



ORGANISATIONAL CULTURE AND EMPLOYEES' CREATIVITY: A STUDY OF SELECTED DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

In line with the global shift in banking industry from bureaucratic and rigid organizational culture to innovative culture, the Central Bank of Nigeria (CBN) launched series of innovative ideas to harmonize e-payment and e-collection of funds into the Treasury Single Account to ensure transparency of government revenue. However, despite these efforts made by CBN, it has been observed that some deposit money banks in Abakaliki metropolis fail to attend to customers who come to make remittance payment because of poor innovative culture which has hampered the employees' creativity. The study was anchored on Interactionist model of organizational creativity propounded by Woodman, Sawyer, & Griffin in 1993. The study adopted descriptive research design and Multiple Linear Regression analyses were used to test the hypotheses. The population of the study comprise of 516 operational staff from the 15 deposit money banks in Abakaliki Metropolis. Sample size of 222 was determined with Krejcie and Morgan (1970) and 222 copies of questionnaires were administered while 165 questionnaires were properly responded to. The study adopted content validity and Cronbach Alpha method was used to ascertain the internal consistency and the reliability coefficient of 0.896 was obtained. Regression coefficient 0.503 and 0.819 were gotten from the test of hypotheses 1 and 2 respectively. The results revealed that organizational culture has a significant and positive impact on employees' creativity. From the findings, it is recommended that management of these Deposit Money Banks should formulate strategies that promote innovative cultures and reward creative behavior.

Keywords: Organisational Culture, Innovative Culture, Employees' Creativity and Work behavior.

Introduction

It is challenging for organisations that lack innovation and creativity to survive and successfully operate in the ever-competitive global market space. In this current era of globalization and digitalization, it is pertinent for employees to be creative and innovative because they are the core attribute for organizations that want to gain greater competitive advantage. Servet, Ali and Steven (2020) posit that creativity is an intangible and rare resource that

can be valuable for organizations to gain competitive advantage in the industry. Every organization relies on its employees' ability to solve complex problems and maintain high level of efficiency and effectiveness in the workplace. To achieve these goals, the creative ability of individual employees within the organization and their adjustment to innovations is required (Esau, Mundi, Igbinigie, Odunayo & Yakubu, 2020)

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The banking industry is one of the most competitive service industries (Cevahir, Rachna, Halil & Gozde 2013). The Banking industry in the 21st century is rapidly changing as well as customers' demands. These changes have necessitated the shift in organizational culture from bureaucratic structure with high levels of standardization, centralization, and rigidity to a more innovative environment. This competitiveness makes the banking industry more innovative in terms of their operations, attracting and retaining more customers. This is because customers constitute a large part of banking portfolios, and they are most important stakeholders (Sanusi, 2013). Consequently, these innovative practices target the individual customers in the banking industry.

The Nigerian banking system is one of the essential parts of the financial sector. The Nigerian Banking industry has witnessed tremendous growth because of innovative ideas and a robust financial system framework championed by the Central Bank of Nigeria (Nwankwo, 2017). In 2012, in view of the efficient management and control of government's cash resources, a unified structure of government banking was introduced by the Central Bank of Nigeria (CBN). The banking arrangements were formulated to minimize the cost of government borrowing and maximize the opportunity cost of cash resources (Nwankwo, 2017). The arrangement ensures that cash received is available for government's efficient utilization and for making payments in a timely manner in line with 1999 constitution. This motive led to the introduction of Treasury Single Account (TSA). The Treasury Single Account is a public accounting system under which all government revenue, receipts and income are collected into one single account, usually maintained by the Central Bank of Nigeria including all payments are made through this account. The purpose is to ensure accountability of government revenue, enhance transparency and avoid misappropriation of public funds (Nwankwo, 2017). In other words, it serves as a centralized cash position of the treasury, where the revenues of all Ministries, Departments and Agencies (MDAs) are consolidated and all cash outflows including

payment and transfers are executed in a single account within the custody of the CBN. However, the Implementation of this vision requires the active participation of the broad payments community such as the Deposit Money Banks (DMB), other service providers and key stakeholders. The most vital component of this banking system is the Deposit Money Bank (Nweze, 2016). This is because the DMB serve as agent for this payment and collection into the Treasury. However, this means according to (Nwankwo, 2017) that the Money Deposit Banks will continue to maintain revenue collection accounts for Ministries, Departments and Agencies but all monies collected by these banks will have to be remitted to the Consolidated Revenue Account of the CBN through an e-payment and e-collection software created by SystemSpec called Remita. Remita is software that facilitates the payment of government revenue from financial institutions to a TSA in the CBN.

The Money Deposit Bank is a financial institution that provides a wide range of banking services. There are over 19 Deposit Money Banks currently licensed by CBN. These DMBs in Nigeria are saddled with various responsibilities such as accepting deposits and providing loans to individuals and businesses, transfer of funds, credit creation and agency functions. However, despite these efforts made by CBN to harmonize e-payment and e-collection of funds into the TSA, it has been observed that some DMBs in Abakaliki metropolis fail to attend to customers who come to make Remita payment because of poor innovative culture which seems to affect their staff creative ability to solve critical problems. This is because organizational culture is regarded as an important driver of critical outcomes of an organization's functioning, such as innovation, productivity, and financial performance (Cevahir, et al 2013).

However, to meet up with these competitions because of technological advancement and as well customers' demands having creativity and innovativeness as a critical attribute in employees is essential for service industries (Servet et al., 2020). Employee creativity refers

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to the generation of novel ideas or solutions to problems by employees. Employees with creative-enhancing characteristics would also be prone to show higher creative abilities in the workplace if the organizational culture supports creativity and innovation. But it has been observed that the reverse seems to be the case. This is because of nonchalant attitude exhibited by the staff working in some of these DMBs in Abakaliki due to low priority placed on innovative culture by the management of organisations. Martins & Terblanche (2003) posit that the goals and objectives of the organization reflect its value and priorities which may promote or hinder innovation. Consequently, an organization that supports innovation and creativity should be customer and market oriented with focus on solving customers' problem. However, the reverse seems to be the case as it was observed that most of the DMBs in Abakaliki metropolis often fail to provide these remita services to customers because of low priority on innovative culture which reflects in the employees' work behaviour. Lastly, Julia & Gregorio (2018) posit that employees perceive that the evaluation and rewards system communicate the company values more clearly than any written declaration. Consequently, organization that incorporates support mechanism like reward and recognition for creative behavior encourages creativity and innovation. In other words, if creative behavior is rewarded by the leaders of the organization, it will be becoming a norm (Martins & Terblanche, 2003).

It is against this backdrop that the researcher intends to ascertain the effect of Organisational Culture on Employee Creativity in selected Deposit Money Banks in Abakaliki Metropolis while the hypotheses are:

1. H1: Innovative culture positively influences Work behaviour in Selected Deposit Money Banks.
2. H2: Reward and recognition positively influences Work behaviour in selected Deposit Money Banks.

LITERATURE REVIEW

Organisational culture

Culture is a critical factor for sustainable organizational success since it drives the organization and its actions. Organisational culture is also known as a shared meaning that distinguishes one organization from another (Edeh, Obiageri, Onyi & Osueke, 2020). Organizational culture is regarded as shared values and beliefs which provide direction for organizational functioning as well as norms for behaviors. Organizational culture is a set of valid assumptions which are used as a continuous process of human interaction that manifest itself in the behaviour and attitude of the organizational members (Martins & Terblanche, 2003). Organizational culture is the direction indicator that keeps strategy and everyone on track; it ensures that the organizational vision and mission conform to the actions taken. In other words, it fills the gaps between what is formally said and what takes place. Organizational culture is crucial because it is an important driver of successful outcomes of an organization's functioning such as innovation, productivity, and financial performance (Cevahir et al., 2013). Consequently, organizational culture influences the degree to which creativity and innovation are stimulated in the organization (Martins & Terblanche, 2003). However, problems could be identified and solved in innovative ways if an organizational culture encourages creative solutions (Lock & Kirkpatrick, 1995). The extent to which creative solutions are encouraged, supported, and implemented depends on the culture of the organization (Martins & Terblanche, 2003). Consequently, a bright future is envisaged for the organizations that have the willpower to instill innovative culture as part of the organisational culture and the processes of management in organizations. Therefore, innovations can be absorbed into the organization more successfully if the culture of the organization encourages it.

Innovative culture

Innovativeness can be defined as the generation, acceptance, and implementation of innovations. Innovativeness is classified into three types such as industry innovativeness, organizational innovativeness, and an individual's innovativeness. Thus, this study focuses on

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innovativeness at the organizational level. Innovation at the organizational level is defined as generation and implementation of new product, service, ideas, technology, process, and structure within the organisation to improve the performance of the organization (Yanica, 2018). Mohammad and Vahid (2012) posit that firms need continuous innovation which requires a set of organisation-wide shared beliefs and understanding which is modified to develop the innovative culture. Innovative culture is defined as behaviors, norms which encourage the generation, development, and implementation of new ideas within the organization for the purpose of improving organizational performance. Mohammed & Vahid (2012) stated that innovative culture is also a multi-dimensional context which encompasses the intention to be innovative, the infrastructure to support innovation, operational level behavior necessary to influence a market, and value orientation and the environment to implement innovation. Consequently, the process of innovativeness has three dimensions: technology related, behavior related, and product related but the yard stick of success is contingent on the nature of the outcome itself which is assessed against changes in performance (Martins & Terblanche, 2003). Julia et al. (2018) outlined the nine innovative culture traits such as freedom, risk-taking, commitment and trust, mental flexibility, confrontation, acceptance of diversity, curiosity, association, and respect while Martins & Terblanche (2003) outlined flat structure, autonomy, work teams as structural characteristics that promote innovation and creativity in the organization.

Reward and Recognition

Reward and recognition is a system where employees are acknowledged for their performance in intrinsic or extrinsic ways by the top management. Intrinsic rewards may comprise of autonomy and opportunity for personal and professional growth while extrinsic reward may include financial benefits and salary increment. Martins & Terblanche (2003) posits that the behavior that is acknowledged and rewarded reflects the values of the organization

and such behavior becomes a model for other members of the organization.

Employee creativity

The concept of creativity and innovation are used interchangeably but creativity focuses on the nature of thought processes and intellectual ability involved in generating new insights and solutions to problem (Martins & Terblanche, 2003). Creativity is the process of adding value by generating new things, ideas, products that were different from existing ones. It is the ability to produce work that is both novel and appropriate. Creativity comprises of three sides which include: the person (that is, the intellectual ability of an individual); the process (which is the nature of thought process in which creative solutions are provided) and the product or outcome. In the same vein, employee creativity is the ability of the employees of an organization to add value by doing things that have not been done before. It is the ability of employees to generate novel ideas that will propel the organization to greater performance. Creativity and innovation are sometimes used interchangeably, although they are not identical. Creativity is the generation and development of new useful ideas, while innovation is the generation, development and implementation of new ideas that is geared towards adding value in marketplace through new or improved product. Therefore, creativity is the beginning phase of innovation culture (Edeh, Ugwu, Ikpor, Nwali & Udeze, 2019). Ali, Sirková & Ferencová, 2016). In other words, creativity is the seed of all innovation and employees' motivation to generate new ideas is influenced by psychological perception of innovation within the organization. Secondly, there is creativity without innovation, but there is no innovation without creativity; creativity precedes innovation. Creativity entails bringing new ideas; innovation means converting these ideas into a successful business.

Workplace Behavior

Workplace behavior is a pattern of action by the employees of an organization that directly or indirectly influences organizational performance. Workplace behaviors are work-

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related actions or behaviour expected of the employees which are intended to improve performance and these actions may comprise of idea generation, problem solving skills, critical thinking, teamwork and as well as innovativeness. Hazem (2016) posits that creative behaviors are behaviour portrayed by the employees in the workplace which are intended to bring change. Thus, these expected workplace behaviours are the outcome of psychological contract.

Though organization uses many resources and process to influence behavior and change (Martins & Terblanche, 2003). Consequently, the behavior of people in the organization can be influenced by the pattern of interaction between people, roles, technology, and external environment. Organizational culture plays an indirect role in influencing behavior by complimenting rational managerial tools such as strategic direction, structure, technology, communication, decision making etc. Furthermore, innovative behavior can be encouraged by the organization by allowing the employees to generate ideas, take calculated risks and the freedom to take decision meant for problem solving. This workplace behavior could be in form of development of new products, ideas, or technologies to work processes intended to significantly enhance their efficiency and effectiveness of the organization (Martins & Terblanche 2003). It is an employee ability to improve overall service performance and quality, to ensure firms' success, competitiveness, and survival.

Theoretical Framework

Considering the above reviewed literature, this study is anchored on interactionist model of organizational creativity propounded by Woodman, Sawyer & Griffin (1993). The model states that organizational creativity is because of complex interaction influenced by events of the past as well as salient aspects of the current situations. In other words, the model maintained that creative behavior in an organisation is because of complex interaction between employees and work situations. In this case, this model is consistent with Mohammed et al. (2012) which affirm that the behavior of people

in the organization can be influenced by the pattern of interaction between people, roles, technology, and external environment. Secondly that organizational culture plays an indirect role in influencing behavior by complimenting rational managerial tools such as strategic direction, structure, technology, communication, decision making etc. Furthermore, innovative behavior can be encouraged by the organization by allowing the employees to generate ideas, take calculated risks and have the freedom to take decision meant for problem-solving. In addition, organisational culture, rewards, and resources are the determinants of creative behavior in organizations.

Empirical review

Esau et al. (2020) studied the influence of Employee Creativity and Workplace Technological Innovation on Problem-Solving in Twenty-First Century service organizations in Nigeria. Data were gathered from 120 respondents and three hypotheses were tested using the two-way Analysis of Variance (ANOVA) statistics and the results of the analysis showed that there is a significant influence of creativity on problem solving ability of the participants. The result also showed that improved technological innovation has significant influence on problem-solving ability of the participants. Creativity and technological innovation have significant interactive effects on employees' ability to solve complex organizational problems effectively. Edeh, Ugwu, Ikpor, Nwali & Udeze (2019) investigated the dimensions of organisational culture and employee performance in selected fast-food restaurants in Nigeria. They used cross-sectional research, simple random sampling, and simple linear regression. Their finding revealed that organisational culture predicted the performance of employees in the fast-food restaurants. Servet et al. (2020) studied Innovative Behaviors, Employee Creativity, and Sustainable Competitive Advantage: A Moderated Mediation. The study adopted Resource-Based View and Job Demands Resources model as the theoretical underpinnings for the developed hypotheses. The study employed primary data and 405 copies

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of questionnaires were administered while 323 were successfully returned. The study showed that HPWP indirectly predicted competitive advantage through innovative behaviour. Also, creativity moderated the impact of HPWPs on innovative behaviors positively and on competitive advantage negatively. Noor, Jaehoon & Alisher (2019) carried out a qualitative study of organizational culture influences on creativity and innovation. The study showed that the world becomes more globalized because of the rapid change in technology and the success and survival of any organization depends on its ability to stay creative and innovative. The study asserted that innovation and creativity go hand in hand but creativity without innovation has a very small or no value in an organization.

Julia & Gregorio (2018) carried out qualitative research on the model of culture for innovation. The study affirmed that innovative culture model serves as a basis for cultural transformation. The study offers a more holistic innovative culture model that in addition to addressing cultural traits and their determinants but considers management competencies and organizational capacities which are required to conform to cultural traits in order to achieve innovative behavior amongst the employees of the organization. Ali, Sirková & Ferencová (2016) studied the impact of organizational culture on creativity and innovation in the Slovak Republic. Questionnaires were administered in 184 organizations. Correlation analyses were employed in testing the hypotheses and the study reveals that creativity goes hand in hand with innovation; higher creativity leads to more innovation and developing organizational culture that stimulates and promotes creativity and innovation is imperative for organizations seeking a competitive advantage. Tanriverdi, Çakmak & İtindag (2016) carried out an empirical study on the relationship of organizational culture and wage policies in Turkish Family Firms. The study employed the use of primary data. The study employed correlation and regression analyses which were used to establish the relationship between organizational culture and wage Policies. The study suggests that the most important factors

that affect the performance and productivity of employees are payments and rewards. Secondly, employees who realize that they are rewarded for their efforts will do their best to be successful. Hazem (2016) examined the impact of the Organizational Culture on Creative Behavior. The study was carried on a sample of Commercial Banks Operating in Jordan.

The study involved the use of questionnaires which were administered randomly to 250 employees in the commercial banks operating in Jordan. This was done using a stratified random sample method. The study showed that there is a significant impact of the organizational culture dimensions (work teams, ability to adapt, and ability to innovate) on the creative behavior of the employees at the commercial banks. The study employed solving problems, change susceptibility, contact amplitude as the creative behavior dimensions. Anderson, Potonik & Zhou (2014) carried out a qualitative review on the topic innovation and creativity in organizations. The study showed that creativity and innovation in any organization are vital to its successful performance. The study reviewed several research studies in innovation and creativity with particular attention to the period 2002 to 2013 and reviewed several theories of creativity and innovation to apply a comprehensive levels-of-analysis framework to review into individual, team, organizational, and multi-level innovation. The study recommended that though the field has continued to make progress but, and there is lack of theoretical grounding and a general paucity of integrative and multi-level studies. Cevahir et al. (2013) examined the mediating role of innovation on the relationship between organizational culture and firm performance in banking sector in Turkey. The study adopted quantitative research and data were collected using questionnaire which was administered to 154 branches of ten banks in Turkey. The study found that organizational culture as well as an organization's innovations had a significantly positive relationship with firm performance. In other words, organizational innovations play a mediating role in the relationship between organizational culture and firm performance. The study recommends that it is beneficial for organizations to nurture an

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innovative organizational culture by establishing mechanisms and structures that foster creative ideas to improve firm performance. Mohammed et al. (2012) examined the influence of organizational culture (OC) on the building blocks of innovation culture (IC) in Iranian auto companies. The study employed the use of primary data, and 245 copies of questionnaire were successfully administered and completed by the employees from a sample of six large auto companies. A conceptual model was developed, and the hypotheses were analyzed by using exploratory factor analysis and then the direct and indirect effects of the constructs were analyzed by Path Analysis Technique. The study revealed that there was a correlation between Organisational Culture and Innovative culture. Based on the finding, the study recommended that innovation could flow in the organizations when organizational culture supports it.

Martins & Terblanche (2003) carried out an exploratory and qualitative research on the topic Building organizational culture that stimulates creativity and innovation. The study was geared towards developing a model that shows the determinants of organizational culture that influence creativity and innovation. The study was anchored on the open system theory as a basis for describing organizations. The model showed that organizational culture had an influence on the degree to which creativity and innovation takes place in the organization. In this model, the dimensions that either support or inhibit creativity and innovation in the organizational culture are strategy, structure, and support mechanisms, behavior that encourages innovation, and open communication. Woodman, Sawyer & Griffin (1993) the study developed the theoretical framework for understanding creativity in a complex social setting. This theoretical framework for explaining creativity was based on interactional psychology that states that human behavior is because of interaction between the person and the situation. The study states that although the role of individual differences in creative behavior is important despite the contextual / situational influence but understanding creativity from complex social setting requires that we go beyond individual actors and examine situational

context within which the creative process takes place. The study stated that examination of creativity in a complex social setting must concern itself with product, process, person, and situation.

Gap in knowledge

From the reviewed literatures, though organizational culture construct has progressed and gained relevance over the years but there appear to be dearth in theoretical grounding in relation to creativity and innovation. However, the study tested the relevance of the Interactionist Model and it was ascertained that organizational culture plays an indirect role in influencing behavior by complimenting rational managerial tools such as strategic direction, structure, technology, communication, decision making etc.

METHODOLOGY

The study adopted descriptive and survey research design. Multiple Linear Regression analysis was used to test the hypotheses. The population of the study focused on the employees in all the Deposit Money Banks in Abakaliki Metropolis, Ebonyi State. Nigeria has over 19 Deposit Money Banks currently licensed by CBN. However, there are 15 banks in Abakaliki metropolis as at the time of the study from which the focus institutions were selected. Staff strength of the selected deposit money banks stood at five hundred and sixteen (516). Sample size of two hundred and twenty-two (222) was determine with Krejcie and Morgan (1970). Questionnaire was used to elicit relevant data for the study. Ethical clearance was obtained from the selected deposit money banks. It was the clearance that permitted the investigators to administer the questionnaire after their consent have been sought. The participants agreed to participate in the as far as their identities would not be reported. 222 Copies of the questionnaires were distributed by the researcher through the Operational Managers of each of the branches of the Banks. A draft copy of the questionnaire in line with the research objectives, hypotheses and research questions was submitted to experts for validation in terms of content relevance and clarity as well

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as to ascertain if the items are related to the objectives, research questions and hypotheses. Cronbach α method was used to ascertain the internal consistency and reliability of the instrument by the means of SPSS ver.20. Reliability result of 0.896 coefficient was considered adequate for the study.

DATA PRESENTATION AND ANALYSIS

This section presents and analyzes the facts gathered from the respondents and this was guided by the research question earlier stated after which the data collected with regards to each of the questions were analyzed.

Table 1: Gender of participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	76	46.1	46.1	46.1
Valid Female	89	53.9	53.9	100.0
Total	165	100.0	100.0	

Source: SPSS V. 20

The table 1 shows the descriptive statistics of the employees in terms of their gender. The table shows that 46% of the respondents are male while 89% respondents are female which implies

that there is more female working in Deposit Money Banks in the Abakaliki, Metropolis Ebonyi State.

Table 2: Marital Status of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	80	48.5	48.5	48.5
Valid Married	85	51.5	51.5	100.0
Total	165	100.0	100.0	

The table2 above shows that 48.5% of the respondents are single while 51.5% respondents are married.

Table 3: Employment Status of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Contract	92	55.8	55.8	55.8
Valid Full employment	72	43.6	43.6	99.4
Valid None	1	.6	.6	100.0
Total	165	100.0	100.0	

Source: SPSS V. 20

The Table 3 above shows that 56% of the respondents' employments are on contract basis while 44% respondents had full employment.

Selected Deposit Money Banks in Abakaliki Metropolis, Ebonyi State, Nigeria.

Questionnaire items 1-5 were designed and administered to validate or disprove the above innovative culture.

Research Question 1: What is the effect of Innovative Culture on Work Behavior in

Table 4: Innovative Culture

S/N	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	SD	Decision
1	The organization encourages creative behavior	70(42.4)	71(43.0)	15(9.10)	7(4.20)	2(1.2)	4.21	0.87	Accept
2	There are frequent workshops and seminars organized for employees to learn new work-related skills	88(53.3)	55(33.3)	13(7.9)	4(2.4)	5(3.0)	4.32	0.94	Accept
3	The organization compels us to follow laid down procedure in accomplishing task	84(50.9)	66(40.0)	7(4.2)	4(2.4)	4(2.4)	4.35	0.87	Accept
4	The organization punishes staff each time the staff commits mistakes	52(31.5)	47(28.5)	34(20.6)	29(17.6)	3(1.8)	3.70	1.14	Not Accept
5	The organization engages staff during decision making	47(28.5)	66(40.0)	23(13.9)	19(11.5)	10(6.1)	3.73	1.17	Not Accept

Note: values in brackets indicate percentages of the respondents. Decision based on Weighted average = summation of the mean values divided by the total number of items = 4.06.

The results of the analysis showed that greater percentage of the entire population agreed that their organizations encourage creative behaviours. This may imply that the employees are confident in their organizations' ability to enhance their creative behaviours, organize frequent workshops and seminars. Although, very large number respondents appeared to agree that their organizations engage staff during decision making, the weighted average decision showed no evidence within this study population.

Research Question 2: What is the effect of reward and recognition on Work Behavior in Selected Deposit Money Banks in Abakaliki Metropolis, Ebonyi State, Nigeria.

The results of the analysis showed that greater percentage of the entire population agreed that their organizations consider suggestions and contributions from members of staff, promotes staff that made valuable contribution, rewards

staff for their creative contribution to problem solving and communicates organizational values to employees. This may imply that the employees are confident in their organizations' ability to enhance their creative behaviours in this study population. Although, very large number respondents appeared to agree that they receive financial rewards/ benefits for making valuable and useful contribution in their organizations, the weighted average decision showed no evidence within this study population.

The results of the analysis showed that greater percentage of the entire population agreed that they work beyond the call of duty to achieve task, exhibit creativity on the job when given the opportunity, collaborate with colleagues to ensure they achieve organizational goals, come up with creative solutions to problems and suggests new ways of performing work tasks.

Table 5: Reward and Recognition

S/N	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	SD	Decision
1	The management considers suggestions and contributions from members of staff	54(32.7)	72(43.6)	27(16.4)	8(4.8)	4(2.4)	4.0	1.0	Accept
2	The organization recognizes creative behavior by promoting staff that made valuable contribution	64(38.8)	74(44.8)	13(7.9)	6(3.6)	8(4.8)	4.0	1.0	Accept
3	My organization rewards staff for their creative contribution to problem solving	57(34.5)	73(44.2)	23(13.9)	7(4.2)	5(3.0)	4.0	1.0	Accept
4	The organization communicates organizational values to employees.	66(40.0)	81(49.1)	13(7.9)	4(2.4)	1(0.6)	4.3	0.75	Accept
5	I receive financial rewards/ benefits for making valuable and useful contribution in my organization	50(30.3)	62(37.6)	33(20.0)	5(3.0)	15(9.1)	3.8	1.18	Not Accepted

Note: values in brackets indicate percentages of the respondents. Decision based on Weighted average = summation of the mean values divided by the total number of items = 4.02

Table 5: Work behaviour

S/N	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	SD	Decision
1	I suggests new ways to achieve goals and objectives.	60(36.4)	74(44.8)	23(13.9)	5(3.0)	2(1.2)	4.13	0.85	Not Accept
2	I am free to achieve tasks assigned to me in a creative way.	73(44.2)	57(34.5)	20(12.1)	9(5.5)	6(3.6)	4.10	1.05	Not Accept
3	I work beyond the call of duty to achieve my task.	73(44.2)	71(43.0)	14(8.5)	5(3.0)	2(1.2)	4.26	0.83	Accept
4	I exhibit creativity on the job when given the opportunity	66(40.0)	76(46.1)	18(10.9)	4(2.4)	1(0.6)	4.22	0.78	Accept
5	I suggest new ways to increase quality to my colleagues	62(37.6)	72(43.6)	25(15.2)	1(0.6)	5(3.0)	4.12	0.90	Not Accept
6	I am not afraid to take risks	49(29.7)	83(50.3)	18(10.9)	9(5.5)	6(3.6)	3.97	0.98	Not Accept
7	I am free to try new methods to achieve a given task	57(34.5)	68(41.2)	26(15.8)	5(3.0)	9(5.5)	3.96	1.06	Not Accept
8	I collaborate with my colleagues to ensure we achieve organizational goals	72(43.6)	81(49.1)	10(6.1)	1(0.6)	1(0.6)	4.35	0.68	Accept
9	I come up with creative solutions to problems	64(38.8)	83(50.3)	14(8.5)	2(1.2)	2(1.2)	4.24	0.76	Accept
10	I suggests new ways of performing work tasks	56(33.9)	86(52.1)	18(10.9)	2(1.2)	3(1.8)	4.15	0.80	Accept

Note: values in brackets indicate percentages of the respondents. Decision based on Weighted average = summation of the mean values divided by the total number of items = 4.15

TESTING OF HYPOTHESES

The two (2) hypotheses of the study were tested using Multiple Regression Analysis aided by

Table 6: Multiple Regression Analysis

computer Microsoft Statistical Package for Social Science (SPSS).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 ^a	.45	.45	4.46

a. Predictors: (Constant), reward, innovative

To test the hypothesis, the linear regression was conducted employing the SPSS at 95% confidence intervals. The analysis also produced a significant model fit summary (Table 4.3.1) showing that the R^2 value = 0.45 and the adjusted $R^2 = 0.45$, $P < .001$. The analysis significantly explained about 45% of the variance. Testing hypothesis 1 (Table 4.3.2), the study found that

innovative culture positively influenced the employees' work behaviour ($\beta = 0.25$, Errors = 0.15, $P < .001$), indicating that hypothesis 1 was accepted. Also, the result of hypothesis 2 shows that reward positively and significantly influenced the employees' work behaviours ($\beta = 0.48$, Errors = 0.13, $P < .001$). Thus, hypothesis 2 was accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.81	2.48		5.98	.000
	innovative	.50	.15	.25	3.35	.001
	Reward	.82	.13	.48	6.44	.000

a. Dependent Variable: Work Behaviour

b. $P < .001$

From the result of Hypothesis One, Innovative Culture has a positive influence on work behavior since the coefficient shows that a unit increase in innovative culture will increase work behavior by 0.503 and the result is statistically significant at 5% level of significance ($t=3.354$). From the result of Hypothesis Two also, reward and recognition have a positive influence on work behavior as a unit increase in reward and recognition increases work behavior by 0.819 units and the result is statistically significant at 5% level of significant ($t=6.443$). The table above shows the R^2 Square value of 0.452 which means that about 45% of the variation in the dependent variable is explained by the variation in the independent variable. The R^2 value is reasonably low, however, the data concerned is a cross

sectional data and are bound to have lower R^2 values.

SUMMARY OF FINDINGS

The result based on the data collected and the hypothetical (H1, H2) test results the summary of the findings is as follows;

1. Looking at the results obtained in the test of hypothesis one, Innovative Culture has a positive influence on work behavior since the coefficient shows that a unit increase in innovative culture will increase work behavior by 0.503 and the result is statistically significant at 5% level of significance ($t=3.354$). The result implies that innovative culture has a positive influence on work behavior in the selected Deposit Money Banks in Abakaliki

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metropolis, Nigeria. This implies that if the organization places more value on creativity by providing the basic resources, engaging employees in decision making, organizing seminars and workshops for employees so it will enhance work behaviour.

2. The test of hypothesis two which states that reward and recognition have a positive influence on work behavior as a unit increase in reward and recognition increases employees' work behavior by 0.819 units and the result is statistically significant at 5% level of significant ($t=6443$). The result implies that reward and recognition have a positive influence on employees work behavior in selected Deposit Money Banks in Abakaliki Metropolis, Ebonyi State, Nigeria. The implication is that both variables have associated increase, in other words if the organization rewards employees for their creativity at work it will enhance positive work behaviour.

Conclusion

The study concludes that problems could be identified and solved in innovative ways if an organizational culture encourages creative solutions. Secondly, employees with creative-enhancing characteristics would also be prone to show higher creative abilities in the workplace if the organizational culture supports creativity and innovation. Therefore, an improvement in management's attitude and value on innovative culture will lead to increase in employees' positive work behavior and creativity. The study also agrees with Mohammed et al (2012) which affirm that the behavior of people in the organization can be influenced by the pattern of interaction between people, roles, technology, and external environment. Secondly that organizational culture plays an indirect role in influencing behavior by complimenting rational managerial tools such as strategic direction, structure, technology, communication, decision making etc.

Recommendations

These recommendations were forwarded based on the findings of the study.

1. Management of these focused Deposit Money banks should formulate strategies that promote organizational cultures that support creativity and innovations in the organization by encouraging and allowing the employees to think creatively and generate novel ideas meant for problem solving.
2. Management of these focused institutions should incorporate proper organizational culture that acknowledges and reward creative behavior. This is because employees perceive that evaluation and rewards system communicate the company values more clearly than any written declaration. (Martins & Terblanche 2003) posits that if creative behavior is rewarded by the leaders of the organization, it will be became norm.

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