

ORGANISATIONAL CLIMATE AND EMPLOYEE CREATIVITY IN MARKET SQUARE IN EDO STATE

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ABSTRACT

This paper examined the impact of organizational climate on employee creativity with particular reference to Market Square, Benin City, Edo State, Nigeria. The specific objectives were to determine the influence of organizational structure, organizational support, and organizational rewards on employee creativity. This article is based on equity theory. A cross-sectional survey design method was used. The sample size was one hundred and fifty-nine (159) participants. The instrument used in this study is a closed questionnaire that was designed by the researchers. Correlation coefficients and multiple regression analyses were used to analyze the data using Statistical Package for the Social Sciences (SPSS) version 21. The results show that all independent variables (organizational structure, organizational support, and organizational rewards) had a significant relationship with the creativity of Market Square employees. Subsequently, recommendations were made to the management of the company to ensure that they create organization-friendly policies, relaxing places, and a worker-friendly environment that will enhance the creativity of the employees in their organization.

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1. INTRODUCTION

The emergence of globalization has liberalized trade blocs and increased competition between companies around the world. The fierce competition has made organizational success very transient in recent times and this has made managers and academicians repeatedly search for better and more suitable competitive strategies (Hua, 2011; Bouka, 2015; Ponomarenko, 2016). In the 21st century, organizations face more competitive challenges than ever before. These barriers are not unique to a particular industry or organization but rather it affects all organizations, regardless of structure or size. The organizational climate is currently challenged by the increasing number of changes affecting organizations (Nair, 2016). In order to survive and compete with rivals, organizations are constantly striving to improve the execution of their creative strategies. Brown and Leigh (1996) believe that organizational climate is ultimately more urgent than ever before because organizations seek to guarantee that employees who add value to existing standards will be retained and because they put their effort into work that benefits of an organization. Organizational climate serves as a measure of employees' perceptions or feelings towards their organization. Organizational climate includes management or leadership styles, participation in decision-making, providing challenging jobs to employees, reducing boredom and frustration, providing benefits and personnel policies, providing good working conditions, and creating an appropriate career ladder for all staff (Nicholson & Miljus, 1992). As today's businesses continue to struggle to survive or gain a sustainable competitive advantage, it is important for organizations to understand the factors that influence employees' creativity and employee-oriented work outcomes. The growing importance placed on understanding employees and their behaviour within an organization has generated much interest in examining how employees perceive organizational climate (Mumford, Scott, Gaddis, & Strange, 2012).

The requirement to fulfill the hierarchy of human needs is an important aspect of satisfaction and motivation in particular. At this point, the focus will be on the attitude and values of the work environment. An organization with the right mindset of employees provides an integrated relationship for the growth of the

organization. This gives an opportunity to accurately understand the impact of the organizational climate on employees' work enthusiasm and organizational commitment. This is essential to creating a balance between the two parties, such as employer and employee. The researcher observed that most management teams in Nigeria believe that employees are only out for their salary and not interested in the growth of their organization. While, some on the other hand, believes that the creativity of their workforce does not matter, as their vision may be different from what they want. No matter how much technology has made our lifestyles more convenient, the function of an organization is strongly supported by the involvement of human capital. Every organizational climate created determines how employer's support the comfort of their employee; employee's work passion; and employee's value system, which will either mar or make for employee creativity. The success and growth of an organization require a creative set of human capital. Employee creativity in organizations is also determined by the reward culture in an organization. This study therefore bridged the observed gap by conducting an empirical investigation of the effect of organizational climate on employee creativity in the two Market Square branches in Benin City, Edo State.

2. LITERATURE REVIEW

2.1 Organizational Climate

Schneider (2000) described the organizational climate as an employee's long-lasting perception of the working environment and culture of the business they work for. Organizational climate describes a work environment that shows if an employee is satisfied or dissatisfied. Climate in the natural sense is referred to as the average course or condition of the weather at a particular place over the years as manifested by temperature, wind speed, and precipitation. Steinke (2015) echoed this view by stating that climate represents employees' perceptions of the expected, approved, rewarded policies, processes, and practices of an organization's human resources. Organizational climate is the process of measuring the "culture" of an organization, and organizational climate is a set of characteristics of work environment that are directly or indirectly perceived by employees. Organizational climate is the definition of

members' perceptions of the work environment. Organizational climate is a complex impression of employee's own organization and employer influence on the work environment, which subsequently influences employee behaviour and work attitudes (Litwin & Stringer, 1968; Pritchard & Karasick, 1973). Forehand and Gilmer (1964) saw organizational climate as a unique set of dominant attributes that describe an organization, differentiate it from others, and influence the behaviour of organizational members. Researchers have described climate as a major characteristic of the internal organizational environment, which is the result of policies and actions carried out by their employees and exerts pressure to direct the attitudes and behaviours of workers (Pritchard & Karasick, 1973; Huang & Lee, 2012). Organizational climate can be used as a management technique to provide managers with challenging insights into how their own employees view their organization. It is theorized as a psychological tool for focusing on the individual and seeking to understand cognitive progression and performance (Huang & Lee, 2012). Employees creativity is reflected in new products, operational and administrative processes, and service processes that are implemented in the organization. It has been widely used in the literature, and most perspectives have defined creativity as the production of new ideas that are appropriate and useful for a given situation (Unsworth, 2001). and current performance (Sirkwoo, 2015). Studies have defined organizational creativity and organizational innovation as the generation of an important, useful new item, service, idea, method, or process by an employee competing in a complex social system and the adoption of new ideas or behaviors by organizations (Hu, Gu, & Chen, 2011; Sarros, Copper, & Santora, 2011). Creativity is the development of organizational ideas that resort to socially accepted inputs (McShane & Glinow, 2010). Innovation is considered part of the creative process of developing new products or services. There are three main components outlined by Amabile (1988) that are necessary for individual creativity in any field. These components are domain-related skills, creativity-related skills, and intrinsic task motivation. These domains complement the organizational innovation model. Employees who are creative have these domains, and innovation results.

The organizational structure of institutions is similar to the skeleton of a human being. The health of the organizational structure of an institution is a proof of its health, and vice versa. Structure refers to perceived work constraints, various formal organizational guidelines, and administrative burdens (Al-Zoubi & Alfandi, 2021). This is how work tasks are formally divided, grouped, and coordinated within the organization. The more restrictive the guidelines, the more irritable employees may be, wanting ingenuity to work as efficiently as possible. Organizational structure can be viewed as the way in which responsibilities and authorities are assigned within an organization and work procedures are carried out by members of the organization (Walton, 1985; Gerwin & Kolodny, 1992; Germain, 1996). Algamdi and Alzahrani (2022) and Akpom, Ihekwoaba, and Igbo (2022) investigated the effect of organizational climate (organizational structure, leadership style, participation in decision-making, motivational system, training, and development) on creativity among employees. And they found a statistically significant relationship between creativity and each of the organizational climate dimensions.

H₁₁: Organizational structure has a significant effect on employees' creativity in Market Square in Benin City, Edo State.

Organizational support is the extent to which an organization provides resources, communication, reinforcement, and encouragement to enable employees to improve their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Erdogan and Enders (2007) described organizational support as the degree to which an employee believes that their organization cares about their values and contributions and provides help and support. Perceived organizational support is directly related to three categories of favorable dealing received by employees, such as organizational rewards, favorable working conditions, fairness, and superior support, and in return, favorable outcomes such as job satisfaction and organizational commitment are achieved. All of these relationships support organizational support theory (Rhoades & Eisenberger, 2002). Organizational support is the employees' understanding of the favorable services offered by the organization.

Organizational support depends on both how the company treats each employee and how the employee perceives the support. Al-Zoubi and Alfandi (2021); Moghimi and Subramaniam (2013); and Wangombe, Yohannes, Gachunga, and Muchiri (2017) studied a conceptual framework that linked employee creativity with four organizational climate factors: structure, rewards, obligation, and support, as well as the link between employee creativity and employee performance. Their results revealed that there is a positive effect of organizational climate on employee creativity, employee productivity, and organizational performance.

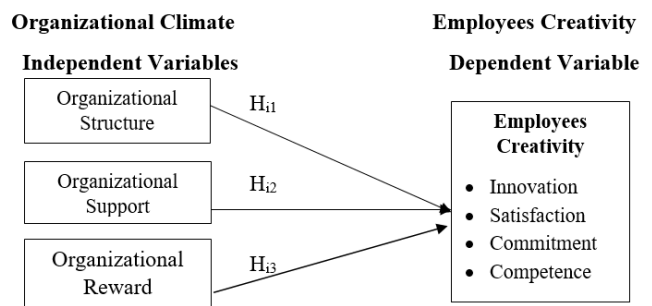
H₁₂: Organizational support has a significant effect on employees' creativity in Market Square in Benin City, Edo State.

An organization's reward system refers to the ways and modalities by which workers in an organization can be motivated or employers exert efforts that may lead to the achievement of organizational goals. Employee benefits are rewards that companies provide to employees just for being employees (Spisáková, 2019). An organizational reward system deals with the selection of the types of rewards to be used by an organization. According to Pongah (2016), an organization's reward system consists of interrelated processes and procedures that combine to ensure that reward management is carried out effectively for the benefit of the organization and the people who work within it. Oboreh and Arukaroha (2021) investigated the effect of salary increases, monetary rewards, recognition, promotion, and career development on organizational performance. They concluded that remuneration has a significant positive effect on organizational performance in universities in Edo State. In the work of Siwale, Hapompwe, Kukano, and Silavwe (2020) and Ngwa, Adeleke, Agbaeze, Ghasi, and Imhanrenialena (2019), both reported that there is a positive relationship between reward systems and employee performance.

H₁₃: Organizational rewards has a significant effect on employees' creativity in Market Square in Benin City, Edo State.

2.2 Researcher's Model

The researcher's conceptual model schematically shows how independent variables explain the direction of organizational climate (organizational structure, organizational support, and organizational reward) and interact with the dependent variable (employee creativity) of a depository bank. The relationship between the independent variables and the dependent variable are given below;



Source: Researcher's model, 2023

2.3 Resource Dependence

Theory Resource dependence theory was propounded by Emerson in 1963 and later advanced by Pfeffer and Salancik in 1978, where they opined that having control over perilous resources by one company will make other firms dependent on it. The theory assumes that even when operating in the same industry, firms are heterogeneous in terms of their resources and capabilities. In essence, the theory argues that organizations are often not self-sufficient for all the needed resources that can enable them to remain competitive. Therefore, they need to engage in interchanges with other companies in one way or another so as to gain the necessary resources for survival. This usually makes a strategic alliance a viable form of inter-organizational structure that can minimize uncertainties, thus enhancing access to much-wanted resources (Gray & Yan, 1992). Resource dependence theory has emerged as an important explanation for the persistent level of a firm's performance by emphasizing the firm's ability to create and sustain competitive

advantage by acquiring advantageous resource positions (Leiblein, 2003). The competitive advantage of a firm is the outcome of a strategy that utilizes its unique resources and skills. The application of this theory will underscore what the parent resource firms prefer to control and how they control them.

3. METHODOLOGY

The study used a cross-sectional survey research design. The population of the study was all the employees of the two market square branches (Sapele Road branch, 161 employees, and Aduwawa Road branch, 156 employees) in Benin metropolis. According to the Human Resources Department, there were 324 employees in the two branches of Market Square in Edo State. The sample size of 179 was determined using the Taro Yamane formula, while Bowley's proportionate allocation formula was used to distribute copies of the questionnaire to the two branches of Market Square in Benin City. The study was based on convenient random sampling techniques. The questionnaire used was subjected to face-to-face validation. This research instrument adopted was adequately checked and validated by a lecturer from the Department of Business Administration at Benson Idahosa University and one human resources staff member from Market Square for their contributions and corrections. The hypotheses were analyzed using Pearson Moment Correlation and multiple regression analyses. The Cronbach alpha coefficient method was used to test for reliability. The researcher administered twenty (20) copies of the instrument to the respondents who were part of the sampled population; the computed Cronbach/Coefficient Alpha values were 0.792, 0.828, 0.896, and 0.881 for organizational structure, organizational support, organizational reward, and employees' creativity, respectively, which means that 79.2%, 82.8%, 89.6%, and 88.1% of the variance in the scores were reliable. The coefficient value obtained showed that the questionnaire was reliable.

4. ANALYSIS AND RESULTS

4.1 Regression Model

The functional regression model is stated as follows;

$$EC = F(OS, OSP, OR) \text{----- (ii)}$$

The econometric form the model is given as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \text{----- (iii)}$$

$$Y = \beta_0 + \beta_1 OS + \beta_2 OSP + \beta_3 OR + \varepsilon \text{----- (iv)}$$

Where;

EC = Employee Creativity, OS = Organisational Structure,

OSP = Organisational Support, OR = Organisational Reward.

Table 1: Correlation between the dependent and independent variables

Correlations					
		EC	OS	OSP	OR
EC	Pearson Correlation	1	.	.	.
	Sig. (2-tailed)				
	N	159			
OS	Pearson Correlation	.599**	1	.	.
	Sig. (2-tailed)	.000			
	N	159	159		
OSP	Pearson Correlation	.724**	.791**	1	.
	Sig. (2-tailed)	.000	.000		
	N	159	159	159	
OR	Pearson Correlation	.824**	.334**	.540**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	159	159	159	159

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

Source: SPSS Analysis of field survey 2023

The above correlation table revealed a positive relationship (0.599**, $P < 0.000$) between organizational structure and employee creativity in the two market square branches in Edo State. Organizational support has a positive relationship (0.724**, $P < 0.000$) to employee creativity in the market square. Organizational rewards have a significant relationship (0.824**, $P < 0.000$). The results of the correlation table show that all the independent variables have a positive relationship with the dependent variable. So, it means that the null hypotheses were rejected while all the alternative hypotheses were accepted. The findings are in line with Algamdi and Alzahrani (2022), Akpo, Ihekwoaba and Igbo (2022)

who concluded that organizational climate has a positive value on employee productivity.

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.808	.804	.27058

a. Predictors: (Constant), ORS, OS, OSP

Source: SPSS Analysis of field survey 2023

The results in the table above represent the suitability of the model used for model regression in explaining the phenomena of the study. The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (employee creativity) that is explained by all three independent variables (organizational structure, organizational support, and organizational reward). The three independent variables examined explain 80.8% of employee creativity. However, it means that other factors that were not considered in this research contribute 19.2% of employee creativity in the market.

Table 3: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.725	3	15.908	.000 ^b
	Residual	11.348	155	.073	
	Total	59.074	158		

a. Dependent Variable: EC

b. Predictors: (Constant), ORS, OS, OSP

Source: SPSS Analysis of field survey 2023

The p-value indicates the level of impact between the independent variable and the dependent variable. The results show that the overall model was statistically significant. The results further indicate that the independent variables are good predictors of employee creativity. This was supported by an F statistic of 217.284, and the reported p value of (0.000) was lower than the conventional P value at the 0.05 significance level.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.399	.122		3.259	.001
	OS	.176	.045	.229	3.921	.000
	OSP	.150	.050	.196	3.000	.003
	OR	.549	.036	.641	15.074	.000

a. Dependent Variable: EC

Source: SPSS Analysis of field survey 2023

From the data, the established regression equation was

$$Y = .399 + 0.176X_1 + 0.150X_2 + 0.549X_3 + \mu$$

The model shows that organizational climate has a positive coefficient, which shows that it is directly proportional to employee creativity. This means that a unit increase in organizational structure increases employee creativity by 0.176 units. A unit increase in organizational support increases employee creativity by 0.150. A unit increase in organizational rewards will lead to an increase in employee creativity of 0.549. The results obtained in the table above show that when all variables are zero, employee creativity increases by one unit. 0.399. Findings of the multiple regression analyses revealed that this study is consistent with the findings of Akpom, Ihekwoaba, and Igbo (2022), Al-Zoubi and Alfandi (2021), Wangombe, Yohannes, Gachunga, and Muchiri (2017), and Moghimi and Subramaniam (2013), which all claim that organizational climate leads to higher employee productivity. In conclusion, the study shows that employee creativity has a positive relationship with independent variables.

5. DISCUSSION

Objective one showed that there is a positive effect of organizational structure on employee creativity in two branch offices in the square in Edo State. This study is in line with Akpo, Ihekwoaba, and Igbo (2022), who reveal that organizational climate has a significant and positive effect on organizational performance. A study by Algamdi and Alzahrani (2022) also concluded that a similar study also

concluded that organizational climate has a direct and significant relationship with organizational performance. The findings of objective two revealed that organizational support has a significant effect on employee creativity in two market branches in Edo State. The findings of this study are consistent with those of Al-Zoubi and Alfandi (2021), who confirmed that organizational support plays an important role in positively affecting employee performance. Their findings reveal that the current business environment requires organizations to continuously monitor and effectively manage employee support to achieve their long-term goals and respond to emerging challenges. Moghimi and Subramaniam (2013) and Wangombe, Yohannes, Gachunga, and Muchiri (2017) also argued that organizational support is constantly looking for better opportunities for organizational growth. Objective three showed that there is a positive effect of organizational rewards on employee creativity in two branches in Edo State. The study is consistent with Siwale, Hapompwe, Kukano, and Silavwe (2020), who report that organizational rewards have a significant and positive effect on employee productivity. A study by Ngwa, Adeleke, Agbaeze, Ghasi, and Imhanrenialena (2019) also concluded that organizational rewards have a direct and significant relationship with employee performance.

6. SUMMARY OF FINDINGS

The general objective of this study was to determine the effects of organizational climate on employee in employee creativity in Benin City, Edo State, Nigeria.

- i. The first objective was to determine the influence of the organizational structure on the creativity of employees. However, the correlation and regression results showed that the organizational structure has a significant effect on the creativity of employees in the market.
- ii. The second objective, which seeks to determine the effect of organizational support on employee creativity, which revealed that organizational support has a significant impact on determining employee creativity in market square performance.
- iii. The third objective finding revealed that organizational support reward has a significant effect on employee creativity in Market Square branches in Benin City, Edo State.

7. CONCLUSION

This work covered the effects of organizational climate and employee creativity using the two branches of Market Square in Benin City, Edo State. The different dimensions of organizational climate used in this study were observed to influence employee creativity. The employees' answers were subjected to statistical analysis. The study found that organizational structure, organizational support, organizational rewards, and work have a significant effect on employee creativity. Importance should be given to increasing the internal motivation of employees in accordance with the organizational climate dimension. Implement effective management policies to strengthen and maintain the relationship between organizational climate and employee creativity. Top management should provide support and communicate with employees to create cordial relations and the best working environment. This study provides a useful insight into organizational climate dimensions and their influence on employee creativity. The study therefore concludes that organizational climate has a significant positive effect on the creativity of employees of Market Square branches in Benin City.

8. RECOMMENDATIONS

From the theoretical knowledge and empirical findings of the research objectives embarked upon. Thus, the following recommendations are made based on the findings of this study:

- i. Market Square's management team should implement a more organization-friendly policy that will create more flexibility for all employees, including supervisors, managers, and other management personnel, which will enhance the creativity of all employees.
- ii. Market Square employees should take measures within their control to properly and assertively perform their duties. Relaxation in various forms that do not hinder their

work can be a suitable factor for recovery from identified work stress problems.

- iii. In order to deal with organizational climate issues in the workplace, it is necessary for management to watch for any signs that employees are being overworked. Corrective action should be taken by management, and work should be delegated appropriately to ensure that no one is overburdened.
- iv. Knowledge of organizational climate needs to be improved, as does awareness of employees' rights to access flexible working arrangements and what help and services are available to them directly or by referral.

8.1 Areas of Further Studies

- i. Future researchers should include other variables that were not part of this study in future research.
- ii. Future researchers should study other industries instead of limiting their studies to hype-market stores.

8.2 Contribution to Knowledge

- i. The study made a significant contribution to solving the problem of using the organizational climate to increase the creativity of employees in Market Square and other industries. In this study, the organizational reward dimension had the highest relationship and influence on employee creativity.
- ii. This research also added to existing knowledge about organizational climate by formulating a conceptual model to guide current and future management science researchers who wish to examine the effect of organizational climate on employee creativity.

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