



Research Paper

## Organizational Creativity Management and Employees Productivity in selected Micro-Finance Banks in Owerri

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### ABSTRACT

*The indispensable element of every organization, whether profit oriented or not, is the human resources. The personnel are embodiment of knowledge, talents, capabilities, skills, creative abilities, talents and aptitudes, and attitudes. Organizations depend on these potentials to be competitive, grow, expand and survive in an unpredictable business environment. It therefore becomes imperative that these unique and important human elements must be properly harnessed. This however becomes the responsibility of the managers. However, the management practices carried by the managers together with the prevalent organizational climate determine the level and frequency of employee creativity. Ineffective practices of management to these creative abilities of these employees results in negative attitudes to work, lack of commitment and organizational identification, low morale and high rate of labour turnover that generally affect their level of productivity. This paper however adopted survey design with the population of 109 staff members of the eight (8) Micro-finance banks in Owerri. The sample size of 85 was selected. Data were collected from both primary and secondary sources, which were analyzed using Pearson product moment correlation and regression models. The findings were that workplace environment affects employees' job commitment; and intrinsic reward impact on employee job satisfaction.*

**KEY WORDS:** *Organization, Creativity, Management, Motivation, Employee and Productivity.*

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### I. INTRODUCTION

Business organizations cannot survive or achieve the purpose for which they are been established without the resources; human and non-human elements. The most crucial is the human resources. In Muhammad et al (2019) the role of HR is more important than tangible resources because a human has to utilize tangible resources effectively and efficiently for a better outcome. They further state that the role of creativity is considered as an important factor in the performance of every firm in this era of highly competitive environment. Dubina (2005) cited Carayannis and Gonzales (2003) in today's dynamic business environment; creativity represents a key factor for economic success of organizations interested in long-term competitive development. It has been revealed by many researchers that those firms who effectively use their employees' creativity invariably have huge advantages over the firms who abandon this factor. The employees come into organizations with potentials, knowledge, talents, capabilities, skills, creative abilities, talents and aptitudes, and attitudes. Organizations depend on these potentials to be competitive, grow, expand and survive in an unpredictable business environment. It therefore becomes imperative that these unique and important human elements must be properly harnessed. This however becomes the responsibility of the managers.

Managers perform numerous roles in an organization, but according to Stachová et al (2018) the primary role of company management is to create an environment that promotes creative behavior of employees. He further states that one of the motivating factors in an organization is the environment in which they work in. The actions, attitudes and styles of managers towards employee creativity could make or mar the performance of employees. Shin & Zhou (2003) in Sirkwoo (2015) state that the past studies have shown that employees tend to engage in more rather than less creative behaviors when their managers exhibit certain leadership behaviors, including showing enthusiasm for new ideas and providing individualized coaching, which is transformational leadership. Similarly, in Stachová et al (2018) leadership style and the development of abilities and skills of human capital, determine to a large extent company innovative direction.

The creativity management approach existing in an organization could stimulate (motivate) the creative abilities of employee to contribute towards the achievement of the organizational goals. Motivation is one of the key factors of creativity. Others included expertise and creative-thinking skills (Amaile; 1998).

### **Statement of the Problem**

Employees are human capital whose value could be properly measured and harnessed to give their best. However, the management practices carried by the managers together with the prevalent organizational climate determine the level and frequency of employee creativity. Some of these practices, principles, techniques, and methods have been observed to be ineffective and could kill creative potentials and abilities of the employees. It is observed that these practices might lead to negative attitudes to work, lack of commitment and organizational identification, low morale and high rate of labour turnover and leading to generally low productivity.

### **Objectives of the Study**

The major aim of this paper is to investigate the effect of organizational creativity management and employee productivity in the organization. However, other specific objectives are;

- i. To determine the impact of workplace environment on employees job commitment.
- i. To analyze the effect of extrinsic reward on employees job satisfaction.

### **Research Questions**

- ii. What is the impact of workplace environment on employee job commitment?
- iii. What is the effect of extrinsic reward on employee's job satisfaction?

### **Statement of Hypothesis**

**Ho<sub>1</sub>:** There is no relationship between workplace environment and employee job commitment.

**Ho<sub>2</sub>:** Extrinsic reward does not affect employee's job satisfaction.

## **II. LITERATURE REVIEW**

### **The Concept of Creativity**

The word creativity has received different meanings and definitions from different people especially scholars and entrepreneurs. According to Amabile & Pillemer (2012) in Wenjing (2018) creativity has been a topic of interest for both scholars and practitioners for more than 35 years. Danniell Burrus in Huffpost.com "Creativity is a function of knowledge, curiosity, imagination, and evaluation and that the greater your knowledge base and level of curiosity, the more ideas, patterns, and combinations you can achieve, which then correlates to creating new and innovative products and services"

De Bono (1996) in Antoniites (2003) defines creativity as the formulation or creation of something that was not previously available in its present state and that value is continually placed on or added to the new creation. This is compared to the work of an artist who is always creating something new, which consequently has a certain value. In Muzzio and Paiva Junior (2018) citing (Amabile, 1997) creativity is the process of creating ideas and entails the emergence of a new element capable of establishing new socio-economic standards, culminating in innovation.

Creativity is differentiated from innovation. West (1999) in Sundgren and Styhre (2014) the terms creative and innovative often tend to overlap in much of the research and management literature. A clear difference exists between the two terms. Creativity is seen as the generation of ideas for new and improved ways of doing things while innovation is defined as the implementation of those ideas in practice, while from the views of (Caniëls, Stobbeleir and Clippelee 2014; Baer 2012) in Muzzio and Paiva Junior (2018) creativity is considered to be an independent process that takes place before innovation, but with the relationship that creativity is linked to idea generation and innovation being related to the commercial application of such ideas.

### **Creativity Management**

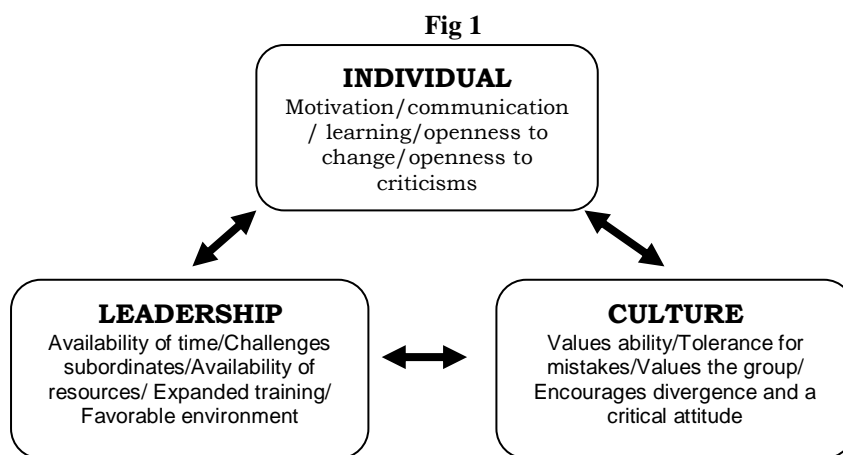
The term has been discussed in different literatures. According to Dubina (2005) there is an increased interest of business in creativity and that the management of creativity appeared as a special and unique theoretical and practical discipline some years ago. He further states that creativity management has been developing on theoretical and methodological bases of such disciplines as Research and Development (R&D) management, creativity psychology, organizational behavior and innovation management. The Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship (2013) defined Creativity Management as a system of principles, methods, techniques, practices and instruments for managing employee in order to get the maximum effect for the organization according to its goals, objectives, employee contingent and available resources.

In Muzzio and Paiva Junior (2018) creativity management increases organizational creativity and enhances innovation through management practices that integrate individual skill, leadership orientation, and cultural symbolism, thereby allowing continuous growth of creative action through the creativity spiral. According to Muzzio (2017) this type of management results from the intersection of the divergent managerial view and the deviant managerial direction, in a context that requires an intense creativity to boost innovation. He further states that the organizational conditions converge with the creative individual, creative culture and creative leadership style.

Xu and Rickards (2007) in Sirková et al (2014) see creative management as the study and practice of management, drawing on the theories of creative processes and their application at individual, group, organizational and cultural levels. They state further that creative management has two important meanings: a formal sense – as a fifth stage in the practice of management, emerging from the historical theories and practices of management from earlier stages and; in a less formal meaning which refers to a management style which will become associated with the emerging fifth stage of management.

Dubina (2006) rather summarizes the definition and meaning of creativity management with the following features;

- Generation and evaluation of new ideas,
- Development of techniques for creative thinking,
- Support, facilitation and development of employee creativity,
- Encouraging and fostering creativity,
- Organizing, monitoring and directing creativity,
- Assessment of the effectiveness of different programmes for employee creativity development,
- Construction of an optimal environment for creativity,
- Elimination of blocks to creativity and
- Creativity audit (creativity measurement and assessment of creative climate in a company).



Theoretical concept of Creativity Management

**Source:** Muzzio, H and Paiva Junior, F.G. (2018). Organizational Creativity Management: Discussion Elements. <http://rac.anpad.org.br>.

### **Workplace Environment and Employee Job Commitment**

Work environment pertains to the surrounding conditions in which an employee operates. It is composed of both physical conditions and work processes or procedures. According to Duru and Shimawua (2017) work environment has been found to have both positive and negative implications on the psychological well-being of the workers. They further state that work environment can be thought of simply as the environment in which people work.

Oludeyi (2015) citing (Briner, 2000; Chandrasekhar, 2011) work environments have many properties, components or factors that may affect both physical and psychological well-being of workers. How well employees engage with factors in their working environments influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job which is a function of their commitment towards work. They further identified the workplace factors that could make employees either to leave or stay, which included; role congruity, workplace incentives, performance feedback, mentoring/coaching, goal-setting, defined processes, supervisor support, job aids, environmental factors, physical factors, and opportunity to apply new skills.

Allen and Meyer (1990) in Onyewobi, et al (2012) classified organizational commitment into three basic elements. The three component of organizational commitment, according to them are affective, continuance and normative as the three dimensions of organizational commitment. He viewed affective commitment as the employee's emotional attachment to, identification with, and involvement in the organization. The continuance component is referred to as the commitment that is based on the costs that the employee associates with leaving the organization, while the normative component is referred to as the employee's feeling of obligation to remain with the organization.

### **Extrinsic Reward and Employee Job Satisfaction**

Bajracharya (2018) extrinsic rewards are the physical ones that come from an external source (employers) only. A properly designed extrinsic reward, no doubt, can also be emotionally attached with the employees since employees value such rewards. It is also observed that an extrinsic reward is also directly related to the job performance of the employees but it is not necessary that employees receive a reward every time they accomplish a task. It is dependent upon the policy of the company. They included pay, promotion, fringe benefit, bonus, commission, improved working condition and profit sharing. Byars et al (2000) see extrinsic rewards as consisting of compensation given to personnel, either in the form of direct, indirect, or non-monetary compensation. According to them direct compensation is direct payment in the form of salary or basic wage, honorarium overtime or holiday, profit sharing, share distribution, and other bonuses based on personnel performance; and indirect award is all payments for the welfare of personnel such as accident insurance, old age insurance, vacation honorarium, sickness allowance. Non-monetary rewards can be something the company gives extra to its personnel, such as a workspace that has a privileged location and facilities, special parking spaces, privileged degrees and personal secretaries.

Some researchers have discovered that extrinsic rewards have directly and positively make impact on employee satisfaction (Farzana et al; 2016). In Duru and Shimawua (2017) job satisfaction involves the extent to which a person's hopes, desires and expectations about the employment one is engaged in are fulfilled. According to them, when employees have a positive, friendly and good work environment can result in job satisfaction which will subsequently bring about increased productivity; and when the work environment is hostile and uncondusive, employee will not have the desired satisfaction and productivity will be adversely affected.

Walker (1998) in Farzana et al (2016) explained that by awarding employees with rewards can also increase the level of job satisfaction by doing this the organizational environment will be changed. By giving employees self respect job satisfaction will be achieved with its highest goals and objective (Metzler, 1998).

### **THEORETICAL FRAMEWORK**

This paper is based on the Ability–Motivation–Opportunity (AMO) theory. AMO theory states that employees' performance in organizations is influenced by the presence of three work systems: ability-enhancing practices, e.g. using appropriate selection, hiring, and training instruments to improve employees' abilities; motivation-enhancing practices that is, designing practices to stimulate employees' motivation; and opportunity-enhancing practices that involve providing opportunities to enable employees to perform better (Cai et al; 2020).

The theory according to Apelbaum, et al (2000) summarize that people perform well when they have the skills, knowledge and abilities to perform (A = abilities); when they have motivation to perform (M = motivation); and when they are provided with opportunities and support from an organization to perform (O = opportunity). The equation for this theory is  $p = f(\text{Ability, Motivation, Opportunity})$ . That is, to increase the three dimensions in pursuit of high employee performance, organizations can provide various HR practices: ability practices, motivation practices, and opportunity practices.

### **EMPIRICAL REVIEW**

Humera and Muhammad (2016) conducted a research to find out the relationship between employee's creativity and its impact on performance of the firm. In their research they have taken a sample size of 70, using questionnaires. These questionnaires were made on (google form) in order to be environment friendly. Analysis was done using correlation coefficient and regression model. It was found out that most of the case was that if

employee's are empowered that will have a positive impact on the performance of the firm. Empowering the employee would lead in utilizing the resources efficiently, effectively which will lead to maximizing the firm overall performance and market share as well.

Duru and Shimawua (2017) carried out a descriptive research to investigate the effect of work environment on employee productivity; a case study of Edo City Transport Services Benin City, Edo State, Nigeria with a sample size of 133 selected participants. Data were collected using both primary and secondary data sources. The analysis was done using simple percentage method. It was concluded that good working environment increases individual output therefore leading to growth of the organization; and good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of good office environment by not absenting themselves unnecessarily from work, lateness to work and other negative attitude will be drastically reduced.

Muhammad, et al (2019) carried out a study with the purpose to investigate the effect of motivation on employee's creativity in the NGO sector of Southern Punjab. Data were collected through 210 questionnaires from employees of the NGO sector in Southern Punjab, Pakistan. SPSS software was used to check the accuracy and significance of the hypothesis. The outcomes of this study showed that motivation has a positive significant impact on an employee's creativity. More specifically, the motivated employee's exposed fruitful creativity in their work which increased their performance.

Sukdeo (2017) carried out a study to investigate the effect of the working environment has on employee satisfaction and productivity at a shoe manufacturing factory. Five deterrents of the work environment were considered for the study, which is, working conditions, remuneration, training and career development, fairness of treatment and job stability. A questionnaire was developed and validated using Cronbach Alpha Coefficient ( $\alpha = 0.928$ ). Data was collected using simple random sampling to select employees from middle and lower management levels. A total of 212 questionnaires were distributed. Multiple regression analysis and structural equation modelling were used to predict the correlations. The findings of the study indicated that there is a very strong casual effect between the work environment and employee satisfaction which leads to increased productivity.

Zeynab and Hadi (2016) carried out a study aimed to investigate the relationship between creativity and performance of employees of the Municipal of Khorramabad. The study population included all staff Municipal agencies in Khorramabad, the number of 590 people of which 233 people (22 women and 211 men) were randomly selected for the sample. Cronbach's alpha reliability test of creativity to 0.80 to 0.90 and for job performance questionnaire Paterson 0.84 reported. The data were analyzed using multi-variable regression with the help of software «SPSS» significant level  $p < 0.05$  considered. Results showed that positive and significant correlation between creativity and job performance are Municipal agencies ( $r = 0.158, p < 0.05$ ). The relationship between creativity and job performance only variable component of the initiative was not significant and the correlation coefficient for the two variables was observed almost zero. ( $r = 0.067, p > 0.05$ ). The results show that the relationship between creativity and job performance in the Municipal, is very weak and that creativity and improve employee performance are not strong predictors.

### III. RESEARCH METHODOLOGY

This study is a descriptive research and a survey design was adopted. Data were collected from both primary and secondary sources. The population of the study is made of the 109 staff members of the eight (8) selected Micro-Finance Banks in Owerri town. The sample size of 85 was determined using Taro Yameni formula. Simple random sampling was adopted which allowed every element in the population the chance of being selected.

#### Population of the study/Sample size distribution

S/N	Name of Bank	Population Size	Sample Size
1	IMOPOLY MFB 1, POLYTECHNIC AVENUE, UMUAGWO-OHAJI, IMO STATE	15	12
2	IMSU MFB IMO STATE UNIVERSITY, OWERRI, IMO STATE	17	13
3	MBAITOLI MFB OBAZU VILLAGE MBIERI MBAITOLI L. G. A, IMO STATE	11	9
4	ALVANA MFB ALVAN IKOKU COLLEGE OF EDUCATION, ORLU ROAD, OWERRI, IMO STATE	10	8
5	FINCA MFB 20, WETHERAL ROAD, OWERRI, IMO STATE	19	14
6	FUTO MFB FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI, IMO STATE	14	11
7	OCHE MFB B63, SHELL CAMP, P. O. BOX 2855, OWERRI, IMO	13	10
8	CHUKUM MFB WETHERAL RD.OWERRI, IMO STATE	10	8
	<b>TOTAL</b>	<b>109</b>	<b>85</b>

#### Field Survey, 2021

**Sample Size Determination**

Using Taro Yameni formula which is stated thus;

$$n = \frac{N}{N(e)^2} + 1$$

where ; n is sample size  
 N is population size  
 e is standard error which is 5%  
 1 is constant

$$n = \frac{109}{109(0.05)^2} + 1$$

$$= \frac{109}{0.2725} + 1$$

$$= 109/1.2725$$

$$= 85$$

Using simple proportion formula, for sample size distribution of respondents; where

$$nBi = \frac{Ni * nBo}{N}$$

nBi = Sample size of each micro-finance bank

nBo = Total sample size of all the banks

N = Total Population size

Ni = Population size of each bank

**Description of the Research Instrument.**

For the study, questionnaire was used as the research instrument, The questionnaire was designed using the Five point Likert scale that ranges from Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD).

Strongly agree 5 points

Agree 4 points

Undecided 3 points

Disagree 2 points

Strongly disagree 1 point

**Method of Data Analysis.**

The data collected from the respondents were tabulated and analyzed using descriptive statistics of table of percentage, mean and standard deviation. The hypotheses were tested using pearson product moment correlation and regression analysis model aided by SPSS v21.

**Pearson's Correlation Coefficient**

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}}$$

**Degree of Freedom (df) = n-2**

**Decision Rule:** We shall reject Ho if  $t_{cal} > t_{\alpha/2, v}$

**Data Presentation and Analysis.**

**Table 1 Administration of Questionnaire**

S/N	No. Administered		No. returned/ Percent of No. returned		No. not returned/Percent of No. not returned.	
	No. Administered	% of No. Administered	No Returned	% of No. Returned	No. not Returned	% of No. not Returned
1	85	100%	74	87%	11	13%

Source: Field Survey, 2020

The table shows that out of the 85 questionnaire distributed only 74 i.e 87% were returned while 11 which represent 13% were not returned by the respondents after several unsuccessful attempts to retrieve them.

**Questionnaire Analysis**

**Table 1**

S/N	QUESTION ITEM	RESPONSES					Descriptive Statistics		
		SA 5	A 4	UD 3	D 2	SD1	N	-X-	STD
1	Workplace design helps in performing my duty.	42	27	1	1	3	74	4.41	.920

2	Provision of safety measures at work boost morale	52	18	0	2	2	74	4.58	.828
3	Task complexity affects my performance level	23	45	1	2	3	74	4.12	.891
4	Workplace incentive is required for optimum performance	55	17	0	1	1	74	4.68	.685
5	Support from ones superior enhances performance.	41	29	2	1	1	74	4.46	.744
6	Comfort ability of the working hours is necessary for job accomplishment.	43	26	0	3	2	74	4.42	.907
<b>EMPLOYEE COMMITMENT</b>									
7	I enjoy providing best services to customers.	44	28	0	0	2	74	4.51	.763
8	I have high loyalty for the organization	53	21	0	0	0	74	4.72	.454
9	I am identified with the organization goals.	30	32	3	6	3	74	4.08	1.070
10	I am happy with the incentive offered to me by the management	48	20	1	4	1	74	4.49	.880
11	The organization is the good place to work	49	20	1	1	3	74	4.50	.925
12	Morale in the organization is good.	36	32	1	3	2	74	4.31	.905

**Field Survey, 2021**

From the table above it has revealed that workplace design, safety measures, task complexity, workplace incentive, superior support and working hours are aligned with the employees nature of services to customers, loyalty to the organization, identification, happiness, attitude to the organization and his morale.

**Table 2**

S/N	QUESTION ITEM	RESPONSES					N	X	STD
		SA 5	A 4	UD 3	D 2	SD1			
<b>EXTRINSIC REWARD</b>									
1	I am happy with the salary I receive in the organization	27	39	1	3	4	74	4.11	1.015
2	I enjoy good working condition	42	28	1	1	2	74	4.45	.830
3	Promotion in the organization is regularly and as at when due	22	39	0	11	2	74	3.92	1.070
4	The fringe benefits offered in the firm is commendable	20	43	4	2	5	74	3.96	1.026
5	I do receive bonus and commission for extra work perform	12	58	2	1	1	74	4.07	.604
6	I take part in profit sharing in the organization	29	40	0	3	2	74	4.23	.869
<b>JOB SATISFACTION</b>									
7	I am happiness with my present job responsibilities	35	33	2	1	3	74	4.27	.911
8	I have attachment towards the work I perform	12	57	0	3	2	74	4.00	.759
9	I get full credit for the work I do	45	26	1	2	0	74	4.54	.666
10	I feel my suggestions count in the organization during decision making.	37	32	1	3	1	74	4.36	.821
11	I get feeling of accomplishment from my job	43	25	2	2	2	74	4.42	.891
12	I feel my superior recognizes my input with respect.	36	35	0	1	2	74	4.38	.806

**Field Survey, 2021**

The table above has revealed that salary, good working condition, promotion, fringe benefits, bonus or commission and profit sharing affect the employees' happiness on the job, feelings of attachment, acceptance, and recognition of opinions, accomplishment, and their attitudes to the superiors.

**Test of Hypothesis 1**

**Ho<sub>1</sub>:** There is no relationship between workplace environment and employee job commitment.\*

**Correlations**

		Workplace_Environment	Employee_Commitment
Workplace_Environment	Pearson Correlation	1	.814*
	Sig. (2-tailed)		.049
	N	6	6
Employee_Commitment	Pearson Correlation	.814*	1
	Sig. (2-tailed)	.049	
	N	6	6

\*. Correlation is significant at the 0.05 level (2-tailed).

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.814 <sup>a</sup>	.663	.579	.14096	1.628

a. Predictors: (Constant), Workplace\_Environment

b. Dependent Variable: Employee\_Commitment

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.156	1	.156	7.864	.049 <sup>b</sup>
	Residual	.079	4	.020		
	Total	.236	5			

a. Dependent Variable: Employee\_Commitment

b. Predictors: (Constant), Workplace\_Environment

**Test of Hypothesis 2**

**Ho<sub>2</sub>:** Extrinsic reward does not affect employee's job satisfaction.

**Correlations**

**Correlations**

		Extrinsic_Motivation	Job_Satisfaction
Extrinsic_Motivation	Pearson Correlation	1	.864*
	Sig. (2-tailed)		.026
	N	6	6
Job_Satisfaction	Pearson Correlation	.864*	1
	Sig. (2-tailed)	.026	
	N	6	6

\*. Correlation is significant at the 0.05 level (2-tailed).

**Regression**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 <sup>a</sup>	.747	.683	.10318	1.504

a. Predictors: (Constant), Extrinsic\_Motivation

b. Dependent Variable: Job\_Satisfaction

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.126	1	.126	11.789	.026 <sup>b</sup>
	Residual	.043	4	.011		
	Total	.168	5			

a. Dependent Variable: VAR00002

b. Predictors: (Constant), VAR00001

**Interpretation of Results**

From the test of hypothesis 1, the Pearson correlation value of 0.814 shows that the relationship between Workplace Environment and Employee Commitment is positive. Hence Workplace Environment accounts for about 81.4% variations in the Employee Commitment. The strength of the relationship is strong since the value is greater than 0.3. Since the significant 2-tailed P-value is 0.049 which is less than the P value of 0.05 (significant value by default) accept the Alternate hypothesis (H<sub>1</sub>) which states that there is significant



relationship between Workplace environment and Employee commitment. This result is in corroboration with Duru and Shimawua (2017) research to investigate the effect of work environment on employee productivity with conclusion that good working environment increases individual output therefore leading to growth of the organization; and good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of a good office work environment by not absenting themselves unnecessarily from work, lateness to work and other negative attitude will be drastically reduced.

From the test of hypothesis 2, the Pearson correlation value of 0.864 shows that the relationship between Extrinsic Motivation and Job Satisfaction is positive. About 86.4% variations of Extrinsic Motivation is explained in the Job. The strength of the relationship is strong since the value 0.856 is greater than 0.3. The significant 2-tailed P-value is 0.026 which is less than the P value of 0.05 (significant value by default) accept the Alternate hypothesis ( $H_1$ ) which states that Extrinsic reward affect employee's Job satisfaction.

#### **IV. SUMMARY OF FINDINGS/CONCLUSION**

From the results of the analysis carried out, effective creativity management practices increase employees creativity and enhances their innovative abilities. Such practices and methods involved having a good workplace environment; good workplace design, provision of safety measures, workplace incentive, supportive superior relationship and comfortable working hours in no doubt boost the employees' commitment which results in getting the best from them.

Moreover, other factors that could increase the performance of employees that management should take into consideration included the pay or salary, good working conditions, promotion, fringe benefits, bonus, commission and profit sharing. These to a large extent determine the level of job satisfaction of the employees.

#### **V. RECOMMENDATIONS**

- Managers should ensure that the workplace environment is conducive for employees to perform. In other words, workplace design, provision of safety measures, workplace incentive, supportive superior relationship and comfortable working hours are necessary to boost employees' productivity.
- Most employees are motivated by the external factors such as the pay or salary, good working conditions, regular promotion, fringe benefits, bonus, commission and profit sharing. Hence, the managers should make provision for these factors to encourage employees' creativity.
- Superior-subordinate relationship affects employee creative abilities and potentials. Hence good interpersonal relationship should be encouraged among the members of the organization.

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