

# Enhancing innovative work behaviour in higher institutions of learning: the role of hope

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## Abstract

**Purpose** – Despite the current dynamism in the education sector that was manifested in new approaches to work that require innovative workforce, little empirical studies have been conducted on how to influence innovativeness in higher education institutions. Moreover, though studies have established a link between hope and innovative work behaviour, no study has established how hope and its two components of agency and pathways influence innovative work behaviour. The purpose of this study is to establish the influence of hope and its two components of agency and pathways on innovative work behaviour.

**Design/methodology/approach** – A quantitative cross-sectional research design was adopted in this study. The study employed hierarchical regression to test the hypothesised relationship between hope and its components of agency and pathways on innovative work behaviour using a sample drawn from public universities in Uganda in the two categories of academic and administrative staff.

**Findings** – The findings reveal that pathways and agency influence innovative work behaviour. The Findings also revealed that hope significantly influences innovative work behaviour over and above its individual components of agency and pathways.

**Research limitations/implications** – The study was cross-sectional in nature and the findings may not portray a true picture of the relationship between the study variables over time as behaviour is ever changing. Further studies could carry out a longitudinal study to establish the effect established in this study at different time intervals. The results provide a more complex understanding of how hope and its two components of agency and pathways enhance innovative work behaviour.

**Practical implications** – The findings of the study provide insightful direction to managers in public universities in Uganda to consider different avenues of increasing employee hope so as to enhance innovative work behaviour. This can be done through targeted interventions like involving employees in goal setting and setting alternative means to achieve goals.

**Originality/value** – The value of this study is both empirical and theoretical. Empirically, this study is the first to establish the influence of hope and its two components of agency and pathways on innovative work behaviour in Uganda's university setting. Theoretically, the study extends veracity of the conservation of resources theory (COR) by clarifying those employees who possess the psychological characteristics of hope exhibit innovative work behaviour. The study also extends on the theory of hope by revealing that agency and pathways influence innovative work behaviour.

**Keywords** Innovative work behaviour, Higher institutions, Hope, Conservation of resources theory

**Paper type** Research paper

## 1. Introduction

The current dynamism in the education sector requires universities as knowledge institutions to enhance the innovative work behaviour of employees to thrive (Dehning *et al.*, 2020). A case



in the point is the modification of courses and curriculum and adoption of novel teaching and learning methods on-line teaching inclusive (Ahmad, 2020). This dynamism requires employees with innovative approaches and initiatives to successfully execute their work roles. Innovative work behaviour is the employee's behaviour aimed at generation and implementation of novel ideas in work roles, units or processes (Yuan and Woodman, 2010). Although creativity appears to be similar to innovation and sometimes used interchangeably, innovation goes beyond generating ideas and includes both generation and execution of the idea to bring some value (Yuan and Woodman, 2010). Scholars like De Jong and Den Hartog (2010) have studied innovative work behaviour as a four-dimensional construct involving interrelated activities of idea exploration (trying to perceive new and improved ways of doing work), idea generation (developing various solutions to improve work role), idea championing (generating support from colleagues about the generated ideas) and idea implementation (the generated ideas are tested and initiated). The innovative capacity of an organisation is manifested in its employees who are at the forefront of generating and implementing innovative ideas into work role or process (Swaroop and Dixit 2018; Amabile and Pratt, 2016). However, the innovative skills of the university workforce in Uganda is deemed inadequate as manifested in the inability to adopt new work methods, carry out research, generate new knowledge and their ability to adapt to new work methods which limit the diffusion of innovative ideas to students (Kasule *et al.*, 2016; Baryamureeba, 2013).

From a theoretical perspective, personal characteristics (like hope) are important psychological resources that employees invest in and are intrinsically motivated to acquire, protect and secure for survival (Hobfoll, 2001). The conservation of resources theory (COR) posits that the loss of these resources threaten individuals, and therefore invest in them and protect the loss of these resources by exhibiting extra-role behaviour (like innovative work behaviour). Employees seek to protect hope as an important psychological resource by exhibiting innovative work behaviour (Snyder, 2002). Hope is an individual's positive energy characterised by agency and pathway (Snyder, 2002). Agency is the zeal energy directed towards goal achievement while pathway means generating alternative means to goal achievement (like innovative goals). Scholars argue that employees who are enriched with psychological resources (like hope) tend to yield more resources because of the positive mindedness (Rego *et al.*, 2014; Luthans and Youssef-Morgan, 2017).

A plethora of literature has established a link between hope and innovative work behaviour (Fatima and Khan, 2017; Sameer, 2018; Rego *et al.*, 2009, 2014). For instance, Fatima and Khan (2017) in their study revealed a significant indirect link between hope and innovative work behaviour through knowledge-sharing behaviour, employee engagement and work engagement. Sameer (2018) revealed that hope influences innovative work behaviour as well. Despite the burgeoning literature on the influence of hope and innovative behaviour, the studies have not established the influence of individual components of hope (agency and pathway) on work outcomes (like innovative work behaviour). Snyder *et al.* (1996, 1998) argue that one may not necessarily have both resources as one can be enriched with the will power (agency) but deficient of the ways to goal achievement (pathways) (see Figure 1). Yet the availability of both components is key for continual survival. Relatedly, Feldman *et al.* (2009) in their study revealed that agency; a hope component better predicted goal achievement than composite hope which comprises of both pathway and agency. Hence, there is a need to establish how each of the two hope components individually influences innovative behaviour so as to carry out targeted interventions to maintain a state of balance between the two components to enhance the desired behaviour. Also, the mixture of findings regarding the influence of hope components on its outcomes justifies the need for the current study. For instance, Snyder (2002) posits that a combination of agency and pathways components of hope is required to achieve goals (like innovative goals). But Feldman *et al.* (2009) revealed that agency better predicted goal achievement than composite hope. And also

Paul and Devi (2018) in their study revealed that hope has no influence on outcome expectations despite the burgeoning studies that have established like Snyder (2002) and Rego *et al.* (2014) who have revealed that hope influences goal achievement due to the possession of goals and pathways to achieve expected outcomes.

Moreover, most studies on hope and innovative behaviour have been carried out in the industrial sector and considered how hope influences creative behaviour rather than innovative work behaviour (e.g. Rego *et al.*, 2009; Rego *et al.*, 2014; Sweetman *et al.*, 2011) and less attention has been put in the service sector like university settings (Thurlings *et al.*, 2015; Lai *et al.*, 2016). Yet the magnitude of hope influence varies with variance in context (Sweetman *et al.*, 2011). Further still, past studies on determinants of innovative work behaviour were more focussed in Western countries (Zhou and Velamuri, 2018). This calls for research investigating the effect of hope on IWB in different cultures (Choi and Lee, 2014). There is an urge to examine these theories in other contextual settings than Asia and USA (Fatima and Khan, 2017). Using the framework of Hobfoll (2001), the current study endeavours to bridge the gap in hope theory and innovative work behaviour in the African setting (i.e. Uganda) by establishing the external validity of the study results generated from Western settings.

This journal is structured in three major sections. In the first section, the underlying theoretical underpinnings of the research is described, relate hope and its two components of pathways and agency with innovative work behaviour. In the second section, we explain the methodology, including the validity and reliability measures, sampling technique and procedures of data collection and the data analysis process. In the third section, the present study explains the findings and discussion, conclusion and recommendation, implications to theory and practice, limitations and areas for further research.

## 2. Empirical literature review and theoretical review

### 2.1 Theoretical review

The study was grounded on Hobfoll (2001) conservation of resources theory (COR). According to the COR, individuals are intrinsically motivated to acquire, retain and save valuable resources for survival since the potential loss of these resources is threatening (Hobfoll, 2002). Individuals who hold a resource pool are better positioned to attain more resources and invest them (Hobfoll, 2002). Personal resources create other resources and form a caravan of resources (Bakker and Demerouti, 2017). Hobfoll (2001) argues that resources may be internal like personal characteristics. An example of such internal resources to the individual is hope (Feldman, 2004). Hope is an internal resource an individual can secure and take advantage of to generate other resources. An employee who has the abundant resource of hope creates more caravans of resources which in turn generate other resources (Bakker and Demerouti, 2017).

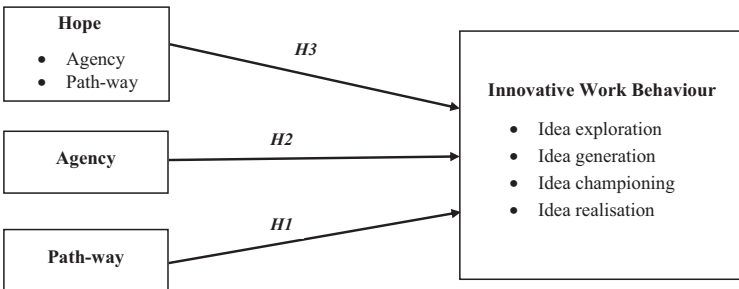


Figure 1.  
Conceptual  
research model

Hobfoll (2001) opines that the cognitive aspect of self-esteem is the key for individuals to acquire, maintain and build the resources. Hope is a cognitive construct associated with perceived possession of goal-directed energy and pathways to achieve positive outcomes (Snyder, 2002). Innovation needs a psychological resource of hope since it involves trying out new approaches to carrying out tasks. The new approaches are associated with taking risks and uncertainty of success. These individuals require the psychological resource of hope to persevere in a challenging situation when executing innovative duties. Since innovation is associated with outcome uncertainty and risk, individuals who have obtained the resource of hope use it to cope with the challenging situation.

## 2.2 Empirical review of literature

*2.2.1 Pathways on innovative work behaviour.* Pathway is the individual's cognition of the availability of alternative means to solve problems; a key requirement for innovation. This pathway energy enables hopeful employees to face innovation associated challenges since they feel there are available alternatives to approach the challenges. The will power equips them with the ability to generate alternatives to solve problems in case the earlier ones fail to work (Snyder, 2002). Since hopeful employees are intrinsically motivated to pursue goals, they tend to look for alternatives while implementing agency vigour (Shalley and Gilson, 2004; Snyder, 2002).

Individuals who perceive that alternative means to solve challenges are available have the ability to initiate innovative goals and in reality, look around for solutions to achieve the goals. Therefore, we hypothesise:

*H1. Path-way component of Hope significantly influences Innovative Work Behaviour*

*2.2.2 Agency and innovative work behaviour.* Agency is concerned with one's belief in the ability to achieve goals. Individuals who have agentic thinking have the cognitive ability to initiate and continue movement on selected pathways towards goals (Snyder *et al.*, 1996).

The agency component of hope triggers an individual's thought "I think I can" (see Snyder *et al.*, 1998). The mobilisation of such agentic thoughts acts as a motivational force to actually initiate and sustain the movement along pathways towards desired goals. A study by Feldman *et al.* (2009) revealed that agency component of hope was related to goal achievement. Hence, employees who have the cognitive ability to achieve goals actually initiate and prolong movement towards goal achievement. Therefore, we hypothesise as follows:

*H2. Agency component of hope significantly influences Innovative work behaviour*

*2.2.3 Hope and innovative work behaviour.* Hope constitutes both agency and pathways which are positive psychological state of development associated with "thinking and acting" to achieve goals. Lack of any of the components may lead to failure in achieving goals (Feldman and Snyder, 2005). Therefore, scholars have recommended the composite study of hope on its outcomes like innovative work behaviour (Snyder, 2004). Innovative behaviour is associated with uncertainty and risks, and hence requires an internal energy for facilitating endurance (Shalley and Gilson, 2004, p. 36). Innovative behaviour also requires averting from the status quo and involves the risk of failure (Zhou and George, 2003). According to hope theory by Snyder (2002), employees rich with hope can successfully face such challenges. Hopeful people exhibit innovative work behaviour as they have a high propensity to take risks and alternative new approaches to achieve individual goals (Snyder, 2002). Hopeful employees have the ability to take advantage of opportunities and can effectively respond to challenges that may arise (Wang and Lei, 2021). Rego *et al.* (2009) revealed that employees

who are more hopeful have more ability to solve problems related to work than their counterparts who are less hopeful. Therefore, we hypothesise as follows:

*H3. Hope significantly influences innovative work behaviour*

### 3. Methodology

#### 3.1 Design, study area and sampling

A quantitative cross-sectional research design was adopted to test hypotheses. The study focus was to discuss and draw inferences from the study findings on the hypothesised relationships between variables (Hair *et al.*, 2010). The target population was 6,013 employees working in ten public universities in Uganda in the two categories of academic and administrative staff (National Council for Higher Education, (NCHE), 2018). A sample of 384 respondents was drawn using Cochran (1977) formula for sample size calculation. A sample from each university was arrived at by getting the population for that particular university divided by the study population and multiplied by the sample size. Simple random sampling was then used to identify the participants in the study from each university. The reason for considering the two staff categories is that they are the ones who have the required information about innovation since they are at the forefront of executing innovative tasks (Kasule *et al.*, 2016). The response rate was 79.6% which is adequate for survey research (Rea and Parker, 2014). The results for respondents' demographic profile show that majority were male (51.6%) compared to female who were (46.8%). The majority were in the age range of 31 and 40 (44.9%), preceded by 20 and 30 (27%), (24.7%) aged over 40 years, and those below 20 years (1.3%). This shows that majority of the respondents (over 73.2) are in the age range of energetically exploring innovative ideas while expecting hope. As regards tenure, 31.4% of the respondents had worked in the respective universities for a period between 6 and 10 years, 19.6% between 11 and 15 years, 7.1 between 16 and 20 years, 7.2% for over 20 years and 37.2% for less than 5 years. Majority of the respondents had worked in the respective universities for more than five years which implies that the respondents have the required knowledge about the contextual state of what is happening in the organisation.

#### 3.2 Measures

The study variables were measured using the already established instruments from literature with some adaptations to suit the study setting. The variables were measured on a five-point Likert scale ranging from 1-strongly disagree to 5-strongly agree. To measure hope and its components of agency and pathways, we used scale advanced by Snyder *et al.* (1996). Agency and pathways were measured each by three items while hope was measured by six items. Innovative work behaviour was measured using a nine-item questionnaire Jeroen and Hartog (2010).

#### 3.3 Validity and reliability

We used factor analysis, content validity index (CVI) and Cronbach alpha coefficient to measure the validity and reliability of the research instruments. To fulfil the content validity and face validity, we contacted ten professionals (5 academic and 5 administrative). We conducted a pilot survey while keeping the context in mind. We dimensionally analysed on each scale. Confirmatory factor analysis (CFA) was done to establish the contribution of each item to the scale. The factors for all the study variables loaded above the 0.5 accepted threshold and were hence retained for further analysis. All the Cronbach alpha coefficients were above the 0.7 accepted threshold (Field, 2009). The results are presented in Table 1.

Construct	Code	Loadings	Cronbach's $\alpha$	Influence of hope on innovative work behaviour
<i>Innovative work behaviour</i>				<b>637</b>
Idea exploration	IE1	0.81	0.69	
	IE2	0.85		
Idea Generation	IG1	0.79	0.70	
	IG2	0.73		
	IG3	0.52		
Idea championing	IC1	0.71	0.78	
	IC2	0.66		
Idea implementation	IP1	0.63	0.73	
	IP2	0.61		
<i>Hope</i>				
Path-way	P1	0.67	0.70	
	P2	0.83		
	P3	0.64		
Agency	A1	0.74	0.71	
	A2	0.76		
	A3	0.76		
<b>Source(s):</b> Survey data				
<b>Table 1.</b> Constructs validity and reliability				

## 4. Results

### 4.1 Correlation analysis

In line with the recommendation by Hair *et al.* (2013) correlation analysis was conducted to reveal the linear association between variables using Pearson's correlation coefficient. The results in Table 2 show correlation between agency ( $r = 0.38, p < 0.01$ ), pathway ( $r = 0.24, p < 0.01$ ) hope ( $r = 0.39, p < 0.01$ ) and innovative work behaviour. Hope correlated with agency ( $r = 0.95, p < 0.01$ ), path-way ( $r = 0.67, p < 0.01$ ) and agency correlated with pathway ( $r = 0.57, p < 0.01$ ). This implies that increase in one variable is associated with an increase in the other.

### 4.2 Regression analysis

We used hierarchical regression to establish the effect of predictor variables (pathway, agency and hope) on innovative work behaviour. Model 1 tested for the effect of control variable which included gender, age, education level and tenure on innovative work behaviour. As seen in Table 3, the results reveal that only education level significantly influenced innovative work behaviour ( $\beta = 0.08, P < 0.05$ ). Model 2 tested for the influence of pathways on innovative work behaviour and the additional R2 change associated with pathways was significant ( $\beta = 0.21, P < 0.05$ ) implying that hypothesis 1 was supported. In Model 3, we tested the influence of

	1	2	3	4
1. IWB	1			
2. Agency	0.38**	1		
3. Pathway	0.24**	0.57**	1	
4. Hope	0.39**	0.95**	0.67**	1

\*\* Correlation is significant at the 0.01 level (2-tailed)

**Source(s):** Survey data (2021)

**Table 2.**  
Correlation results

Model	Variables	Unstandardized coefficients <i>B</i>	SE SE	Standardized coefficients <i>B</i>	Sig.
1	Gender	−0.006	0.076	−0.004	0.12
	Age	0.035	0.053		0.88
	Education	0.082	0.039	0.125	0.01
	Tenure	−0.041	0.039	−0.065	0.62
2	Gender	−0.026	0.074	−0.020	0.10
	Age	0.015	0.052	0.017	0.68
	Education	0.074	0.038	0.113	0.02
	Tenure	−0.040	0.038	−0.063	0.41
3	Path-ways	0.215	0.051	0.236	0.000
	Gender	−0.065	0.071	−0.049	0.29
	Age	0.009	0.050	0.011	0.60
	Education	0.047	0.037	0.071	0.11
4	Tenure	−0.038	0.036	−0.060	0.42
	Path-ways	0.061	0.056	0.067	0.01
	Agency	0.243	0.044	0.348	0.000
	Gender	−0.078	0.071	−0.059	0.32
	Age	0.008	0.049	0.009	0.56
	Education	0.045	0.036	0.069	0.10
	Tenure	−0.049	0.036	−0.076	0.39
	Path-ways	−0.038	0.074	−0.042	0.06
	Agency	0.043	0.106	0.062	0.07
	Hope	0.311	0.151	0.373	0.04

**Table 3.**Hierarchical regression  
results**Note(s):** a. Dependent Variable: Innovative work behaviour  
**Source(s):** Survey data

agency on innovative work behaviour and the results in [Table 3](#) reveal that the associated  $R^2$  change was significant ( $\beta = 0.24$   $P < 0.05$ ) implying support for [hypothesis 2](#). In Model 4, we tested for the influence of hope on innovative work behaviour and the associated  $R^2$  change was significant ( $\beta = 0.31$   $P < 0.05$ ) implying support for [hypothesis 3](#).

## 5. Discussion of findings

The study examined the influence of hope on innovative work behaviour based on a sample drawn from public universities in Uganda. More specifically, the study established the influence of pathways and agency as individual components of hope on innovative work behaviour. The education sector on the global scene is characterised by dynamism, like ranging from revamping of the education curriculum to new approaches of executing university work roles like on-line teaching ([Ahmad, 2020](#)). The findings of the study revealed a significant influence of pathways as a hope component on innovative work behaviour. The findings of the study support the results by [Feldman et al. \(2009\)](#) who revealed that pathways influence the individual motivation to generate novel ways to approach work-related problems. The study findings are consistent with the findings of ([Peterson and Byron, 2008](#)) who revealed that the pathway component of hope enables employees to create alternative strategies to goal achievement. The studies by [Feldman et al. \(2009\)](#) and [Peterson and Byron \(2008\)](#), however, were focussed on achieving goals and solving work-related problems. Therefore, the current study has determined that pathways as the component of hope influences employee's motivation to exhibit innovative work behaviour since employees who possess pathways/alternative solutions are perceived to have more innovative routes to solve work-related problems since they have the cognitive ability to find contingent solutions to work-related problems just in case the original solutions fail to produce desired behaviour



that could be exhibited by work-related innovative ideas. Besides, employees who are enriched with the resource of pathways strive to find innovative alternatives means to solve work-related problems, and therefore generate creative solutions that translate into building innovative culture among employees.

The study also examined the influence of agency as a crucial element of hope on innovative work behaviour. The study findings revealed that agency significantly influences innovative work behaviour. The findings of the study support the findings by [Feldman \*et al.\* \(2009\)](#) who established that agency has a significant predictive power on innovative goal achievement. The study findings imply that employees who perceive that they have the ability to initiate goals are encouraged to generate, explore and implement innovative ideas when confronted with challenging work tasks or processes.

Furthermore, the study examined the composite effect of hope (pathways and agency) on innovative work behaviour. The findings of the study revealed that hope has a significant effect on innovative work behaviour. From an empirical perspective, the study findings are in congruence with the studies of [Paul and Devi \(2018\)](#) and [Sameer \(2018\)](#) who revealed a significant relationship between hope and innovative work behaviour. As well, the study findings support the findings by [Feldman \*et al.\* \(2015\)](#) who revealed that respondents who went through hope intervention over time achieved better average grades at the end of the year compared to their counterparts. The findings also support the results of [Rego \*et al.\* \(2014\)](#), [Sweetman \*et al.\* \(2011\)](#) and [Rego \*et al.\* \(2009\)](#) who established that hope predicts employee's creativity. A study by [Fatima and Khan \(2017\)](#) also established an indirect relationship between hope and innovative work behaviour. However, these studies only considered creativity which is a sub-component of innovative work behaviour since it involves generating ideas and seeking the support of the generated ideas from colleagues. In addition, regarding the individual components of hope, the results also revealed that the magnitude of influence hope components on innovative work behaviour is not the same as agency was more influential than pathways ([Fatima and Khan, 2017](#)). This is supported by the argument of [Snyder \*et al.\* \(2002\)](#) who posited that employees may have more or less of the two components as employees in the current study reported to have more agency than pathways. The study also supports the findings of [Snyder \(2004\)](#) who argues that it is hard for an employee to possess both agency and pathways as components of hope. As far as synergetic efforts of pathways and agencies as hope components are concerned, the magnitude of the influence of composite hope is higher and above the individual components. While building on the existing body of knowledge, the current study provides insightful results regarding the influence of hope on innovative work behaviour since employees who possess goal-directed energy and pathways exhibit innovative work behaviour. The study findings are, however, contrary to the findings by [Feldman \*et al.\* \(2009\)](#) who revealed that goal-oriented energy (pathway) better-predicted goal achievement than the composite hope. Drawing from the conservation of resources (COR) theory ([Feldman \*et al.\*, 2015](#); [Hobfoll, 2002](#)), employees enriched with the psychological resource of hope draw from their resources to direct their energy and pathways to generate innovative solutions to work-related problems.

### 5.1 Conclusion and recommendations

Innovative work behaviour is a pre-requisite for organisations to survive in the current dynamic competitive environment. Hence, understanding the influence of employee personal characteristics like hope on innovative work behavior is paramount both in the academic and practice field. Given the limited research regarding the influence of hope on innovative work behaviour, this study contributes to the available literature of innovative work behaviour by providing a meaningful and deeper understanding on the effect of hope and its components on innovative work behaviour in the context of a university setting. Therefore, the study



provides important insights for employers and managers in the public institutions of higher learning (universities) to consider strategies aimed at instilling hope in employees to boost innovative work behaviour of employees through designing strategies that aim at engaging employees in developing alternative solutions solve work-related problems.

### *5.2 Implications to theory and practice*

*5.2.1 Theoretical implications.* First, our study results expound on hope theory by [Snyder \(2002\)](#) by clarifying that agency and pathways may not necessarily be equally present in individuals as our study findings revealed that employees in the university settings were reported to have more agency than pathways. The study findings also broaden [Snyder \(2002\)](#)'s theory of hope by revealing that hope predicts its outcomes over and above its individual components. The results clarify the mixture of findings by [Feldman et al. \(2009\)](#) who revealed that agency better predicted goal achievement than the composite hope. [Snyder \(2002\)](#) alludes that the two components of hope are required to better achieve goals, whereas [Feldman et al. \(2009\)](#) revealed that agency better predicted goal achievement than hope. The current study clarifies this mixture of findings by revealing that hope better predicts its outcomes like innovative work behaviour than its individual components. The study also provides an understanding of the influence of hope on innovative work behaviour in a university setting which is a service sector and more specifically in Uganda which is a developing economy. The study, therefore, provides a platform for carrying out comparative studies on using hope to enhance innovative work behaviour in developing economies *vis-à-vis* developed economies. Thus, it allows the use of data aimed at aggregated cross-cultural interventions aimed at advancing the global adoption of hope in enhancing innovation in organisations.

*5.2.2 Practical implications.* The current study provides important implications to managers by demonstrating the need for desired approaches to improve innovative work behaviour. Managers can improve employees hope so as to enhance the innovative behaviour of employees. Scholars gave revealed that hope can be improved through targeted interventions like engaging employees in setting goals, breaking broad and complex goals into manageable ones, helping employees to re-design and readjust goals when blockages are faced. The study results may also help management to put emphasis on the elements of hope when carrying out various human resource practices like recruitment, training and development. Managers can for instance acquire high hope employees during the recruitment process by utilising questionnaires containing questions that gauge hope as well as training the recruitment team on how to utilise the questions. The finding of this study could help managers in the university settings by drawing their attention on psychological factors like hope that stimulates innovative work behaviour and also trains employees on how to motivate and train students to convert their intentions to plans.

### *5.3 Limitations and directions for further research*

This study has limitations that form a basis for further research. First, the study data was only collected from public universities, and the results may not be generalized to private universities. Future studies may consider using a more representative sample of the population by including private universities. Never the less, the results still provide a vital platform for guiding comparative studies and direction for practice especially in service-oriented settings like the banking sector. The study was also cross-sectional and the behaviour of employees change over time, and therefore the applicability of the findings may be restricted as longitudinal studies could give different results from the results obtained in the current study. Therefore, future studies may be carried out using a longitudinal approach to compare the influence of hope on innovative work behaviour using data collected at different time intervals. Never the less, since the study intended to collect views about study

variables that tap into the leaved experience of employees, it is plausible to use the data to forecast future trends as a reliable reference for drawing conclusions. Furthermore, the study measured innovative work behaviour at the individual level and future studies may establish the influence of hope on innovative work behaviour at the group and organisational level.

Influence of  
hope on  
innovative  
work behaviour

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