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Co-Worker Support, Emotional Intelligence and Employees' Innovative Work Behaviour among "Chop Bars" in Kumasi, Ghana: The Roles of Employees Wellbeing and Competencies

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Abstract: The purpose of the study is to investigate the nexus between co-worker support and employees' innovative work behaviour (IWB) and the intermediary roles of employees' wellbeing and employees' competencies. Using the social exchange theory, a sample of 436 chop bars' workers in Kumasi, Ghana, were used for the study. Data from the respondents was collected using a standardised interview schedule. Seven hypotheses were tested using PLS-SEM. The study found that co-worker support affected employees' innovative work behaviour and employees' wellbeing. Also, co-worker support had an indirect association with employees' innovative work behaviour through employees' wellbeing. Employees' innovative work behaviour was influenced by emotional intelligence, employees' wellbeing and employees' competencies. The nexus between co-worker support and employees' innovative work behaviour was strengthened by employees' competencies. The findings highlight how policy makers and practitioners can increase employees' innovative work behaviour in the hospitality industry.

Keywords: *co-worker support, emotional intelligence, employees' innovative work behaviour, chop bars, employees' wellbeing, employees' competencies*

Introduction

Chop bars are small traditional Ghanaian eateries that fall under the category of small and medium-sized businesses (SMEs), which include formal and informal micro-enterprises (two to nine employees), small businesses (ten to forty-nine employees), and medium-sized/large businesses (fifty or more employees) (ILO, 2019). Innovation in general is a catalyst of organisational competitive advantage, progress, profitability and value creation (Ionescu &

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Dumitru, 2015; Distanont & Khongmalai, 2018). Employees' innovative work behaviour (EIWB) is vital for organisational growth (Oldham & Cummings, 1996 cited in Azman, et al., 2023). West and Farr (1990 cited in Banmairuroy, Kritjaroen, & Homsombat, 2022) intimate that employees' innovative work behaviour covers workers striving to generate new concepts, procedures, or goods in carrying out their responsibilities individually, collectively, or in the company. Firms are now concerned with individual's innovative behaviours because they can only increase their innovative capacity through individual innovation (Patterson, Kerrin & Gatto-Roissard, 2009).

One way for firms to increase their innovation is to pep up employees' innovative work behaviour (Agarwal, 2014). Employees' innovative work behaviour invokes new performance in organisations (Janssen, 2000) and is usually influenced by factors such as individual workers and teams (West & Farr, 1990 cited in Banmairuroy, Kritjaroen & Homsombat, 2022). According to Van de Ven (1986 cited in Zhang, Chen & Sun 2015) innovation centres on people because it is people who generate, implement, respond and make changes in the organisation. Janssen (2000) argues that ideas initiators tend to engage in social activities in order to find people to support them to realise their ideas. Therefore, employees' innovativeness requires co-worker support (CWS) which is the interactions, relationships or supports workers in an organisation receive from one another (Harris et al., 2007 cited in Aslan & Uyar, 2021) and is manifested in different job-rated behaviours in the organisation (Mossholder et al., 2005 cited in Karunarathne, 2024).

Jiang and Chen (2018) and Lee, Byun and Kim, (2021) indicate that increment in innovative performance emanates from co-workers sharing knowledge in the form of providing ideas, solving problems and enhancing innovative behaviour. Thus, employees' relationships in the organisation are premised on social exchange theory (SET) which is the gains or the reciprocity employees derive from the relationship (support) with their colleagues (Lyons & Scott, 2012). Relationship is important in the hospitality industry because workers constantly interact among themselves to satisfy customers (Gambhir, 2016 cited in Hyunghwa & Jang, 2020). Therefore, social exchange theory constitutes the theoretical foundation of this study to provide an in-depth understanding of how co-worker support of workers of chop bar leads to innovativeness. That is, employees are willing to support one another (enter into any relationship) if both parties stand to gain something (i.e. employees' innovative work behaviour from the relationship) (Lyons & Scott, 2012).

Antecedents of employees' innovative work behaviour in prior studies used different constructs such as individual values, organisational context, self-perceptions, ethical leadership, psychological empowerment, empowering leadership, conflict management, employees' engagement, inclusive leadership, transformational leadership style, psychological empowerment, subordinates' psychological safety (SPS), subordinates' challenge-related stress, participatory decision-making, personal development support, vigour and learning (Rice, 2006 cited in Bavik & Kuo, 2022; Fernandez & Moldogaziev, 2013; Jung & Yoon, 2018; Javed et al., 2019; 2020; Stanescus et al., 2021, Ye, Liu & Tan, 2022; Garg, Attree & Kumar 2023). These studies downplayed the role that co-worker support plays in affecting employees' innovative work behaviour. In addition, these studies produced inconsistent results. For instance, one group had both positive and negative results (Rice, 2006 cited in Bavik & Kuo, 2022).

Another category had positive results (Fernandez & Moldogaziev; 2013; Jung & Yoon, 2018; Javed et al., 2019; Zhu, Lin & Thawornlamlert, 2023; Stanescus, Zbuchea & Pinzaru 2021; Ye, Liu & Tan, 2022; Garg, Attree & Kumar, 2023). Another batch had both positive and zero (no) effects on the connection participatory decision-making has with EIWB (Singh & Sarkar, 2012). This calls for more research on the nexus between co-work support and

employees' innovative work behaviour using employees' wellbeing (EW) and employees' competencies (EC) as intermediary variables.

Although co-worker support entails emotional, instrumental and informational (House and Kahn 1985 cited in Bi et al., 2021), companionship and validation (Wills & Shinar, 2000); received and perceived (Schwarzer & Leppin, 1991 cited in Hsieh, & Tsai, 2019) supports, prior studies have only concentrated on emotional and instrumental aspects (Joiner, 2007; Tews, Michael & Ellingson, 2013; Beehr et al., 2000; Ducharme & Martin, cited, 2000 cited in Uddin et al., 2021; Baeriswyl et al., 2017). Tucker et al., 2008; Halbesleben & Wheeler, 2015; Fasbender, Burmeister & Wang, 2019; Rehman et al., 2019; Al-Hawari, Bani-Melhem & Shamsudin, 2019; Kmieciak, 2022). Therefore, there is the need to look at co-worker support holistically and its influence on employees' innovative work behaviour using employees' wellbeing and employees' competencies as intermediary constructs.

To date, there is only a few studies on the link between co-worker support and employees' innovative work behaviour, and in these studies, co-worker support played a moderating role (Attiq et al., 2017; Al-Hawari, Bani-Melhem & Shamsudin, 2019; Rehman et al., 2019; Yang, Hao & Song, 2020). Thus, the direct role co-worker support plays in influencing employees' innovative work behaviour is ignored even though Jiang and Chen (2018) and Lee et al., (2019) accentuate that increment in innovative performance emanates from co-workers sharing knowledge in the form of providing ideas, solving problems and enhancing their innovative behaviours. Again, these studies were done in the European and Asian contexts and focused on large firms. They were also not done in the hospitality industry even though it is one of the largest in the world which contributed $4,390.59 billion and $4.699. 57 billion in 2022 and 2023 respectively (The Business Research Company, 2023).

To fill the above lacuna by drawing on social exchange theory, the study investigates the nexus between co-worker support and employees' innovative work behaviour on one hand and the association between emotional intelligence (EI) and both co-worker support and employees' innovative work behaviour on another hand and the intermediary roles of employees' wellbeing (EW) and employees' competencies (EC) in the nexus between co-worker support and employees' innovative work behaviour. Again, we assume that there is a positive relationship, based on the conceptual framework between co-worker support and both employees' innovative work behaviour and employees' wellbeing. Also, we predict that employees' wellbeing mediates the nexus between co-worker support and employees' innovative work behaviour. We hypothesise that employees' competencies moderate the link between co-worker support and employees' innovative work behaviour.

We hypothesise that there exists a positive association between employees' innovative work behaviour and employees' competencies, employees' wellbeing and emotional intelligence. The contribution of this research is that in examining the association between co-worker support and employees'innovative work behaviour using employees' wellbeing and employees' competencies as intermediary constructs based on social exchange theory, the study will highlight the appropriate mechanisms where workers of chop bars can depend on the social exchanges among themselves to innovate their behaviours. The study has been divided into five sections: the first presents the theoretical foundation, the second throws light on the literature review and hypotheses development, the third concerns the methodology, the fourth relates to the results, the fifth covers the discussions while the sixth deals with the conclusions of the study.

Literature Review

Social Exchange Theory (SET)

Social exchange theory indicates that the social exchange (relationship) between two parties is beneficial to them (Homans, 1958 cited in Muldoon, Gould & Joullie, 2024). The social relationship among workers is purely based on trust and commitment (Blau, 1964 cited in Doğantekin, 2022). Each worker reciprocates (returns) the benefits/gains he obtains from the social exchange by demonstrating innovative behaviours (Homans, 1958 cited in Muldoon, Gould & Joullie, 2024; Ahmad et al., 2023; Yang, 2012). Thus, SET emphasises intra-organisational and inter-organisational workplace relationships (Cropanzano & Mitchell, 2005). Again, SET constitutes the foundation for exchanges and relations among individuals, groups and organisations and any reciprocal behaviour, particularly among workers (Siqueira, 2003; Eisenberger et al., 2001). The benefits that the parties are expected to derive before entering into the relationship are rewards and costs (Homans, 1961 cited in Muldoon et al., 2024). As such, both parties should endeavour to minimise costs and maximise benefits so that if the social exchanges produce maximum benefits, then they are likely to be repeated (Cook et al., 1993 cited in Zahoor et al., 2022). Also, the behaviour exchanges (help) among the workers should be equal (*Lyons & Scott, 2012)*. Therefore, SET will form the theoretical foundation for this study. That is, the relationship among the workers of chop bars will influence their innovative work behaviour mediated by employees' wellbeing and moderated by employees' competencies. (Zheng, Chen & Sun, 2015).

Co-Worker Support (CWS) and Employees' Innovative Work Behaviour (EIWB)

Employees' innovative work behaviour (EIWB) is vital for organisational growth (Oldham & Cummings, 1996 cited in Azman, et al., 2023). West and Farr (1990 cited in Banmairuroy, Kritjaroen, & Homsombat, 2022) intimate that employees' innovative work behaviour covers workers striving to generate new ideas, processes or products in discharging their responsibilities at individual, group or organisational level. Employees' innovative work behaviour requires CWS which is the interactions, relationships or supports workers in an organisation receive from one another (Harris et al., 2007 cited in Aslan & Uyar, 2021) and is manifested in different job-rated behaviours in the organisation (Mossholder et al., 2005 cited in Karunarathne, 2024). Jiang and Chen (2018) and Lee et al., 2019) contend that increment in innovative performance stems from co-workers sharing knowledge in the form of providing ideas, solving problems and enhancing innovative behaviour.

Martin and Terblanche (2003 cited in Azeem et al., 2021) assert that innovative behaviour is supported and developed via workplace socialisation of employees (CWS) which is manifested in the shared systems and beliefs of the organisation. Ng and Feldman (2010) also accentuate that, employees generate new ideas through sharing them with their colleagues, promoting innovation in the organisation and implementing the innovative ideas themselves or assisting co-workers to implement them. Therefore, co-workers contribute a vital part in the innovative behaviour of employees of SMEs. Co-worker support is broad and has been categorised differently. For example, House and Kahn (1985 cited in Bi et al., 2021) divided CWS into three: instrumental support is the practical assistance given to co-workers, emotional support is the sympathy and comfort given to co-workers and informational support which is the general information provided to co-workers such as new customers. Also Wills and Shinar (2000) grouped co-worker support into companionship support which is the provision of a sense of belongingness whilst validation support is the provision of feedback to co-workers about their conducts. Schwarzer and Leppin (1991 cited in Hsieh, & Tsai, 2019) grouped it into received support where co-workers receive the actual support and perceived where support is expected to be received in future.

For SMEs, this relationship or support is based on closeness, familiarity, interpersonal and influential interactions (Nadin & Cassell, 2007). Also, co-worker support in SMEs working relations is purely informal (Gilman & Edwards, 2008) and this is voluntary which explains their work roles specifications (Misztal, 2000). Hui and Triandis (1986 cited in Taras et al., 2009) intimate that, individuals in a group are concerned with interpersonal relationship bearing in mind that their actions will have a toll on others and their willingness to tolerate others by showing concern for others in general. Thus, employees acquire the needed technical and interpersonal knowledge to discharge their task well and fit into the organisation in general (Reio & Wiswell 2000). Thus, employees' relationships in the organisation are premised on social exchange theory (SET) which is the gains or the reciprocity employees derive from the relationship (support) with their colleagues (Lyons & Scott, 2012). Relationship is important in the restaurant industry because workers constantly interact among themselves to satisfy customers (Gambhir, 2016 cited in Hyunghwa & Jang, 2020).

To date, there is only a few studies on the link between co-worker support and employees'innovative work behaviour and in these studies CWS played moderating role. Thus, co-worker support had no direct relationship with EIWB. For instance, Rehman et al., (2019) findings show that psychological empowerment has mediating effects on the relationship between high-involvement HR systems and employees' innovative behaviour. In addition, both manager and CWS moderates the nexus psychological empowerment has with employees' innovativeness. Also, motivation-enhancing HR practices have a direct effect on EIWB. The research of Al-Hawari et al., (2019) demonstrates that workplace happiness influences employees' service innovative behaviour directly and indirectly via work engagement. Also, service climate and co-worker socialisation plays a substantial moderating role in the work engagement-innovative behaviour nexus. Yang, Hao & Song (2020) find that perceived supervisor support influences IWB and psychological mechanisms.

Perceived co-worker support moderates the link between perceived supervisor support and EIWB (Attiq et al., 2017). Thus, the direct role co-worker support plays in influencing employees'innovative work behaviour is ignored even though Jiang and Chen (2018) and Lee et al., (2019) argue that increment in innovative performance emanates from co-workers sharing knowledge in the form of providing ideas, solving problems and enhancing innovative behaviour. In view of the aforementioned, we hypothesise that:

H1: *CWS has a positive relationship with EIWB.*

Emotional Intelligence (EI) and Employees' Innovative Work Behaviour (EIWB)

Emotional intelligence (EI) is ones' ability to know the emotions and the sources of information to better understand himself and other workers in the organisation in order to achieve certain goals (Ginanjar, 2009). Salovey and Mayer (1990 cited in Kleef, & Côté, 2022) posit that EI denotes the observation of a person's own feelings and emotions of others to sift information to think and act. Bradberry and Greaves (2009) are of the view that emotional intelligence is one's ability to know and apprehend emotions of oneself and others and making concerted efforts to manage one's behaviour and relationship. Negative EI is whereby a person feels threatened or unsafe at any given situation whilst a positive emotion is when the person recognises that the situation is risk free which promotes his wellbeing. Both positive and negative emotions may have various degrees of effects on co-worker relationship and thereby EIWB (Aslan & Uyar, 2021; Swanson & Power, 2001).

Homans, (1958 cited in Muldoon, Gould & Joullie, 2024) advances the argument that one's sentiments or internal state constitutes part of the exchange relationship process. Therefore, emotional intelligence is essential in ensuring interpersonal relationships with other co-workers and thereby leading to employees' innovative work behaviour. Previous research on the link between EI and EIWB is inconclusive. One stream of studies indicates a positive

relationship between EI and EIWB (Zhang et al., 2015; Abdullah et al., (2021). On the contrary, the study of Khan, Minbashian & MacCann, (2021) indicate that EI has no connection with EIWB. From the aforementioned, we hypothesise that:

H5: *EI has a positive relationship with EIWB.*

Mediating role of employees' wellbeing (EW)

Vanhala and Tuomi (2006) posit that employees' wellbeing (EW) concerns workers psychological health and quality of life at the workplace encompassing job satisfaction and emotional tiredness. Sharma, Dhar and Tyagi, (2016) indicate that EW is either physical and or mental. The mental part covers workers' fear, fatigue, stress, anxiety and respect for oneself. The physical entails headaches, discomfort, lightheadedness and muscular discomfort. Employees' wellbeing is linked with playing an important role in assisting the firm to retain talented workers, and ensuring job satisfaction and growth of the firm in general (Salas-Vallina, Alegre & Fernandez, 2017; Nangoy et al., 2019). The social exchanges (relationships) among workers promote wellbeing (Burger et al., 2009).

Previous studies demonstrate both positive and negative relationship between co-worker support (CWS) and employees' wellbeing. For example, Bergbom and Kinnunen, (2014) reveal that different kinds of co-worker relations are positively linked with psychological well-being and job satisfaction. Avci (2017) finds that CWS, employees' quality of work life and wellbeing, has positive relationships. Kim, Moon and Shin, (2018) report that CWS mediates the relationship between empowering leadership and subjective wellbeing. Contrary, Aslan and Uyar (2021) find that co-worker support has a negative influence on emotional exhaustion.

Fredrickson (2001) avows that, positive emotions create awareness and increase the capacity of a person to adopt new ways of thinking. Isen (2000) also posits that optimism and resilience are associated with the development of more innovative problem-solving techniques. Employees' wellbeing is a precursor of employees' innovative work behaviour and vice versa (Honkaniemi, Lehtonen & Hasu, 2015). For instance, Zhou and George (2001) demonstrate that low well-being, such as dissatisfaction leads to high creativity. Honkaniemi, Lehtonen and Hasu, (2015) report that a high degree of wellbeing leads to a high degree of innovativeness. The study of Huhtala and Parzefall (2007) reveals that burnout and engagement mediate the relationship between resources and quest for innovation. Anjum and Zhao (2022) find that wellbeing mediates the relationship between distress and EIWB. From the aforementioned, the proceeding hypotheses are formulated:

H2: *CWS has a positive relationship with EW.*

H4: *EW has a positive relationship with EIWB.*

H6: *EW mediates CWS and EIWB*.

Moderating Role of Employees' Competencies (EC)

Employees' competencies (EC) are employee's characteristics associated with his work which are manifested in skills, knowledge, attitudes, beliefs, motives, traits and can pique him to perform his job successfully in line with the strategic functions of the organisation (Boyatzis, 1982 cited in Blanka, Krumay, & Rueckel, 2022; Chen & Naquin, 2006). In addition, EC constitutes a greater proportion of employees' job (Athey & Orth, 1999 cited in Wong, 2020) which can invigorate him to perform his job successfully than others (Soderquist et al., 2010) and can be measured with recognised standards which can be improved through training and development (Crawford, 1999 cited in Shah & Prakash, 2018; Parry, 1996 cited in Salman, Ganie & Saleem, 2020).). Prior studies show a positive link between co-worker support and employees' competencies (Aslan & Uyar, 2021).

Spencer and Spencer (1993) are of the view that competency influences innovative behaviour. Buttressing this, he accentuates that creativity of a person may convert an idea into

innovation. According to El-Korany (2007), employees' ability to adopt and apply the right knowledge and time quicken the innovation process. Prior studies have linked competencies with employees' innovative work behaviour (EIWB). For example, Minha et al., (2017) find that leaders' technical competencies (LTC) have a positive association with EIWB and employees' learning work behaviour (ELWB). Employees' learning work behaviour (ELWB) partially mediates the connection between LTC and EIWB. Also, students' individual competencies acquired during formal education are likely to enable them to introduce innovations at work (Bjornali & Støren, 2012). Hamid, Ismail and Ismail, (2020) demonstrate that employees' competencies (EC) are associated with employees' innovative work behaviour (EIWB) but do not moderate the link between employees' participation in lean thinking and EIWB. Since co-worker support influences both employees' innovative work behaviour and employees' competencies and EC also affect EIWB, it is anticipated that EC may moderate the CWS and EIWB. In view, we hypothesize that:

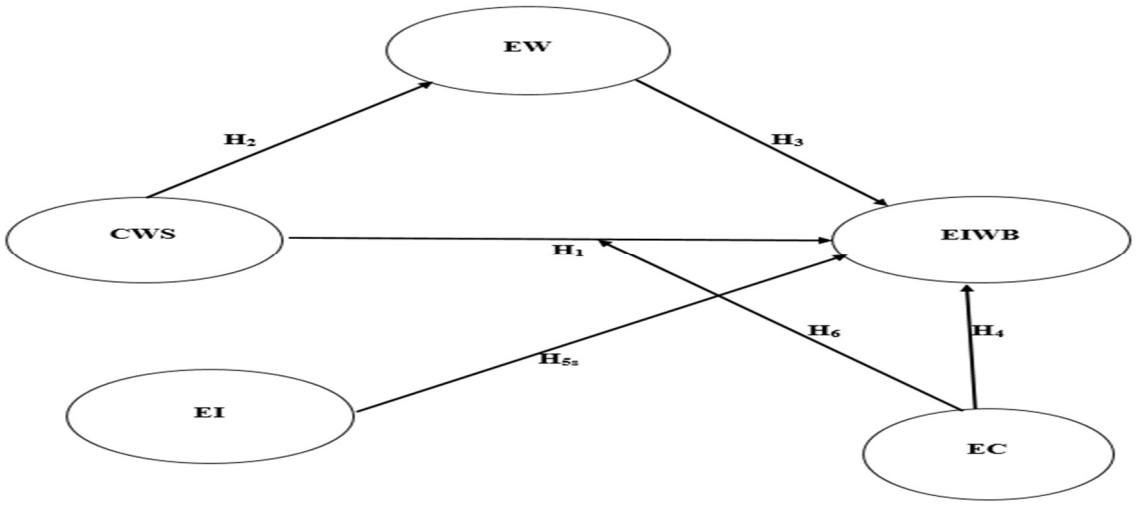
H3: *EC has a positive relationship with EIWB.*

H7: *EC moderates CWS and EIWB.*

Conceptual Framework

Figure 1 is going to be used to test the seven hypotheses of the study which are grounded by social exchange theory and literature. It illustrates the relationship between CWS and EIWB and the link between CWS and employees' wellbeing (EW). Once more, it illustrates the impact that EIWB has on emotional intelligence (EI), employees' wellbeing (EW) and employees' competencies (EC). Finally, EW and EC mediate and moderate the link between CWS and EIWB respectively.

Figure 1: Conceptual Framework



(Source: Okorley & Amoah-Mensah, 2026, p.7)

Research Methodology

Research Design, Population and Sampling

The study was based on the causal design to predict between the endogenous and exogenous variables in a bid to approve or reject the hypotheses (Apuke, 2017; Mohajan, 2020; Sekaran & Bougie, 2016). The research concentrated on workers of chop bars in Kumasi, Ghana. Ghana is in West Africa and shares borders with Cote d'Ivoire in the west, Togo in the east, Burkina Faso in the north and the Gulf of Guinea in the south. Ghana's population is 30,832,019 with Accra and Kumasi being the capital and second capital respectively (Ghana Statistical Service,

2022). Also, the Kumasi central market is the largest in West Africa and recognized as the heart of several business activities with numerous SMEs involved retailing business (Solomon-Ayeh, et al, 2010).

In an attempt to get a more uniform representation, we divided the population into three zones because there exists no data on SMEs in Ghana and Kumasi particularly, and the population's number was unknown despite being quite large (Etikan & Bala, 2017). For the analysis, we chose 436 chop bars, which definitely exceeded the minimal sample of 385 that is thought to be sufficient for a sizable but unidentified population (Adam 2021; Smith, 2013). We reached out to the most senior and experienced workers of chop bars personally and each of them constituted one respondent. The respondents were chosen using the aforementioned attributes due to their desire to participate in the study, experience, expertise, and ease of access (Bernard, 2002; Lewis & Shepard, 2006).

Collection of Data, Measurement of Constructs and Data Analysis

Two research assistants and the principal researchers personally administered a structured interview guides to the workers of chop bars so as to increase the rate of response because the interviewers were able to dispel any confusion and explain specific terms (Kerlinger, 1986). The survey had six sections. The demographic questions were in the first section. The second section concerned co-worker support (CSW) and seven questions were adopted from Ducharme & Martin (2000 cited in Uddin et al., 2021) with alpha 0.896. The third section measured emotional intelligence (EI) and eight questions were taken from Wong & Law (2002 cited in Naz et al., 2019) with Cronbach's alpha 0.901. The fourth section related to employees' innovative work behaviour (EIWB) where seven questions were chosen with Cronbach's alpha *0.943 (*Scott & Bruce, 1994). The fifth section related to employees' wellbeing (EW) and nine statements were taken from (Hills & Argyle, 2002) with Cronbach's alpha 0.943 while the sixth section handled employees' competencies (EC) and eight questions were extracted from (Potnuru & Sahoo, 2016) with Cronbach's alpha 0.887.

The questions were answered on a seven-point scale ranging from 1(strongly disagree) to 7(strongly agree). To suit our study, all the questions that measured the constructs from the second to sixth sections which were picked from the above-named sources were modified (for variables, questions and sources, See appendix A.). To stick to ethical rules, the respondents were hinted that the activity was not compulsory and as such they could either decide to accept or not to accept to give answers to the queries provided. After we had finished collecting the data, the PLS-SEM SmartPLS version 4.0.1 was used for analysis of the data (Ringle et al., 2022).

Results

Demographic Profile of Respondents

Table 1 demonstrates that the majority of the workers of chop bars had little or no education. Also, most of the workers were young and single. The sector is also female dominated and firms with 4-7 workers constituted 65%. The zonal respondents seemed to be equally distributed.

Table 1: Information of Respondents' Demographics

	Frequency	Percentage (%)
Gender		
Male	109	25
Female	327	75
Age		
Below 20	240	55
21-30	118	27
31-40	78	18
Education		
Illiterate	127	29
Primary & Junior	222	51
High Sch.		
Senior High School	87	20
Marital Status		
Single	253	58
Married	170	39
Divorced	13	3
Number of Employees		
2-3	376	19
4-5	202	30
6-7	94	36
8-9	51	7
Zones of Markets		
Zone 1	135	31
Zone 2	153	35
Zone 3	148	34

(Source: Okorley & Amoah-Mensah, 2026, p.9)

Table 2 provides the results of the validity and reliability tests of the constructs: CWS, EC, EI, EIWB, and EW. The construct validity and reliability are assessed by examining outer loadings, average variance extracted (AVE), the Variance Inflation Factor (VIF), Cronbach's alpha (CA), and composite reliability (rho_A and rho_c).

Table 1: Validity and reliability test

Variables	Outer loadings	VIF	Cronbach's alpha	Composite reliability (rho_A)	Composite reliability (rho_c)	Average variance extracted (AVE)
Co-worker Support (CWS)			0.896	0.900	0.918	0.617
CWS1	0.820	2.507				
CWS2	0.744	2.085				
CWS3	0.784	2.299				
CWS4	0.768	2.021				

CWS5	0.706	1.700				
CWS6	0.864	3.225				
CWS7	0.800	2.265				
Employee Competence (EC)			0.887	0.895	0.911	0.563
EC1	0.603	1.432				
EC2	0.777	2.417				
EC3	0.729	2.187				
EC4	0.827	2.604				
EC5	0.813	3.428				
EC6	0.795	3.704				
EC7	0.759	2.157				
EC8	0.673	2.166				
Emotional Intelligence (EI)			0.901	0.907	0.921	0.593
EI1	0.697	2.076				
EI2	0.765	2.130				
EI3	0.819	2.453				
EI4	0.795	2.488				
EI5	0.710	2.324				
EI6	0.847	3.215				
EI7	0.763	2.318				
EI8	0.751	2.012				
Employee Innovative work behaviour (EWIB)			0.903	0.909	0.924	0.634
EIWB1	0.734	1.802				
EIWB2	0.749	1.929				
EIWB3	0.867	2.927				
EIWB4	0.774	2.570				
EIWB5	0.860	3.577				
EIWB6	0.808	2.716				
EIWB7	0.774	2.568				
Employees Well-being (EW)			0.943	0.944	0.950	0.613
EW1	0.753	2.630				
EW10	0.724	2.308				
EW11	0.788	2.743				
EW12	0.829	4.215				
EW2	0.851	3.436				

Table 2 (Cont'd)

Variables	Outer loadings	VIF	Cronbach's alpha	Composite reliability (rho_A)	Composite reliability (rho_C)	Average variance extracted (AVE)
EW3	0.768	3.421				
EW4	0.801	2.836				
EW5	0.787	2.973				
EW6	0.761	2.682				
EW7	0.784	3.199				

EW8	0.779	2.467
EW9	0.765	2.797
EC x CWS	1.000	1.000

(Source: Okorley & Amoah-Mensah, 2026, p.11)

The results indicated that only items such as EC1, EC8 and EI1 had outer loading values of less than 0.7 but they were not removed because inclusion did not affect the quality of the constructs (Hair et al., 2022). In this study, all constructs had rho_C values within the range of 0.911 to 0.950, meeting the standards set by (Hair et al. 2022). On the other hand, CA follows the same threshold as rho_C but CA is however conservative (Hair et al., 2022). All constructs had CA values within the range of 0.887 to 0.943, meeting the standard recommendation (Trizano-Hermosilla & Alvarado, 2016). The final internal reliability measure that lies between CA and rho_C is rho_A proposed by Dijkstra & Henseler (2015) which ranges from 0 to 1, with higher values indicate greater item scale dependability.

From Table 2 all values of rho_A were above 0.80, indicating that all items in the construct were internally consistent (Dijkstra & Henseler, 2015). All the constructs in table 2 have AVE values above 0.5, ranging from 0.563 to 0.634. This indicates that the indicators are good measures of their respective constructs, and that the constructs are well-defined and distinct from each other (Hair et al., 2022). The VIF statistics, created by Fornell and Bookstein in 1982 was employed in the study to assess the indicators' collinearity. The results show that the indicators are free from collinearity issues with VIF less than 5 (Becker et al., 2015).

Discriminant validity (DV)

Discriminant validity (DV) is assessed through the use of the herotrait-monotrait ratio (HTMT) method (Ab Hamid et al., 2017). The study adopted the HTMT approach due to its robustness.

Table 2: Herotrait-Monotrait Ratio

Variables	CWS	EC	EI	EIWB	EW
EC	0.786				
EI	0.815	0.808			
EIWB	0.804	0.832	0.790		
EW	0.927	0.843	0.826	0.839	
EC x CWS	0.323	0.327	0.263	0.494	0.381

(Source: Okorley & Amoah-Mensah, 2026, p.11)

From Table 2, the results show that the constructs are good in distinguishing themselves from each other. Although the DV value between CWS and EW is higher than 0.9 which is the recommended value by (Franke & Sarstedt, 2019), Roemer et al., (2021) report that the HTMT ratio should be < 1. Thus, the study maintained the constructs and moved to the structural model assessment.

Structural Model Assessment

The study further explored the structural model in relation to the research goals after evaluating the measurement model. This was carried out using the path coefficient (β) and significant level using t-statistics produced by 5000 subsample bootstraps, as recommended by (Hair et al. 2022). In order to give a more thorough study of the models' explanatory and predictive capacity, the coefficient of determination (R^2) and the effect size (f^2) were evaluated in addition to the importance of the research objectives examined.

Table 3: Model significance

Relationship	original (O)	Sample	T statistics	P values	2.5%	97.5%	f^2
CWS -> EIWB	0.128		3.035	0.002	0.045	0.211	0.280
CWS -> EW	0.854		74.891	0.000	0.832	0.877	0.091
EW -> EIWB	0.229		4.637	0.000	0.133	0.324	0.049
EI -> EIWB	0.199		5.187	0.000	0.127	0.277	0.019
EC -> EIWB	0.293		7.094	0.000	0.210	0.372	0.658
	R^2		R^2 adjusted	Q^2 predict	RMSE	MAE	
EIWB	0.736		0.735	0.690	0.558	0.425	
EW	0.730		0.729	0.728	0.522	0.396	

(Source: Okorley & Amoah-Mensah, 2026, p.12)

The results of the various direct hypotheses are presented in Table 4. *H_1: CWS has a positive relationship with EIWB*. Table 3 shows that there exists a positive effect of CWS on EIWB ($\beta = 0.128, t = 3.035, p = 0.002 < 0.05$). Therefore, H1 is maintained. *H_2: CWS has a positive relationship with EW.* The results in table 3 show that CWS has a positive effect on EW ($\beta = 0.854, t = 4.891, p = 0.000 < 0.05$) and therefore, H_2 is maintained. *H_3: Between EW and EIWB, there is a positive relationship*. The results show EC significantly and positively influence on EIWB ($\beta = 0.229, t = 4.637, p = 0.000 < 0.05$) and so H_3 is accepted. *H_4: EI has a positive effect on EIWB.* The results reveal that EI positively and significantly influences EIWB ($\beta = 0.199, t = 4.637, p = 0.000 < 0.05$). Hence, H_4 is maintained. For hypothesis 5, it was found that *EC and EIWB had a positive relationship*. The results show a positively significant impact of EC on EIWB ($\beta = 0.293,\ t = 7.094,\ p = 0.000 < 0.05$). Therefore, H_5 is accepted.

The independent variables (CWS, EW, EI, and EC) explains 73.6% of the variance in the dependent variable (EWIB) with the residual variance being explained by other factors not included in the study. The co-efficient of determination value of 73.6% for EWIB suggest a substantial fit for the model (Hair et al., 2022). Similarly, an R^2 of 0.730 for EW shows that CWS explains 73.0% of the variations in EW while the remaining 27.0% may be accounted for by other variables not in the study. The Q^2 with values of 0.02, 0.15 and 0.35 reflecting small, medium and large effect sizes explains the relative impact of predictive relevance. The Q^2 for both EW and EIWB were large, with q^2 of 0.728 and 0.690 respectively. Since values are closer to the R^2 we can conclude that the model is good. In measuring the effect sizes, Table 4 demonstrates how the dependent variable will result in a change in the R^2 value when the variable is taken out of the model. The effect size results for the hypotheses are as follows H_1 ($f^2 = 0.280$), H_2 ($f^2 = 0.091$) H_3 ($f^2 = 0.049$), H_4 ($f^2 = 0.019$) and H_5 ($f^2 = 0.658$). This demonstrates that when any removal of the independent variables will significantly influence EIWB.

In Table 4, the RMSE and MAE are reported for the predicted values of the two variables, EIWB and EW. The RMSE for EIWB and EW is reported as 0.558 and 0.522 respectively. The RMSE is a measure of the average magnitude of the errors in the predicted values, with lower values showing better prediction accuracy (Willmott & Matsuura, 2005). Therefore, a RMSE of 0.558 for EIWB and 0.522 for EW indicate that the model's predicted values are on average about 0.558 and 0.522 units away from the true values, respectively. The MAE for EIWB and EW are 0.425 and 0.396 respectively. The MAE is a measure of the absolute magnitude of the

errors in the predicted values, with lower values implying better prediction accuracy (Willmott & Matsuura, 2005). Therefore, a MAE of 0.425 for EIWB and 0.396 for EW indicates that the model's predicted values are on average about 0.425 and 0.396 units away from the true values, respectively.

Mediation analysis

Table 5 presents the results of a mediation analysis, where CWS (independent variable) predicts EIWB (dependent variable) both directly and indirectly via EW (mediator).

Table 4: Mediation analysis table

Relationship	total effect	t-stats	p-value	direct effect	t-stats	p-value	**M**ediation	indirect	t-stats	p-value
CWS -> EIWB	0.323	6.557	0.000	0.128	3.035	0.002	CWS -> EW -> EIWB	0.195	4.632	0.000

Variance accounted for (VAF) = (Indirect effect/Total effect) *100

CWS -> EW -> EIWB 60.4%

Note: VAF No mediation (0.0%≤ mediation ≤ 20%); Partial mediation (20% ≤ mediation ≤ 80%); Full mediation (mediation ≥ 80%).

(Source: Okorley & Amoah-Mensah, 2026, p.13)

There is a substantial relationship between CWS and EIWB, as shown by the total effect of CWS on EIWB, which is $(\beta = 0.323;\ t = 6.557;\ p = 0.000 < 0.05)$. Even after controlling for the mediator, the study finds a significant indirect rnexus between CWS and EIWB for $(\beta = 0.195;\ t = 4.632;\ p = 0.000 < 0.05)$. The variance accounted for (VAF) shows the proportion of the total effect of CWS on EIWB that is explained by the indirect effect through the mediator. The reported VAF was 60.4% (see Table 4), depicting EW partially mediates the effect of CWS on EIWB. Hence, H6 is accepted and concludes that EW significantly mediates the relationship between CWS and EIWB.

Moderation Analysis

Table 6 presents the results of the moderation effect of EC on the relationship between CWS and EIWB which is hypothesis 7.

Table 5: Moderation Analysis

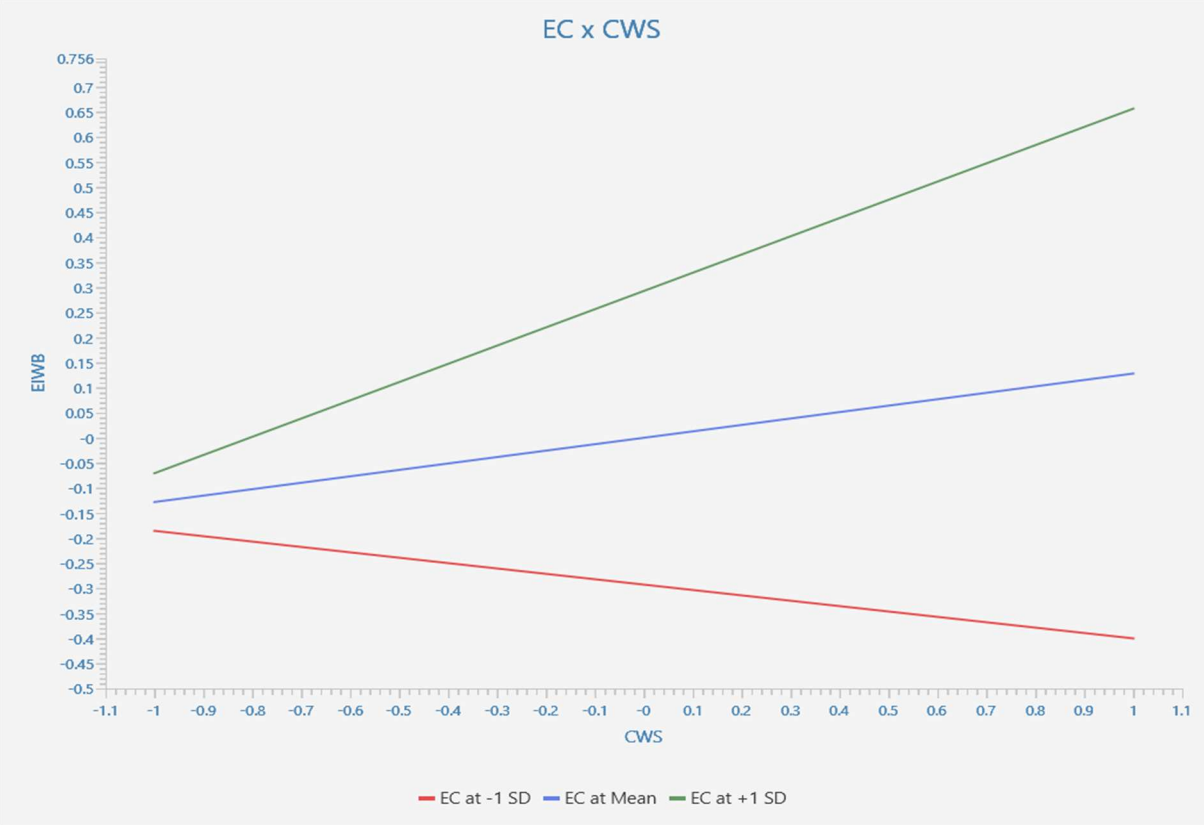
Relationship	Original sample (O)	T statistics	P values	2.5%	97.5%	F^2
EC x CWS -> EIWB	0.235	10.069	0.000	0.191	0.282	0.101

(Source: Okorley & Amoah-Mensah, 2026, p.14)

The relationship between CWS and EIWB moderated by EC is significant, as evidenced by the path coefficient of 0.235, with a high t-statistic of 10.069 and a low p-value of 0.000. The *f-*

square value of 0.101 suggests that the moderating effect of EC explains 10.1% of the variance in the relationship between CWS and EIWB. As such it is concluded that EC (moderator variable) has a positive and significant influence on the relationship between CWS and EIWB and is therefore maintained. The simple slope in Figure 2 reveal that the plausible interaction will occur outside the left of the borders of the graph. This is known as the ordinal interactions since businesses may not directly witness these interactions. The results provide clear evidence that EC exert a significant and positive moderating effect on the relationship between CWS and EIWB.

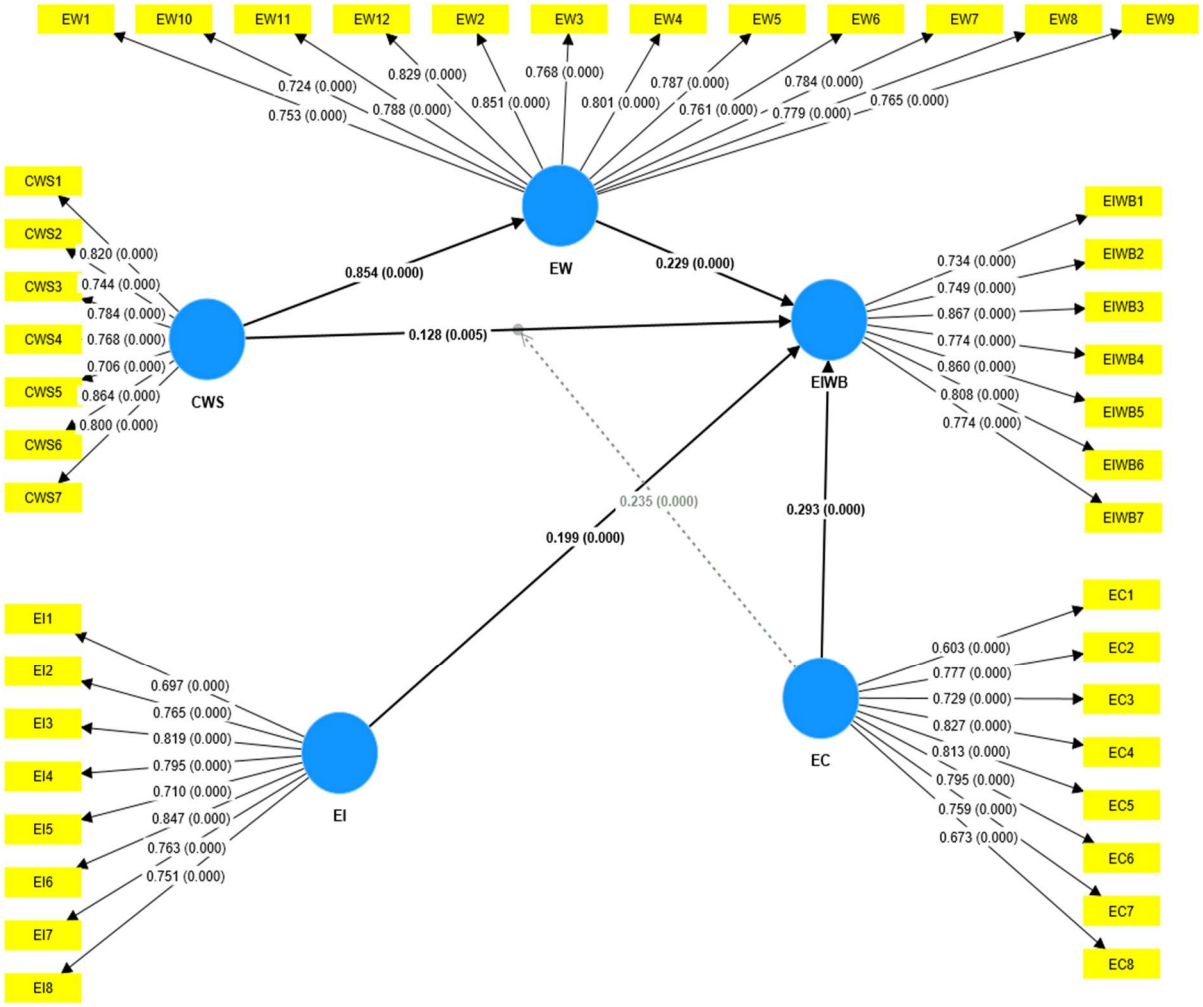
Figure 1: Moderation Analysis



(Source: Okorley & Amoah-Mensah, 2026, p.14)

Figure 3 below shows the final model extracted. It shows the contribution of each item in the model to their respective construct. The outer model shows the item loadings and their p-values.

Figure 3: Final Model Extracted



(Source: Okorley & Amoah-Mensah, 2026, p.15)

Summary of results

Table 6: Results Summary

Hypotheses	Relationship	P-value	Remarks
CWS -> EIWB	0.128	0.002	Maintained
CWS -> EW	0.854	0.000	Maintained
EW -> EIWB	0.229	0.000	Maintained
EI -> EIWB	0.199	0.000	Maintained
EC -> EIWB	0.293	0.000	Maintained
Implied mediation			
CWS -> EW -> EIWB	0.195	0.000	Partial Mediation
Moderation			
EC x CWS -> EIWB	0.235	0.000	Maintained

(Source: Okorley & Amoah-Mensah, 2026, p.16)

The p-values are less than 0.05 and therefore all the hypotheses were maintained. The moderation analysis also indicates that there is a statistically significant moderating effect of EC on CWS and EIWB. Moreover, the mediation analysis suggests that there is a partial

mediation through the variable EW. Thus, EW partially mediates the relationship between CWS and EIWB.

Robustness

Table 8 presents the total effects and performance values of each predictor within the model. The total effect is the overall effect of each predictor variable on the outcome variable, while the performance value indicates the accuracy of the prediction model (Kline, 2015).

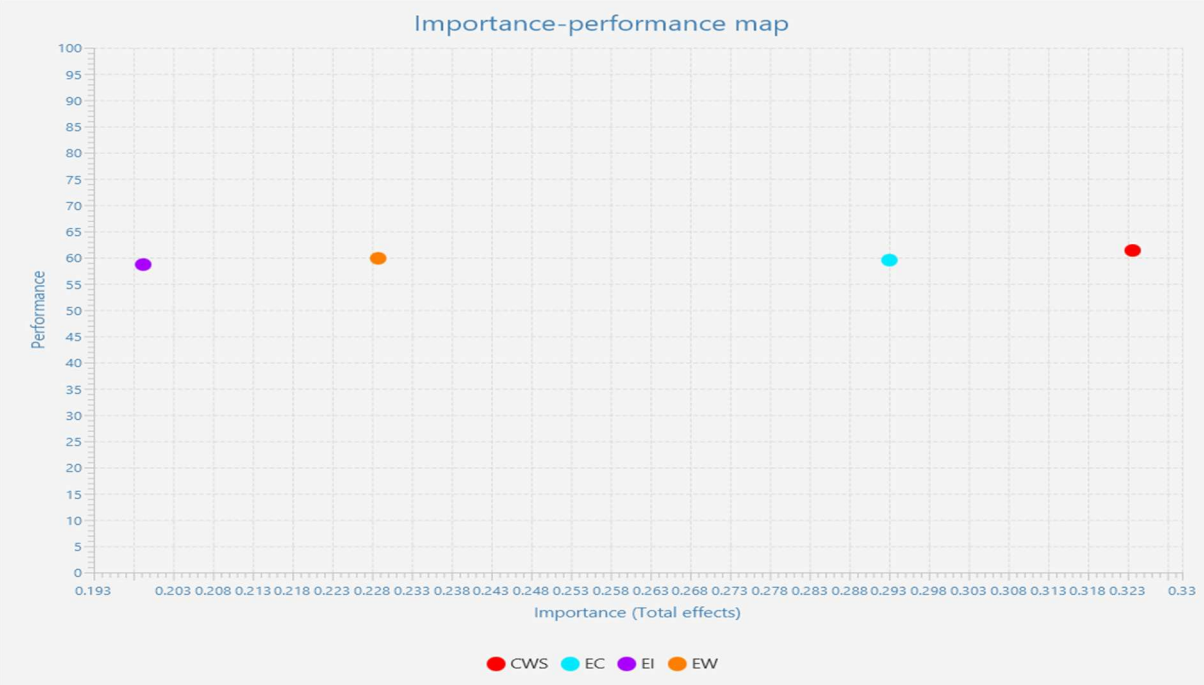
Table 7: Robustness of constructs

Constructs	Total Effect	Performance
CWS	0.323	61.366
EW	0.229	59.868
EC	0.293	59.522
EI	0.199	58.677

(Source: Okorley & Amoah-Mensah, 2026, p.16)

Table 8 shows that CWS (0.323) is the predictor variable with the greatest overall effect, followed by EC (0.293), EW (0.229), and EI. (0.199). This indicates that, when compared to the other predictor variables, CWS has the most impact on the outcome variable. Performance-wise, the CWS model has the highest performance value (61.366), followed by EC (59.522), EW (59.868), and EI (58.677). Figure 3 below presents a graphical representation of the performance of the predictor variable against its total effect.

Figure 2: Importance-Performance map



(Source: Okorley & Amoah-Mensah, 2026, p.17)

Discussions and Conclusion

This study examined the factors that influenced the employees' innovative work behaviour (EIWB) of workers of chop bars in the hospitality industry in Ghana. Based on social exchange

theory (SET), the study investigated the connection between CWS and employees' EIWB and the intermediary roles of employees' wellbeing (EW) and employees' competencies (EC). The CWS and EIWB literature ignored EW mediating and EC moderating the nexus between CWS and EIWB. Previous studies also used different constructs as antecedents of EIWB and CWS only played a moderating role. These voids formed our main contributions to the literature. In all, seven hypotheses were tested.

The positive relationship between CWS and EIWB suggest that CSW is an important antecedent of EIWB. It also demonstrates that the social exchanges among the workers increase their innovative behaviour in the hospitality industry. The results run counter to the studies of (Attiq et al., 2017; Chen et al., 2010; Al-Hawari et al., 2019; Lee et al., 2019; Rehman et al., 2019; Yang et al., 2020). The variations in the results might stem from the type of organisations and countries in which the studies were conducted. Whilst employees from chop bars which are part of SMEs in the hospitality industry were used in our case, employees from both large public, private and non-governmental organisations in different industries such as software, coal mining, telecommunication and the banking industries in different countries outside Africa were adopted. In addition, co-worker support in SMEs is stronger than that of large private companies, public and non-governmental organisations.

Also, the relationship between emotional intelligence (EI) and EIWB suggests that workers manage their behaviours well in relations with others. That is, the workers fine-tune their emotions to cope with others and this stimulates them to enhance their innovativeness. The findings concur with that of (Zhang et al., 2015; Abdullah et al., 2021). The results are however at variance with that of Khan et al., 2021) which demonstrates that EI is not related to EIWB. The differences in the results might come from the sample (respondents). We used employees of chop bars which are part of SME in the hospitality industry in Ghana whilst Western university students were used in the other study. Since relationships among SMEs' employees are closer, SMEs' employees are able to control their emotions and co-operate with other co-workers to create a harmonious working atmosphere leading to their innovative behaviour.

The results show that the exchanges between the workers improve their wellbeing and this supports the studies by (Bergbom & Kinnunen 2014; Avci, 2017), however, the results are contrary to that of Kim et al., (2018) where co-worker support (CWS) mediates the nexus between empowering leadership and wellbeing. The findings also contradict that of Aslan and Uyar, (2021) where CWS is negatively linked with employees' wellbeing (EW). The results contradicting other studies where EW does not relate to CWS shows the strong bond among employees of SMEs. The workers are attached to each other and this promotes wellbeing among themselves as against that of larger firms where such attachment is loose and workers tend not to care about others. The findings again suggest that workers' healthiness is very important and is a booster of innovative behaviour. This is in line with that of (Zhou & George, 2001; Honkaniemi, Lehtonen & Hasu, 2015). The outcomes are however not in tandem with that of Wang et al., (2022) where EIWB rather influences EW.

The differences in the results might be triggered by the social context in which SMEs operate in the hospitality industry and that of the school environment in which the studies were carried out. The results show that exchanges among the workers indirectly increases their innovative behaviour through their healthiness. The findings contradict that of Hutala and Parzefall (2007) where burnout and engagement mediate the nexus between resources and quest for innovation. Similarly, it does not concur that of Anjum and Zhao (2022) whereby wellbeing mediates the association between distress and EIWB. SMEs' workers interact directly and once CWS leads to workers wellbeing on one hand and workers wellbeing also

influences EIWB, it is likely that CWS could affect EIWB indirectly through EW. The situation might not be the same in the case of the health sector in which the other study was conducted.

The results again indicates that EC is very vital antecedent which improves EIWB and tally with that of (Hamid et al., 2020). The findings are however not in tandem with that of Minha et al., (2017) where leaders' technical competencies enhance EIWB as well as that of Bjornali & Støren (2012) where students are supposed to provoke innovation at the workplace with their competencies after school. The differences in the findings might be attributed to the environment in which the data was collected. We collected the data from employees of SMEs in the hospitality industry whilst the data from the other studies was collected from the telecommunication industry and the educational institution. Also, EC strengthening the nexus between CWS and EIWB is not supported by the studies of Hamid, Ismail and Ismail, (2020) whereby EC does not moderate the link between workers' participation in decision-making and EIWB. The differences in the findings might emanate from the differences in the industries and the social and geographical context in general. We used employees of SMEs in the hospitality industry whilst the other study used employees from both large public and private sector organisations in different industries.

Practical Implications

Co-worker support (CWS) is a vital determinant of employees' innovative work behaviour (EIWB) and therefore should be encouraged since increment in innovative behaviour and performance emanates from co-workers sharing knowledge (Martin & Terblanche, 2003; Jiang & Chen, 2018; Lee et al., 2019). Since emotional intelligence (EI) leads to EIWB, chop bars should continue to instil into their workers a sense of discipline and dedication to duty in order to manage their emotions well vis-à-vis that of other workers (Goleman, 1998 cited in Anwar & Saraih, 2024; Bradberry & Greaves, 2009). Once there is a direct link between employees' wellbeing (EW) and both CWS with EIWB on the one hand, and CWS indirectly influencing EIWB through EW on another hand, chop bars should treat EW as a priority since EW can lower absenteeism of workers and increase their innovative behaviours (Salas-Vallina et al., 2017; Nangoy et al., 2019). The research demonstrates that employees' competencies (EC) influences EIWB and also strengthens the link between CWS and EIWB, therefore chop bars should encourage their workers to continue to use their EC to enhance their innovative behaviour (Spencer & Spencer, 1993; El-Korany, 2007). Again, EW is linked with playing an important role in assisting the firm to retain talented workers, ensure job satisfaction and the growth of the firm in general (Salas-Vallina et al., 2017; Nangoy et al., 2019).

Based on SET, the study unveils how workers of chop bars in Ghana rely on CWS to increase their innovative work behaviour. The paper concludes that CWS has both direct and indirect relationship with EIWB suggesting that CWS is a catalyst of EIWB. Thus, CWS affects EIWB directly and indirectly through EW and EC. In addition, the study concludes that EIWB is enhanced directly via a variety of ways (EI, EW and EC). The research proposed a mediating and moderating framework which serves as a guide for researchers in the hospitality industry. Thus, the contribution of this research to the literature is the identification of the mediating and moderating means through which exchanges among workers of chop bars could affect their innovative behaviour as previous findings run counter to this study (Attiq et al., 2017; Chen, Tjosvold & Pan, 2010; Al-Hawari, Bani-Melhem & Shamsudin, 2019; Lee et al., 2019; Rehman et al., 2019; Yang, Hao & Song, 2020). In addition, the study demonstrates that exchanges among co-workers improve their innovative behaviour, thus confirming social exchange theory (Homans, 1958 cited in Muldoon, Gould & Joullie, 2024) in the hospitality industry in Ghana. Generally, the study lays bare how workers of chop bars in Ghana influence their innovative behaviour directly and indirectly through a variety of ways. Therefore, this

study could be the first research work where EW and EC serve as an intervening variable between CWS and EIWB.

Contributions, Limitations and Future Studies

The study's contributions are that it closes a lacuna by introducing co-worker support (CWS) as a holistic variable (House & Kahn, 1985 cited in Bi et al., 2021); Wills & Shinar, 2000; Schwarzer & Leppin 1991 cited in Hsieh & Tsai, 2019) in a bid to understand the link between CWS and employees' innovative work behaviour (EIWB). Prior studies on CWS focused on emotional and instrumental CWS (Joiner, 2007; Tews, Michael & Ellingson, 2013; Beehr et al., 2000; Ducharme & Martin, 2000 cited in Uddin et al., 2021; Baeriswyl, et al., 2017; Tucker et al., 2008; Halbeesleben & Wheeler., 2015; Fasbender, Burmeister & Wang, 2019; Rehman et al., 2019; Al-Hawari, Bani-Melhem & Shamsudin, 2019; Kmieciak, 2022).

In addition, antecedents of EIWB downplayed the role of CWS and used constructs such as individual values, participatory decision-making, psychological empowerment and leadership styles (Rice, 2006 cited in Bavik, 2022; Fernandez & Moldogaziev, 2013; Jung & Yoon, 2018; Javed et al., 2019; 2020; Stanescus, Zbuchea & Pinzaru, 2021, Ye, Liu & Tan, 2022; Garg, 2023). Also, CWS played a moderating role on the link between other constructs such as employees' core self-evaluation personality trait, work engagement, psychological empowerment, supervisor support and EIWB in previous studies, (Attiq et al., 2017; Al-Hawari, Bani-Melhem & Shamsudin, 2019; Rehman et al., 2019; Yang, Hao & Song, 2020). However, in this study, CWS directly influenced EIWB as Jiang and Chen, (2018) and Lee et al., (2019) accentuate that increment in innovative performance emanates from co-workers sharing knowledge in the form of providing ideas, solving problems and enhancing their innovative behaviours.

Employees' wellbeing (EW) and employees' competencies (EC) served as intermediary means through which CWS affects EIWB. Therefore, social exchange theory (SET) was used to explain the best ways to analyse the social exchanges among workers of chop bars. Adopting EW as an intervening variable is important because social exchanges promote wellbeing (Burger et al., 2009) and wellbeing increases the capacity of a person to adopt new ways of thinking (Fredrickson, 2001). Our findings prove that EW mediates the connection between CWS and EIWB whilst previous studies demonstrate that distress indirectly influences EIWB (Anjum & Zhao, 2022).

In addition, the introduction of EC as a moderating construct in the association between CWS and EIWB is vital since Spencer and Spencer (1993) acknowledge that competency influences innovative behaviour. Whereas previous studies indicate that EC does not moderate the association between employees' participation and EIWB (Hamid et al., 2020), our study reveals that EC strengthens the link CWS has with EIWB. In investigating the linkage CWS and EIWB using EW and EC as intermediary variables based on SET, the research demonstrated the appropriate pahways where workers of chop bars can rely on the social exchanges among themselves to innovate their behaviours (Homans 1958 cited in Mouldoon, Gould & Joullie, 2024; Ahmad et al., 2023; Yang, 2012).

Undoubtedly, the study has some limitations. Using only workers of chop bars limits the study and that widening the scope to capture other industries and exploring this in future research is laudable. Also, the dimensions of EIWB were put together in our study and future research can look at this area.

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APPENDIX A. Variables, Questions and Sources

Variables	Sources
Co-Worker Support (CWS)	Uddin et el., (2021)
1. Co-workers advise me when I have job/task problems	
2.Co-workers will fill in when I am absent	
3. Co-workers are friendly to me	
4. Co-workers help me with unusual work	
5. Co-workers care about me	
6. Co-workers give information about customers	
7. Co-workers advise me about hygiene	
Emotional Intelligence	Naz et al., 2019
1.I have a good control of my own emotions	
2.I understand the emotions of other co-workers	
3.I really understand what I feel	
4.I always know whether or not I am happy	
5.I always avoid confrontation with customers	
6.I always laugh when co-workers offend me	
7.I Make customers and co-workers if when my boss annoys me	
8.I know how to motivate co-workers when they are sad	
Employees Innovative Work Behaviour	Scott & Bruce, (1994)
1.I employ new ways when dealing with customers	
2.I use new selling methods	
3.I use new methods of pricing	
4.I use new ways in relating to co-workers	
5.I use new ways in dealing with suppliers	
6.I use new ways of arranging our goods in the store	
7.I use new methods of packaging our goods	
Employees Wellbeing	Hill & Argyle, (2002)
1.I feel happy at work	
2.I enjoy working with my co-workers	
3.I am satisfied with my work	
4.I am committed to the work I do	
5.I laugh with my co-workers	
6.I always have a cheerful effect on customers	
7.I am optimistic about my work	
8.I have a great amount of energy to work	
9.I have fun at the workplace	
Employee Competencies	Portnuru & Sahoo, (2016)
1.I have negotiation skills	
2.I have leadership skills	
3.I am able to co-ordinate tasks	
4.I relate well with customers	
5.I am well at the workplace	
6.I have idea generation skills	
7.I have marketing skills	
8.I am able to adapt to situation	

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7.I Make customers and co-workers if when my boss annoys me	
8.I know how to motivate co-workers when they are sad	
Employees Innovative Work Behaviour	Scott & Bruce, (1994)
1.I use new ways of dealing with customers	
2.I use new methods of selling	
3.I use new pricing methods	
4.I use new ways of relating to co-workers	
5.I use new ways of dealing with suppliers	
6.I use new ways of arranging our goods in the store	
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