct. The values in Table 1 suggest internal consistency of the model, as Cronbach alpha values ranged from 0.8 to 0.9 and composite reliability values ranged from of 0.90 to 0.94. Through Cronbach alpha of CPE is less than 0.8, based on its composite reliability value, we decided to continue with the variable. The value signify that the measuring instruments were reliable. The validity test measures the fitness of theory of a study. This theory of fitness is tested through discriminant and convergent validity.

**Table 1: Reliability and Validity of Measurement Scale**

| Construct     | Convergent validity AVE<br>(Average variance Extracted)<br>>0.50 | Cronbach'<br>Alpha 0.80-<br>0.98 | Composite<br>Reliability<br>0.80-1.0 |
|---------------|--|----------------------------------|--------------------------------------|
| CPE           | 0.650  | 0.867                            | 0.903                                |
| IWB*WELLBEING | 0.581  | 0.975                            |                                      |
| IWB           | 0.622  | 0.850                            | 0.864                                |
| WELLBEING     | 0.734  | 0.928                            | 0.953                                |

**Table 2: Discriminant Validity: Heterotrait Monotrait Ratio (HTMT)**

|           | CPE   | IWB   | WELLBEING |
|-----------|-------|-------|-----------|
| CPE       | 0.806 | -     | -         |
| IWB       | 0.730 | 0.789 | -         |
| WELLBEING | 0.217 | 0.139 | 0.857     |

**Table 3: Explained Variance (R square)**

|     | R square | R square adjusted |
|-----|----------|-------------------|
| IWB | 0.0637   | 0.626             |

- **Effect of Wellbeing as a Moderator**

We tested moderator by employee effect of wellbeing using bootstrapping procedure. Bootstrapping result are exhibited in Table 5 indicating specific indirect effects on latent variables on the outcome.

**Table 5: Moderator Analysis**

Where red color is showing the result of not support whereas green color is showing the supported.

|                  | Original sample (O) | Sample mean (M) | Standard Deviation (STDEV) | T statistic (o/STDEV) | P value |
|------------------|---------------------|-----------------|----------------------------|-----------------------|---------|
| WELLBEING -> IWB | -0.182              | -0.137          | 0.108                      | 1.774                 | 0.077   |
| IWB*Wellbeing->  | 0.351               | 0.328           | 0.126                      | 2.799                 | 0.005   |
| CPE-> IWB        | 0.787               | 0.787           | 0.056                      | 14.041                | 0.000   |

- **Fitting the Model in Smart-PLS**

As a good fit matrix, SRMR helps avoid model misspecification (Kanter, 2018). West and Farr (2019). A fit value of less than 0.07 is considered acceptable (Kanter, 2018). West and Farr (2019). In this study, the standardized root mean square residual (SRMR) is 0.068. The measurement and structural model criterion are therefore acceptable. The results confirm that creative process involvement is positively and significantly associated with innovative work behavior (H1). The results show that Well-being moderates the positive relationship between creativity and innovative work behavior such that the strength of the relationship increases with high levels of well-being and decreases with low levels of well-being (H2). Findings reveal significant moderation by Wellbeing. The results also indicate that of all three variables that were included in the model, there is a significant effect of employees' involvement in the creative process on their innovative work behavior and a moderating effect of their well-being on this relationship.

- **Discussion**

Innovation plays a major role in sustaining competitive advantage for an organization. IWB by employees is also one of the key sources of innovation that every organization acknowledges and wishes to tap. The present study used its effectiveness in explaining IWB and wellbeing of employees. This study was conducted in the higher education sector of India, which remains one of the unexplored areas as far as application of explore the same is concerned. We regressed wellbeing on two job resources, i.e., creative process engagement and innovative work behavior, i.e., problem with work. Further, we also hypothesised that wellbeing shall positively affect IWB of employees. In nutshell, the present study investigated relationship between Creative process engagement and innovative work behavior, mediated by wellbeing among employees in corporate sector. The results suggest that creative process engagement and innovative work behavior affects wellbeing. Though there are mixed results concerning relationship between CPE and IWB (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 20017), in general, wellbeing exhibit association with employee engagement (Nahrgang et al. 2011). Though there are very few studies available on problem with work and its effect on engagement.

- **Implication**

This Study contributes to the literature in a few ways. First, we explore employees' employee's engagement at creative process engagement in a more novel way, which enriches the innovative work behavior (Chin et al. 2012; Chughtai & Buckley, 2011) to capture wide spectrum. Additionally, the model can f urther include job innovation with the help of which employees may make changes in their job creativity (Schuler, Binnewies, & Bürkner, 2019). Additionally, future researcher may also focus on other more wellbeing, i.e., emotional and mental wellbeing, along with problem with work. This study has several managerial implications concerning its findings. Firstly, innovation was found to be related to employee engagement.

- **Conclusion**

Since well-being is an important national agenda for employees, this study examined the influence of well-being on innovative work behaviour and creativity. A better understanding of the role of well-being in the innovative work behaviour and creativity in corporate world enables to generate job design that support employee well-being (Tai, Ng & Lim, 2019; Othman & Sivasubramaniam, 2019). Positive well-being in organisation introduces and normalises mental health self-inquiry and self-management (Kern, Waters,

Adler & White, 2015). Innovative work behaviour can only be experienced by employees who possess positive feelings of engagement with the organisation (Bawuro, Danjuma & Wajiga, 2018). Thus, this study created a conceptual framework to nurture the understanding of positive well-being among employees to pursue innovative work behaviour and creativity as needed by the organisation.

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### Annexure

#### Questionnaires

Hello! I am Komal Arora student of ITM university. I am conducting the survey for my research study. Please take your time to fill up this questionnaire. The questioner is divided into section related to creative process engagement, innovative work behavior and wellbeing. I have taken 7-point Likert scale.

|              |                          |                            |
|--------------|--------------------------|----------------------------|
| Name         |                          |                            |
| Demographics | Categories               | Mark right when applicable |
| Age group    | 21-30                    |                            |
|              | 31-40                    |                            |
|              | 41-50                    |                            |
|              | 51 and above             |                            |
| Gender       | Male                     |                            |
|              | female                   |                            |
| Occupation   | Public sector employees  |                            |
|              | Private sector employees |                            |

#### Creativity Process Engagement

| S. No | Questions   | Never 1 | 2 | 3 | 4 | 5 | 6 | Every Time 7 |
|-------|---|---------|---|---|---|---|---|--------------|
| 1.    | I consider diverse sources of information in generating new ideas.                                      |         |   |   |   |   |   |              |
| 2.    | I look for connections with solution used in seeming diverse areas.                                     |         |   |   |   |   |   |              |
| 3.    | I generate a significant number of alternatives to the same problem before I choose the final solution. |         |   |   |   |   |   |              |
| 4.    | I try to diverse potential solutions that move away from established ways of doing things.              |         |   |   |   |   |   |              |
| 5.    | I spend considerable time shifting through information that helps to generate new ideas.                |         |   |   |   |   |   |              |

#### Innovative Work Behavior

| S. No | Questions   | Never 1 | 2 | 3 | 4 | 5 | 6 | Every Time 7 |
|-------|---|---------|---|---|---|---|---|--------------|
| 1.    | Searches out new technologies, processes, techniques and/or product ideas that could be well implement. |         |   |   |   |   |   |              |
| 2.    | Promotes and champions ideas to others to get support to implement them.                                |         |   |   |   |   |   |              |
| 3.    | Investigates and secure funds needed to implement new ideas.  |         |   |   |   |   |   |              |
| 4.    | I develop adequate plans and schedules for the implement o new ideas.                                   |         |   |   |   |   |   |              |

#### Wellbeing

| S. No | Questions  | SA 1 | 2 | 3 | 4 | 5 | 6 | SD 7 |
|-------|--|------|---|---|---|---|---|------|
| 1     | This activity gives me my greatest feeling of really being alive.  |      |   |   |   |   |   |      |
| 2     | This activity gives me my strongest feeling that this is who I really am.  |      |   |   |   |   |   |      |
| 3     | I feel more complete or fulfilled when engaging in this activity than I do when engage in most other activities. |      |   |   |   |   |   |      |
| 4     | When I engage in this activity. I feel more satisfied than I do when engage in most other activities.            |      |   |   |   |   |   |      |
| 5     | This activity gives me my strongest sense of enjoyment.  |      |   |   |   |   |   |      |
| 6     | When I engage in this activity, I feel good.   |      |   |   |   |   |   |      |

