

ORGANIZATIONAL CREATIVITY AND EMPLOYEE CAPACITY DEVELOPMENT: A STUDY OF MULTINATIONAL COMPANIES IN DELTA AND BAYELSA STATES

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<p>Corresponding Author Ohwovoriole, Oviebemre</p> <p>PhD Student, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka</p> <p>Article History</p> <p>Received: 19 / 03 / 2025</p> <p>Accepted: 03 / 04 / 2025</p> <p>Published: 07 / 04 / 2025</p>	<p>Abstract: This study investigated the relationship between organizational creativity and employees' capacity development of selected multinational companies in Delta and Bayelsa States of Nigeria via descriptive survey research design. The study employed two (2) organizational creativity dimensions (individual and group) and one hundred (100) questionnaires were administered to four (4) selected multinational companies in Delta and Bayelsa States out of which ninety-seven (97) were completely retrieved. Data collected were analyzed using descriptive, diagnostic and inferential statistical tools. In specific, the multiple regression results revealed that variables of organizational creativity were positively significantly linked with employee capacity development. Based on the research findings, it is recommended that multinational companies should constant respond and encourage creativity at the individual level by way of promoting individual learning, skills and knowledge on the job so as to enhance employee capacity development. In addition, there is the need for multinational companies to promote group level of creativity by allowing employees to form a formidable group/team with similar skills and knowledge; in so doing, employee capacity development can enhanced.</p> <p>Keywords: Organizational creativity; Employee capacity development; Multinational Firms; Individual creativity; Group creativity.</p>
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1. INTRODUCTION

In today's rapidly changing environment and stern competition, creativity and innovation has remained continuing and ever-growing concern for management of organizations. According to Yohannes, Getahun and Asemamaw (2024), creativity plays a key role in the development and growth of not only the employees but in country's economy. Mulero and Emeka (2018) posited that the public and private sectors organizations are dominated with low added value coupled with poor employees' capacity development. In the view of Bogar (2023), to ensure long-term employees' capacity development, it is vital for organizations to create added value and raise productivity via a comprehensive creativity and innovative processes.

Augustina, Afrin and Fandi (2023) opined that employee capacity development largely relies on the ability of management to enhance organizational creativity to be able to offer high- value added goods and services. Innovation starts with creative ideas; hence successful implementation of new services largely depend on an individual (individual creativity) or a team (group creativity) having a novel idea (Afshar Brem & Hoerauf, 2020) and

developing such novel idea beyond its initial phase (El-Kassar, Dagher, Lythreatis & Azakir, 2022).

According to Roth, Conradty and Bogner (2022), creativity is imperative and hence can be considered as 'pre-innovation. Thus organizational creativity (whether individual, group, internal environment, knowledge creation) can help in implementing and fostering a process of innovation in organization that is capable of enhancing employees' capacity development. Studies on organizational creativity have sprung from numerous academic disciplines like education, psychology, organizational behaviour, sociology among others. Organizational behaviour studies (which this current study hinges on) on creativity focuses on individual and intra-individual dynamics such as personality, abilities, experiences and thought processes (Shao, Nijstad & Täuber, 2019; Qian & Kee, 2023).

Within this context, organizational creativity is usually envisaged as a product of special individuals in isolated moments of insight(Yohannes, et al, 2023). Organizational creativity is defined as the creation of useful and valuable novel products, services, processes by a group/ individuals working together in a

complex social system. While studies focusing on creativity from micro or macro viewpoints have made noteworthy advances, the two (2) approaches have remained separate (Zhang, Wang & Li, 2021). It is relatively recently that sizeable theoretical advancements have been made in linking micro and macro levels with intra-individual components of organizational creativity (Yohannes, et al 2024).

Prior studies (Zhang, Li & Reynolds, 2020; Inam, Ho, Zafar, Khan, Sheikh & Najam, 2021; and Medase & Ivan, 2023) on organizational creativity revealed that it is not sufficient to hire creative employees, it is essential to create an environment favourable for creativity. Hence, studies on organizational creativity identified varied dynamics on different levels - individual, group, internal environment, knowledge creation stimulating employee capacity development (Siyal, Xin, Umrani, Fatima & Pal, 2021; and Medase & Ivan, 2023). Employees' capacity development is the ability of management or organizations to develop the capabilities and/or competencies of the workforce.

Organizational creativity and employees' capacity development present numerous models of creativity assessment in organizational behaviour studies; these forms of approaches are wide -ranging and their level of analysis commonly mixed. That is why the researcher investigates the relationship between organizational creativity (individual and group) and its ability to influence the level of employees' capacity development of multinational companies in Delta and Bayelsa States, Nigeria. The research goal is to empirically ascertain whether individual or group creativity within an organizational setting can influence the capacity development of employees.

1.1 Research Hypotheses

- H_01 : Individual creativity has no significant relationship with employee capacity development in multinational companies
- H_02 : Group creativity has no significant relationship with employee capacity development in multinational companies

2. REVIEW OF RELATED LITERATURE

2.1 Organizational Creativity

In scientific literature, creativity is frequently mentioned as an initial point for innovation. Creativity has been defined in various ways and approaches for assessments. Hence to clearly understand what organizational creativity is and how it can stimulate employee capacity in an organization, the researcher needs to define what creativity is. Creativity emanates from the Latin word '*creō*' which means to create or make. In modern literature, creativity is perceived as having emanated from the individual employee abilities. Creativity research has grown in the 21st century; however, Shumpeter introduced the economic theory of creative destruction, describing it as a means through which old ways of doing things are endogenously altered and replaced by new ways (Chen, Liu, Tang & Hogan, 2021).

Several studies on organizational creativity showed that it remained a relatively marginal theme in sciences and management; hence, creativity and innovation are usually seen as the same concept. According to Appu and Sia (2017), organizational creativity is the creation of novel and useful ideas by organizations. Similarly, Kim (2019) sees organizational creativity as the

production of responses by an organization which is reliably assessed as being novel or original. Waheed, Miao, Waheed, Ahmad and Majeed (2019) showed that a creative person is unique and an evolving system.

More recently, Yohannes et al (2024) emphasized that organizational creativity is a process in which individual employee in an organization generates a culturally and contextually novel and valuable product and services in a specific domain, derivable from the interaction of the micro, meso, macro and exo-systems. While the micro system consists of personality traits, skills and strategies; meso-system consists of employee experience. The exo-system consists of organizational dynamics relating to an individual employees' work and macro-system refers to a social milieu (Jia, Chen & Ruan, 2021). Hence Malik, Choi and Butt (2019) see organizational creativity as a kind of capacity integrating numerous novel ideas for products, services, procedure and processes by an organization.

Reviewing the variety of definitions of organizational creativity, it is vivid that the concept is more likened to products, people and processes. Thus, organizational creativity is broadly seen as goal-oriented individual/group cognitive processes resulting in products, processes and people that is being judged as novel. Organizational creativity has increasingly become a concern for organizational stakeholders because it is a shared asset resulting from individual or group creativity (Bhawna, Vinod & Sona, 2019). Individual and group abilities to innovate in the work environment is a vital characteristics that can help an organization to gain and/or build competitive advantage, generating high-performance and increasing employee capacity development (Tan, Lau, Kung & Kailsan, 2019).

Consequent upon the above, organizational creativity is very vital to support and develop employee capacity and concurrently solve problems rapidly in circumstances that are usually dynamic (Hughes, Lee, Tian, Newman & Legood, 2018). Because multinational companies are facing a rapidly changing environment, they need creativity to survive in an increasingly dynamic environment. Doran and Ryan (2017) opined that multinational and start-up firms can benefit from individual/group creativity in order to increase business opportunities and develop employee capacity.

Lace, Buldakova and Rumbinaite (2015) believed that organizational creativity will have a positive impact not only on organizational performance, but in enhancing employee capacity when effectively used. In addition, organizational creativity plays an essential role in process of organizational change, process efficiency and ability of organizations to survive amid stern competition (Gosh, 2014). Organizational creativity is much related to employees' capacity development; hence it is imperative to assess how organizational creativity affects employee capacity development of multinational companies in Nigeria. This study identified two (2) dimensions of organizational creativity – individual and group and they are briefly discussed.

2.2 Individual Creativity

The development and growth of scientific thinking on creativity has been accompanied by a trajectory; an emphasis on isolated individual employee and the internal capabilities and traits which are accompanied by interaction between the individual employee and the environment (Yohannes, et al, 2024). Hence, the

main focus on organizational creativity has been on the individual creativity and how it can influence employees' capacity development. Individual creativity is value-neutral and may have positive or negative influence on employee capacity development (Bogar, 2023).

Individual creativity emanates from the individual-employees' talents(El-Kassar, et al, 2022). Individual creativity or employee creativity varies as a function of the attributes of tasks and work (Chen, et al, 2021). Kim (2019) sees individual creativity as production of responses by an employee which can be evaluated as being novel. Augustina, et al (2023) examined organizational creativity and showed that individuals exhibited the greatest creativity when they have goals for all tasks and discretion to switch between these tasks.

Inam et al (2021) showed that individual creativity positively influence employee capacity development. On the other hand, Jia, et al (2021) found that individual creativity negatively affects employee capacity development; hence, there is mixed findings on the interactions between individual creativity and employee capacity development and most of these results were obtained from other countries. In view of the above, a gap exists in the management literature on what is known about creativity at individual level and its impact on employees' capacity development in Nigeria.

2.3 Group Creativity

Several studies examined how the characteristics of a team as creative actor affect employee capacity development. For instance, Roth, et al (2022) found that group creativity greatly influence employee capacity development and organizational performance. Similarly, Qian and Kee (2023) showed that group or team creativity influences learning orientation as well as transformational leadership. Other studies point to the likelihood that creative benefits of a group or team require certain member behaviours to be realized. Hence, Taggar (2002) found that group creativity is contingent on members engaging in team-creativity relevant processes such as conflict management and team citizenship behaviours.

Appu and Sia (2017) see group creativity as a creation of novel ideas by employees working as a group in an organization Inam et al (2021) showed that group creativity positively affects employee capacity development. Contrarily, Jia, et al (2021) found that group creativity negatively influences employee capacity development; thus, there is mixed results on how group creativity interacts with employee capacity development and most of these results were obtained from other countries. In view of the above, a gap exists in the literature on what is known about group creativity and its impact on employees' capacity development in Nigeria.

2.4 Employee Capacity Development (EMCDEV)

For an organization to thrive in a competitive environment, it requires unique activities that can strengthen and develop its employee capacity. Employee capacity development as noted Nwankwo, Olabisi and Onwuchekwa (2017), is the ability of organizations to enhance the level of employees' competencies in order for them to perform and use resources towards the attainment and sustenance of organizational goals. This ability as observed by Umar, Baba and Ashigar (2019), is a logical combination of employees' competencies and capabilities, in which the

competencies are employees' skills and abilities while capabilities are collective skills of which can take the forms of financial resource, management policies, among others and all other employees' attributes that encompass the totality of an organization's effort.

Chukwurah, Uzor and Iwuno (2020) affirmed that EMCDEV is a dynamic process that can improve the ability of an organization to meet its goals or perform better in a competitive environment. Umar, et al (2019) believed that EMCDEV seeks to enhance organizational performance because it is a system-wide and planned effort aimed at increasing performance via purposeful planning and actions. Hence, EMCDEV is one of the main ways organizations invest in their workforce for greater returns now and in the foreseeable future. Chukwurah et al (2020) asserted that EMCDEV is like sharpening existing skills of employees to mirror current trend in technology and other social-cultural environmental changes of organizations.

EMCDEV is imperative to the survival of organization. Chukwurah et al (2020); Nwankwo et al (2017), supports this school of thought stating that EMCDEV would enable employees to acquire the relevant knowledge and skills required for improved performance. Also, Drucker (2006) as cited in Nwankwo, et al (2017) opined that a good organizational structure itself may not guarantee improved performance; it is EMCDEV that equips the workforce with the right knowledge and skills that brings about improved performance.

According to Chukwurah et al (2020), EMCDEV is a planned process to modify employees' attitudes, skills, knowledge and behaviour via organizational creativity and learning to realize better performance in a range of activities. Hence Chukwurah et al (2020) observed that EMCDEV is aimed at developing the activities of employees and to satisfy the current and future needs of an organization. Critically speaking, EMCDEV seems to have been a priority of the most organizations; however, there are limited studies and perhaps none in Nigeria to the researcher's knowledge that had documented the interactions between organizational creativity and employee capacity development in Nigeria; hence we conceptualized a model showing the relationship between organizational creativity(individual & group) and employee capacity development as shown in figure 1:

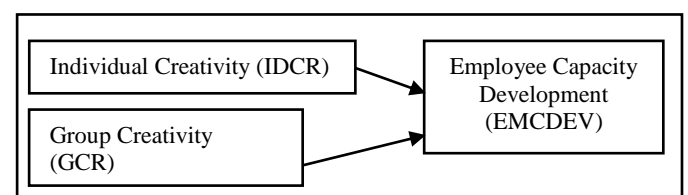


Figure 1: Conceptual Model

Source: Researcher's Conceptualization (2024)

2.5 Theoretical Framework

The theoretical framework of this study was hinged on the Dynamic Componential Model of Creativity (DCMC) advocated by Amabile and Pratt (2016); Liu, Gong, Zhou and Huang (2017). DCMC showed that organizational creativity is a development of novel and practical ideas by an individual or group (Amabile & Pratt, 2016; and Liu et al., 2017). Amabile and Pratt (2016) believed that organizational creativity is driven by domain-relevant skills like technical know-how, factual information and distinctive

skill in a specific field. Furthermore, those domain-relevant skills can be creatively produced via self-discipline, social abilities, persistence, risk-taking, experiences and personal tactics assisting the employee in adopting fresh view on a work.

The DCMC showed that these dynamic components of organizational creativity have impacts on employee capacity development. As opined by Liu et al (2017), organizational creativity strongly drives employee capacity development, hence employee capacity development is dependent on individual or group creativity. DCMC has been extensively employed as a solid theoretical anchorage in the management literature and has been used in varied circumstances (Ashford, Caza & Reid, 2018; and Fischer, Malycha & Schafmann, 2019); hence, this study employed this model as its theoretical framework.

2.6 Empirical Studies

Yohannes et al (2024) investigated the impacts of work-environment and family-work resource spill-over on employees' creativity using a sample of 302 respondents in Ethiopia. The partial least squares and structural equation modelling results revealed significantly positive direct impacts of work-group support and family-work resource spill-over on the creativity level of employees. On the other hand, the results failed to confirm the direct links of the dynamics (sufficient resource, workload pressure, freedom, challenging work as well as managerial encouragements) and creativity level of employees.

Similarly, Yohannes, et al (2023) assessed the dynamic influencing employees' creativity as well as the mediating role of intrinsic motivations involving 307 respondents in Ethiopia. The partial least squares path modelling results suggest a significantly positive direct effects of employee creativity (processes, career-orientation and calling-orientation) on decision-making. Also, it was shown that domain-relevant skills and creativity were moderated by intrinsic motivation.

Augustina (2023) examined the effects of organizational creativity and open innovation on the level of SMEs performance in Malaysia. Using the partial least square and structural equation modelling results, it was shown that the level of SMEs performance is positively significantly influenced by organizational creativity and open innovation. Also, it was found that individual, group, internal environment and knowledge creation where the predominant dynamics influencing SMEs performance.

Medase and Ivan (2023) investigated how creativity and innovation influence employment growth in sub-Saharan Africa using data from World Bank Enterprise Survey and Innovation Follow-up Survey of 9,503 companies from 2012–2015 in 11 nations. The Heckman's 2-stage estimation results indicated positive significant roles of creativity and innovation in influencing firm-level employment growth in sub-Saharan Africa.

Bogar (2023) studied the factors determining employee creativity using a sample of 78 civil servants in SITARO District. The multiple regression results established that work culture and organizational commitments have negative significant impact on employee creativity. On the other hand, it was found that both work culture together with organizational commitments partially and simultaneously influence employee creativity.

Jia, et al (2021) explored the impact of calling on employees' creativity using high- internet companies. With data obtained from a sample of 218 respondents, the results of regression showed that calling significantly positively impact on employees' creativity. In addition, the structural equation modelling result showed a moderating-mediating relationship calling, employee creativity and employee commitment.

Zhang (2021) assessed how employees' perception of over-qualification influence creative performance using the person-organization fit model. Data involving 170 supervisor-subordinates in manufacturing firms in China were obtained and the regression showed that perceived over-qualification is positively significantly linked to organizational identification; however, employee development-oriented organizational culture is strong but negatively linked to organizational identification when employee development-oriented organizational culture is weak

Afshar, et al (2020) examined how employee creativity in war-zones influence performance of small firms using a survey data from 81 newly formed small-sized firms in Afghanistan. The structural equation modelling results indicated a mediating role of employees' perceived psychological safety on the link between internal-market orientation culture and employees' creative work involvements.

Bhawna, et al (2019) researched on the moderating-mediating place of organizational climate between employees' training and organizational creativity involving a survey of 324 SME employees in India. The structural equation modelling results showed that employee creativity and employee learning enhances organizational climate. In addition, it was found that organizational climate has a varied mediating effect on employee creativity and learning; however, organizational creativity was partially mediated but learning has insignificant effect on organizational climate.

Gosh (2014) investigated the effect of self leadership on employees' creativity and workplace innovative-orientation moderated by organizational creativity climate in India. The structural equation modelling result revealed significant relationship among self-leadership, employees' creativity, organizational creativity climate and workplace innovative-orientation. It was also found that, organizational creativity climate moderates on employee creativity and workplace innovative-orientation in India.

3. RESEARCH METHODS

Research design according to Majid (2018), is the use of evidence-based procedures and guidelines that offers tools and frameworks for carrying out an investigation. In this study, descriptive survey research design was used. Apuke, (2017) sees descriptive survey research design as a study that records, describes, analyzes and interprets issues relating to perceptions of a given event. The justification for the use of descriptive survey research design is hinged on the fact that it allowed the researcher to describe the relationship between organizational creativity and employee capacity development

The population of study consists the entire workforce of four (4) multinational companies with branches offices in Delta and Bayelsa States. The multinational companies were MTN, Airtel, Globalcom and 9Mobile-Nigeria; the multinational

companies were those domiciled in the State headquarters in Delta and Bayelsa States. As at 31st December 2023, the entire workforce in MTN is forty-nine(49), thirty-four (34) in Airtel, twenty-seven(27) in Globalcom and twenty-four(24) in 9Mobile-Nigeria, thus totalling one hundred and thirty-four(134) (The Human Resource Departments of the Multinational Companies, 2024).

The study sample was obtained via the use of Taro-Yamane (1964) sample size determination formula, hence resulting to a sample size of one hundred (100). The sample was allocated to the four (4) multinational companies on the basis of their number of workforce as indicated in the population of the study (see Table 1)

Table 1: Distribution of Sample Size

Employees in both Delta/Bayelsa States	Percentage Representation	Sample Size
MTN	49/134 x 100	37
Airtel	34/134 x 100	25
Globalcom	27/134 x 100	20
9Mobile	24/134 x 100	18
Total		100

Source: Compiled by the Researcher, 2024

The main instrument of data collection is the questionnaire; the instrument was used because it is a firsthand source of information and offers the researcher the opportunity in assessing a wide-range of respondents (employees of the multinational companies) with diverse view on organizational creativity and employee capacity development in Nigeria. The questionnaire consists of the bio-data of the respondents and thematic questions on organizational creativity dimensions (individual and group) and employee capacity development

The questionnaire was designed on a 4-point scale of strongly agree(4), agree(3), disagree(2) and strongly disagree(1). Items on organizational capacity dimensions and employee capacity development were adapted from the works of Yohannes, et al (2024); Augustina, et al (2023); and Bogar, (2023). The

questionnaire was administered on a face-to-face basis to respondents by the researcher to ensure adequate retrieval of the research instrument.

In this study, the researcher depended on scales and items previously developed by prior researchers; however, a draft copy of the instrument was reviewed by the research supervisor. The research supervisor approved the questionnaire after several modifications. Cronbach alpha reliability test was carried out to determine the internal consistency of the research instrument. The instrument yielded Cronbach alpha coefficients above the recommended threshold of 0.5 in all sections; this being within the range recommended by Cronbach as a reliable instrument. The Cronbach alpha reliability results are shown in Table 2:

Table 2: Results of Cronbach Alpha Coefficients

Items	Cronbach Alpha Index
Employee Capacity Development	0.80
Individual Creativity	0.77
Group Creativity	0.68

Source: Compiled by the Researcher, 2024

This study builds on the existing models of organizational creativity of Yohannes, et al (2024); Augustina, et al (2023); and Bogar, (2023) in its analytical framework. On the basis of this, the following multiple regression models was specified to determine the relationship between organizational capacity (individual and group) employee capacity development as follows:

$$\text{EMCDEV} = f(\text{IDCR}, \text{GCR}) \quad \text{eq. 1}$$

Equation 1 is the implicit form of the multiple regression models; hence equation 2 was expressed in its explicit form as follows:

$$\text{EMCDEV}_i = \beta_0 + \beta_1 \text{IDCR}_i + \beta_3 \text{GCR}_i + u_i \quad \text{eq. 2}$$

Where: EMCDEV is employee capacity development; IDCR is individual creativity; GCR is group creativity; U_i is error

term; B is intercept; while β_1 - β_2 is coefficient of the independent variables.

The study used descriptive statistics (simple percentages, frequency counts, mean, standard deviation and Pearson correlation); post-estimation statistics (variance inflation factor) and inferential statistics (multiple regression models) in analyzing the data obtained in the field survey. Specifically, the research hypotheses were validated using results obtained from the multiple regression models. The decision rule is such that if F-probability is greater than F-tabulated, the null hypothesis is rejected while the alternate hypothesis is accepted vice-versa.

4. RESULTS

Table 3: Bio-Data of Respondents

S/N	Variables	Parameters	Frequency = 97	Percent (%)
1	Gender	Male	57	58.8%
		Female	40	41.2%
		Total	97	100%

3	Marital Status	Married	69	71.1%
		Single	28	28.9%
		Total	97	100%
4	Educational Qualification	OND/NCE	12	12.4%
		B.Sc./HND	62	63.9%
		M.Sc./MBA	13	13.4%
		Others	10	10.3%
		Total	97	100%

Source: Compiled by the Researcher, 2024

The bio-data of respondents in Table 3 revealed that 57(58.5%) and 40(41.2%) were males and females respectively, indicating that there were more males in the selected multinational companies in Delta and Bayelsa States. The marital status revealed that majority of the respondents 69(71.1%) were married while

28(28.9%) were single, educational qualifications of respondents showed that majority of the respondents had obtained a Bachelor of Science or Higher National Diploma (B.Sc/HND) degrees; thus they may be knowledgeable on the items in the questionnaire.

Table 4: Summary of Descriptive Statistics

S/N	Items	Mean	Std. Dev	Obs.
1	Employee Capacity Development (EMCDEV)	2.345	0.318	97
2	Individual Creativity (IDCR)	2.325	0.433	97
3	Group Creativity (GCR)	2.209	0.624	97
	Grand Mean	2.293	0.458	

Source: Compiled by the Researcher, 2024

Table 4 revealed that the dimensions of organizational creativity (individual creativity – IDCR and group creativity – GCR) and employee capacity development scored above 2.0 cut-off point. The grand mean of 2.293 and standard deviation of 0.458

indicate that respondents agreed that when organizational creativity is effectively put in place by management, it tends to influence employee capacity development.

Table 5: Pearson Correlation

	Employee Capacity Development	Individual Creativity	Group Creativity
Employee Capacity Development	1.0000		
Individual Creativity	0.3185	1.0000	
Group Creativity	0.0218	0.0359	1.0000

Source: Compiled by the Researcher, 2024

Table 5 showed that organizational creativity dimensions (IDCR and GCR) were positively correlated with employee capacity development; thus, there is positive relationship between

organizational creativity and employee capacity development of the multinational companies in Delta and Bayelsa States, Nigeria.

Table 6: Variance Inflation Factor

	VIF	1/VIF
Individual Creativity	1.49	0.6711
Group Creativity	1.42	0.7042
Mean VIF	1.46	

Source: Compiled by the Researcher, 2024

Table 6 showed that the mean VIF is 1.46 is less than accepted mean VIF of 10.0, suggesting the nonexistence of multi-collinearity in the models of organizational creativity and

employee capacity development of the multinational companies in Delta and Bayelsa States, Nigeria.

Table 7: Multiple Regression Result

Estimator(s)	Predictor(s)	T-Values	Prob.T
R-Squared	0.934	IDCR = 5.23	0.000
Adjusted R-Squared	0.924	GCR = 4.19	0.000
F-Ratio	20.41	IDR Coefficient	0.448
Probability F	0.0000	GCR Coefficient	0.535

Source: Compiled by the Researcher, 2024

Table 7 showed the multiple regression models for organizational creativity dimensions and employee capacity development. R-squared of 0.934 suggests that organizational creativity variables jointly explained about 93.4% of the systematic variation in employee capacity development of the multinational companies and that the unexplained variation is just 6.6%

The F-ratio (20.41; Prob. F = 0.0000) indicates that organizational creativity variables jointly have significant influence on employee capacity development. The t-values for individual creativity (IDCR) is 5.29; Prob. = 0.000) while group creativity (GCR is 4.19; Prob. = 0.000). The results indicated that the organizational creativity variables significantly and positively influence the level of employee capacity development. On the basis of the above results, the null hypotheses (hypotheses 1 and 2) were rejected while the alternate hypotheses were accepted.

5. DISCUSSION

This section dealt with the discussion of findings based on the descriptive and inferential statistics. First, the study showed that most of the questionnaire items are good metrics for assessing the relationship between organizational creativity dimensions (individual and group) and employee capacity development of multinational companies in Delta and Bayelsa States (Table 4). Second, Pearson correlation results revealed that organizational creativity variables were positively correlated with employee capacity development (Table 5).

Third, the variance inflation factor result showed that there is nonexistence of multi-collinearity in the models of organizational creativity and employee capacity development (Table 6). Fourth, the multiple regression models indicated that all the independent variables (individual and group creativity) significantly influence employee capacity development (Table 7). Consequent upon the above, the null hypotheses were rejected and the alternate hypotheses were accepted, suggesting that organizational creativity variables have significant effects on employee capacity development of the selected multinational companies.

The findings corroborate in part with the result of Yohannes, et al, (2024); Yohannes, et al (2023); Augustina (2023) who found positive significant relationship between organizational creativity and employee performance, productivity and employee development. On the other hand, our study disagrees with the results of Bogar, (2023); and Bhawna, et al (2019) who found insignificant negative relationship between organizational creativity and employee performance, productivity and employee development

6. CONCLUSION AND RECOMMENDATIONS

The study examined relationship between organizational creativity (individual and group) and employee capacity development of selected multinational companies in Delta and Bayelsa States, Nigeria using descriptive survey research design. In this study, two (2) organizational creativity variables were employed – individual and group. Towards achieving the specific objectives of the study, one hundred (100) questionnaires were administered to four (4) selected multinational companies in Delta and Bayelsa States.

Data obtained were analyzed via descriptive statistics (frequency counts, percentages, mean, standard deviation and Pearson correlation), post-estimation statistics (variance inflation factor); and inferential statistics (multiple regressions). From the analyses, the study showed the following major findings:

- Individual creativity has significant relationship with employee capacity development in multinational companies
- Group creativity has significant relationship with employee capacity development in multinational companies

One of the most debatable themes in the management literature is if organizational creativity at the individual and group levels would influence employee capacity development. Notably, prior studies indicated that employee capacity development cannot be realized without organizational creativity. The fact is creativity in the organization is a concern that cannot be averted given the dynamic nature of the business environment, need to constantly meet with current trends and the stern competition in the telecommunication industry in Nigeria, were telecommunication companies strive to improve their market share.

In this study, we examined the relationship between organizational creativity and employee capacity development of selected multinational companies using two organizational creativity variables – individual and group creativity and employee capacity development. Specifically, the study revealed that the variables of organizational creativity were positively significantly linked with employee capacity development. Based on the findings, the researcher made the following recommendations:

- That management of multinational companies should constant respond and encourage creativity at the individual level by way of promoting individual learning, skills and knowledge on the job in order to enhance employee capacity development
- There is the need for management of multinational companies to promote group level of creativity by allowing employees to form a formidable group/team with similar skills and knowledge; in so doing, employee capacity development will be enhanced.

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