



Organizational Climate Factors in Job Creativity among Public University Librarians in Anambra State

Nneka I. Nwangwu¹, Chukwuemeka E. Etodike^{2*}, Helen C. Okeke¹ and Collins I. Nnaebue¹

¹Department of Psychology, Nnamdi Azikiwe University Awka, Nigeria.

²Heritage Research Gallery & Mgt Consult Awka, Nigeria.

Authors' contributions

This work was carried out in collaboration among all authors. Author NIN conceptualized the study, designed and wrote the first draft of the manuscript. Author CEE performed the statistical analysis, and managed the analyses of the study. Author HCO managed the literature searches while. Author CIN discussed the findings. All authors were involved in data collection, read and approved the final manuscript.

Article Information

DOI: 10.9734/SAJSSE/2021/v10i130254

Editor(s):

(1) Dr. Philippos I. Karipidis, International Hellenic University, Greece.

Reviewers:

(1) Harpreet Kaur, Panjab University, India.

(2) B. V. Chalukya, Shri Chhatrapati Shivaji College, India.

Complete Peer review History: <http://www.sdiarticle4.com/review-history/65205>

Received 10 December 2020

Accepted 15 February 2021

Published 12 March 2021

Original Research Article

ABSTRACT

Education is the greatest stimulant for human development and the requisite for socio-economic advancement; the utility of libraries in education especially in tertiary institutions are as important as education itself. In third world countries like Nigeria, there is a great disparity in library utility. This study has therefore envisaged that unless librarians are creative given supportive climate, they may not actualize the potentials of libraries given funding inadequacies. Thus, a survey study was carried out utilizing correlation design Pearson correlation statistics to establish the perception of librarians about their organizational climate and whether this perception correlates their creativity. The participants of the study were 89 librarians sampled purposively from University librarians in Anambra State. The questionnaires used for data collection were simplified adaptation of Coveney (2008) and Organizational Climate Questionnaire (OCQ) by Litwin and Stringer (1968). The result indicated that the perception of organizational climate is low among University librarians

*Corresponding author: Email: nelsonetodike@gmail.com;

in Anambra State although the librarians were moderately high on creativity and innovation. Responsibility, reward and support were dimensions of organizational climate which predicted employee creativity whereas organizational identity though impact employees' creativity but the impact were not of significance proportion. The finding implies that favorable climate to employees helps to stimulate their creative potentials. It is recommended that stakeholder should improve the working climate in University libraries in order to motivate to employees to perform at the highest level bringing their creativity into the organizational dynamics.

Keywords: Creativity; library; innovation; organizational climate; resource sharing; university librarians.

1. INTRODUCTION

Organizational climate has many outcomes including employee outcomes. Positive employee antecedents may accrue from a supportive climate and as much as negative outcomes depending on workplace environment [1]. Employees as well as the job itself are usually at the mercy of organizational climate which catalyze organizational mechanisms whether they are favorable or not [2]. The working environment which is made of the physical conditions which affect the work and the employees and the goals and policies [3] designed to actualize then affect employees and can orchestrate work frustration [4,5], turnover intentions [6], low life satisfaction [7,8], poor members' interaction [9,10], organizational innovation [11] and could equally instigate employees' retaliatory behaviour as forms of deviance [12,13]. Climate is equally as important in the management of libraries as supportive climates stimulate the motivation of employees to perform their best for the organization [14]. Usually, when the organizational climate is favorable and supportive, there is greater chance of participatory management with staff especially regarding decision making [15] which encourages members' creative contribution and involvement in the job [16]. On the importance of organizational climate as most crucial determinant of outcomes in the organization, Okoye et al. [17] contended that a supportive working environment promotes organizational citizenship behavior among employees. Eze and Etodike [18] contended that unfavourable organizational climate could be a source of occupational stress especially in the face overload and organizational injustice; these may negatively promote members retaliatory behaviours.

As much as climate facilitate motivation which propel innovation and creativity instincts of the employees, climate of libraries will remain a reoccurring decimal in the effective management

of libraries which in term improves on the institutional standards. Dul et al. [19] observed that while it is true that personal characteristics do play a role in innovation/creativity, there is a relationship between innovation/creativity and organizational climate. In the same vein, Cruz [2] averred that improving the organizational climate for innovation/creativity can effectively promote problem solving in a company and thereby increase the company's productivity and competitiveness. But, Onuoha et al. reported that lack of conducive work environment and lack of management interest are among the challenges of promoting innovation/creativity among library and information science professionals (librarians) in Nigeria is contributory to ineffective use of libraries in institutions of higher learning. Given this circumstance, there is need to ascertain organizational climatic factors which are proximal to the creativity of librarians in order to improve library users' experience and the effectiveness of libraries as resource centers and knowledge bank.

Considering the importance of the importance of creativity in the management of libraries for optimized impacts in tertiary education, this study aim to ascertain:

- (a) The perception of librarians regarding organizational climate in Universities libraries in Anambra State
- (b) The level of creativity and innovation among librarians in Universities in Anambra State?
- (c) The relationship between organizational climate dimensions and creativity/innovation among librarians in Universities in Anambra State

2. REVIEW

2.1 Organizational Climate

Organizational climate is a concept "perceived" by employees. Importantly, it is dependent on a value judgment which can vary greatly from person to person. Organizational climate affects

productivity, motivation and employee behavior [20]. Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organization, industry or their employees; they affect all organizations regardless of their structure, size or goals. Organizational climate in particular is constantly challenged by changes impacting organizations today Nair. To survive and outdo their competitors, organizations are constantly seeking to improve their performance. Authors such as Brown and Leigh think that organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value to the bottom line will want to stay in the organization and will want to continue pouring their effort into their work to the benefit of the organization. For instance, Akor [21] contended that autocratic leadership style negatively affects job performance of academic among librarians in Benue State. According to Watkins and Hubbard, high-performing organizations have climates with particular measurable characteristics, which have shown how organizational climate can directly account for up to 30% of the variance in key performance measures. This is supported by research that examined the relationship between the way in which employees describe their work environments and the relative performance success of these environments (Wiley & Brooks, 2000). Watkin and Hubbard (2003) contend that climate does make a difference to organizations' performance because 'it indicates how energizing the work environment is for employees'. There is, however, clearly more to an organization's performance than an 'energized employee' or the presence of certain organizational and leadership characteristics: Productivity also depends on the morale which governs discretionary effort such as the willingness to go the extra mile.

Climate described in the context of work setting is the work environment and, employees' perceptions of the formal and informal policies, practices and procedures in their organization and how these policies, practices and procedures relate or affect their formal work or aspects of job tasks [5]. Characteristically, organizational climate differs distinctively from psychological climate; when employees within a unit or organization agree on their perceptions of the work context, unit-level or organizational climate is said to exist (Jones & James, 2004; Joyce & Slocum, 2004) whereas psychological

climate is individual employee's perception of the same construct. There are three major factors which influence the nature of organizational climate; they are: (a) organizational structure (b) individual responsibility and (c) rewards.

2.2 Organization Climate in University Libraries

Universities are citadels of learning and are adjudged institutions critical of national development. Apart from her teaching and knowledge impacting functions on learners with diverse background, universities provide and house resource and information unit commonly referred as University library. The University library with the guidance of the librarians provided extended knowledge and teaching to users including the general public especially on teaching texts and empirical researches covering all aspects of human life. Due to public sector and institutional corruption in Nigeria [22], university libraries may not be said to be in the best shape. This function is paramount to continued enlightenment of students and the general public. Its proper utility and efficiency may well be dependent on the how the University librarians play their roles.

University Librarians are the pivots around which all major and important University library functions revolve [2]. This implies that the approach University librarians adopt in directing, guiding and controlling the staff under them is consequential to the pace of progress in their libraries (Sa'ari et al., 2016). That is, if the University librarians control, direct, guide properly; greater effectiveness in the use of the libraries is most likely to be actualized. How efficient and effective University librarians carry out their jobs may be well dependent on their creativity and whether the organizational climate they experience motivate and support them. Akpan-Atata et al. [23] posit that more than ever before, academic libraries are tasked to be more creative in order to meet the challenges of the twenty-first century learning environment. This is all the more imperative today as most academic libraries in Nigeria are experiencing low user patronage (Ajayi & Ogunyemi, 2011). The ability of these libraries to meet their user communities' needs/expectations depends on the librarians who, as professionals, are charged with the responsibility to come up with new ideas that will birth new products/services. Development and implementation of innovative/creative products/services will go a long way in ensuring

that their institutions succeed in meeting their objectives as well as guarantee the future of the academic libraries. This is in view of the fact that librarians as knowledge workers are core to the competitiveness of institutions [14] because of their involvement in the creation, distribution and application of knowledge. There is the need therefore that the organizational climate of these academic libraries is such that supports/encourages innovation/creativity among librarians (Unegbu & Yemisi, 2020).

2.3 Innovation and Creativity

Innovation/creativity is imperative for the survival of any organization including academic libraries. As the arm of the academic institution that is traditionally charged with the responsibility of selecting, acquiring, organizing and disseminating information resources in varying formats, there is a very serious expectation on the academic library to continuously evolve or re-invent itself to meet the needs of the twenty-first century learning environment. In view of the pivotal role of academic libraries fostering education and by extension development; the contentions of Duderstadt cited in Zhang (2004) come handy. The author argued that new developmental trends in technology including how information is currently networked considering the width and breadth of endless possibilities of science technology has made library resource an all important and independent source for learning even from the comforts of peoples' homes. Thus, library development and management in the Universities is a crucial success story of any education and a stepping stone for developmental strides in developing nations such as Nigeria. In the views of Egan (2005), there could other factors which could affect organizational management and impair organizational efficiency; some of the factors may be: the pace of technological evolution, unstable business climate, evolutionary nature of organizational processes and market share competition. These management challenges are also present in the education sector in most developing countries (McConnell, 2002) and could limit the utility of libraries and the impact of libraries as co-helpers of education.

In consideration of the rapid and alarming of technological advancement on the development of education due to continued expansion of knowledge in more sophisticated formats, the need for advanced resource centers and libraries have increased. For instance, Ruben (2004)

opined that these changes call for academic libraries to devise ways to "increase ease of effectiveness, efficiency, access, coordination, and responsiveness in all aspects of academic, curricular, ancillary, and support work" since funding of infrastructure and personnel. To succeed in this, Varlejs (2008) contended that in view of funding challenges, it is expected that librarians especially in developing countries should be flexible and creative enough to keep up with the social, economic, political, educational and technological changes as they affect learning and the society. Bearing in mind that the success of any academic library is measured by the extent to which its resources and services meet the needs of the academic community, the management and funding problems of present day technology driven libraries is ever present especially in developing nations including Nigeria. This means that apart from information sharing and resource supply, library management and their personnel need to be creative and innovative enough in order to remain effective despite the limitations of funding, workforce and infrastructure. This approach will help both community libraries and institution libraries to perform optimally and effectively helping to improve on the standards of education and welfare of the society.

Creativity or innovation is the process of translating an idea or invention into a good or service that creates value [24]. Also, creativity is simply the ability to make new things or think of new ideas [25]. Inovasi (2015) observes that creativity is often used interchangeably with innovation but it is a construct that emphasis new ways of performing tasks and actualizing organization goals although they slightly differ in meaning; while innovation refers to idea generation, creativity is idea implementation. In agreement, Martins and Terblanche cited in Jantz [26] say innovation is the implementation of new idea to bring about a new service or product (creativity). What is instructive here is that innovation acts as the fuel that ignites creativity. Therefore, innovation and creativity begin with a perception or gut feeling that there is a gap in either knowledge or application. It entails thinking outside the box and freeing the mind to go beyond the normal/usual with a view to making or coming up with something that meets a need(s) or finding a solution(s) to an already existing problem. In essence, every organization needs innovative/creative minds that can deploy themselves to ensuring that new ideas that can be useful in addressing already existing

problem(s) or which can bring about a perspective that leads to the creation of something new and useful are generated and implemented. To reinforce this submission, Mwandosya and Mbise [27] averred that the importance of new ideas cannot be overstated, since ideas and their manifestations as practices and products are at the core of social change. Thus, having an organizational climate that is supportive of innovation/creativity is therefore important for all academic libraries. Jantz [26] contended that workers are the source of original and potentially useful ideas and solutions for a firm's renewal of products, services and products. Nonetheless, organizational members work within given work environments with a peculiar organizational climate which largely influences their attitudes and behaviours.

Although the concept of organizational climate has no commonly agreed definition, Verbeke, Volgering, and Hessels (1998) see it as a reflection of the way people perceive and come to describe the characteristics of their environment. In the same vein, Stringer [28] views organizational climate as employees' attitudes towards their organization which has a great impact towards their working ways and contributions. Abubakar and Attahir [25] referred to organizational climate as an intervening variable that affects individual and organizational performance due to its modifying effects on organizational and psychological processes. Kissi et al. (2010) posit that employees draw conclusions about what is important to management mostly from what they observe than from what is said and go on to act in ways they perceive to be important to the organization. It means therefore that managements in organizations send out signals through their organizational rules, procedures and practices and the perception of these signals by the workers represent the organizational climate. Organizational members' perception of the climate invariably influences the way they react to/or do things around the work environment because the climate influences employee motivation.

In their study, Solmaz and Indra (2013) found that organizational climate has a significant influence on employees' creative behavior. According to the results, among the different dimensions of organizational climate, providing resources was the best predictor of innovation/creativity. Shirazi et al. [29] in their study also found a relationship between organizational

climate and innovation/creativity. The researchers concluded that a creative organization requires a creative manager who seeks modern insights and creates a culture that motivates staff to be creative. Focusing on the academic library, it implies that librarians' creativity will thrive in an organizational climate with characteristics that support or encourage innovation/creativity. This is because the more positive the organizational climate is, the more staff are motivated to be innovative/creative. In the same vein, where there is a perception of the organizational climate as negative, organizational members experience emotions that ultimately inhibit innovation/creativity.

The implication of this is that management of academic libraries have a responsibility to nurture the pattern of behavior which they want and which will drive staff members to work in the direction that will bring about the desired organizational result(s) through providing a positive organizational climate. This point is noteworthy because the marked difference between successful and unsuccessful organizations is the fact that the former have climate and management processes which encourage employee innovation/creativity through a supporting work environment (Ismail 2005). They do this by providing the practical tools and solutions which employers require to function optimally [30].

A number of studies have associated some organizational factors with innovation/creativity. Logan (2012) reports that a meta-analysis conducted in 2007 identified key factors that drive innovation. The strongest factors included interpersonal interaction, intellectual stimulation and challenge. Sundgren et al. (2005) found organizational culture, resource factors and climate of the organization as factors that support creative performance of individuals. Churchill et al., cited in Imran, Saeed and Fatimah (2010), found that perception of the work situation, characteristics of the organization and the nature of employees' relationship with co-workers support innovation/creativity. On their part, Cummings and Oldham (1997) mentioned non-controlling and supportive supervisors, goal setting, rewards and freedom to take initiative in one's work.

Tokarz [24] identified some strategies that organizations seeking to promote innovation/creativity can adopt: challenge, freedom, resources, work group features,

supervisory encouragement and organizational support. In the view of Tokarz [24], the factors that are supportive of innovation/creativity are organizational encouragement, supervisory support, autonomy or freedom, and challenging job.

A number of studies have attempted to determine the factors that pose a challenge to innovation/creativity and ways of supporting it. Looking at the reviewed literature, it is obvious that very little has been done with regards to research on librarians' innovation/creativity in Nigerian libraries especially among librarians in Anambra State, thus justifying this study. This study will add to the literature on librarians' innovation/creativity in Nigeria and the findings will be useful to library managements, librarians and the professional field.

3. METHOD

The study was a survey and it utilized correlation designs in carrying out the inquiry in University libraries in Anambra State, Nigeria. The researcher conducted a survey among 89 (38 males and 51 females) librarians in University libraries of Nnamdi Azikiwe University Awka (NAU), Chukwuemeka Odemegwu Ojukwu University Igbariam, Madonna Univeristy Okija and Paul University Awka. The participants were aged 24-53 years with a mean of 37 and standard deviation of 4.35. The librarians cadre begins from assistant librarians at the bottom of the hierarchy and ends with the position of university librarian at the top. Two of the researchers involved in the study are professional librarians working in one of the libraries used in this study. The questionnaire used for data collection was a simplified adaptation of Clark et al. (2013) for organizational creativity, and Organizational Climate Questionnaire (OCQ) by Litwin and Stringer [28]. The fairly high response was achieved. Data collected were analyzed with the mean score and presented in tables for clarity. Mean scores were derived from the computation of the individual responses in relation to the weight of the options. A mean score of 2.50 was accepted as the cut-off mean because it is the midpoint score given that the responses were rated on a four-point scale of strongly agree (4), agree (3), disagree (2) and strongly disagree (1). The total of the rating scale is 10, which when divided by 4 gives 2.50 (Anunobi and Udem 2015). Thus, a mean of 3.50 and above was considered very high for creativity, a mean of 3.00–3.49 was considered high, a mean of 2.50–

2.99 was considered moderate, while a mean below 2.50 was considered low. The use of these real limits of numbers were used to indicate very high, high, moderate and low in relation to perception of the organizational climate dimension on creativity/ innovation. Mean scores were got from the computation of the individual responses in relation to the weights of the options.

4. RESULTS

Data in Table 1 shows the mean, standard deviation and correlation of public institution librarians' perception of organizational climate dimensions with job creativity. From the table, it is indicative that organizational climate dimensions (responsibility, reward, support and identity) correlated positively and significantly with job creativity at .62, .68, .67, and .53, $p < .05$ ($n = 89$) respectively. The finding implies that these dimensions of organizational climate influence employees' job creativity. Hence, the finding implies that in public institutions, if the work environment and prevailing climate are supportive, employees' job creativity may be elicited.

Data in Table 2 shows that in the observed influence of organizational climate dimension on employees' job creativity among public institution librarians, only responsibility, reward and support successfully predicted employees' job creativity among public institution librarians at $\beta = .57$, .22 and .19, $p < .05$ ($n = 89$) respectively. The finding implies that when the atmosphere is supportive, encourages employees to take responsibility and rewards them adequately; the employees are more likely to be inclined to using their creative ideas in the day-to-day execution of their job task especially regarding effective use of libraries for academic development and for knowledge resource base.

5. DISCUSSION

Data analysis from the study as detailed in Appendix I pointed towards poor organizational climate which affects librarians' potentials for creativity at the detriment of institutional standard of education and academic performance and at the detriment of education in general and human capital development. Whereas librarians' perception of their organizational climate is poor indicative that their working environment including policies and procedures may be limiting; however, their creativity and innovation is high from the mean score. This is indicative

Table 1. Mean standard deviation and correlation of organizational climate dimensions with job creativity

S/N		Mean	Std. Deviation	1	2	3	4	5
1	Job creativity	21.50	1.3253	1.00				
2	Responsibility	23.04	1.4020	.62	1.00			
3	Reward	19.20	1.5225	.68	.59	1.00		
4	Support	17.80	1.6840	.67	.64	.51	1.00	
5	Identity	13.55	1.6902	.53	.49	.48	.52	1.00

Table 2. Regression analysis showing the predictive effects of organizational climate dimensions on employees’ job creativity among public institution librarians

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	16.700	1.239		13.482 .000
	Responsibility	.501	.039	.572	13.000 .002
	Reward	.328	.021	.219	7.844 .023
	Support	.319	.017	.186	3.673 .034
	Identity	.076	.112	.041	.0350 .057

Dependent variable: Job creativity

of the fact that despite the challenges facing library development and management in Universities, there is the possibility that if working environment is improved, employees are more likely to elicit their job creativity in helping their institutions.

Aspects of climate which were examined include: responsibility, reward, support and identity. The finding indicated that all except identity predicted employees’ job creativity. Responsibility is governed by job autonomy and trust and gives employees better disposition to use their creative ideas for the progress of the organization. For instance, Tarviji and Tarkhan [31] found that there is relationship between perception of competence, sense of cohesion and responsibility with job creativity as a confirmation of the influence of organizational climate on employee outcome. Thus, librarians working in these institutional libraries require their organizations to demonstrate certain levels of responsibility towards organizational progress which in the long run will stimulate their creativity. This assertion also finds support in Chaudhary and Akhouri’s [32] finding linking corporate social responsibility attributions and creativity with work engagement as a mediator.

Our finding also validate that organizational climate that is fair in reward system elicit more creativity from the employees. Reward is one of the most critical extrinsic motivators to employees and can stimulate a range of positivity from the employees. For instance; Sulistiyani and Rahardja [33] examining the effect of

transformational leadership, extrinsic reward, and knowledge sharing on creative performance of Indonesian SMEs found that extrinsic reward was crucial in improving creative performance of SMEs. This finding is supportive of the positive relationship between reward and employee creativity. This relationship is also supported by Fischer et al [34] who that both intrinsic motivation and synergistic extrinsic motivators on positively influence creativity and innovation in organizations.

Regarding organizational support, supportive environment are known for stimulating employees performance in many ramifications including their creative instinct geared towards organizational progress. Many studies have linked support to many positive employee outcomes. As regards creativity, Ahang et al (2020) examining the relationship between perceived organizational support and employee creativity with respect to the mediating role of resilience in general office of Agricultural Jihad found that organizational support was responsible for greater employee creativity which helped the resilience of the employees. Also, Akgunduz et al (2018) found correlation among perceived organizational support, employee creativity and proactive personality when meaning of work mediated the relationship. Partial support could also be sighted in Song and Yu’s [35] study which evaluated the green innovation strategy and green innovation in the roles of green creativity and green organizational identity.

Although the importance of organizational identity has been outlined in many organizational studies, however, the current study did not elicit predictive relationship between organizational identity and employees' creativity. There could be a number of factors which could be responsible for including the nature of formal and psychological contract between the employees and the organization. The number of years spent by the employees in the organization could also influence this since organizational identity is a psychological attachment that is built over time.

These studies are consistent with the postulations of the current study hypotheses that organizational climate dimensions (responsibility, reward, support and identity) could predict certain employee outcomes such as creativity.

Generally, focus and optimism may be the driving force of employees' creative behaviour as means to promote resource sharing and knowledge facilitation. Although correlations were found among the dimensions of organizational climate and creativity, finding was indicative that librarians in University libraries in Anambra State perceive their organizational climate to poor and unsupportive. The finding implies that some of the identified factors which are associated with positive climate in organizations as contended by Abubakar and Attahir [25] are not yet well taken care of like funding, support motivation/reward, training of staff, socially interactive environment for thriving and psychological capital and as such, could limit employees' creative potentials in their organizations.

5.1 Implication of the Study

Many studies point to the importance of organizational climate so also is this study. The findings show that Universities in Anambra State are still lagging behind in enthroning climate that motivate and support librarians to develop their creativity and innovation for the interest of education. Considering the peculiar nature of management of public institutions in Nigeria, this may be as a result of funding challenges which may affect training and retraining of librarians and provision of basic working equipments and ICT facilities. The study further implies that there is need for Universities authorities to take advantage of the creative instincts of the workers especially the librarians to enhance the development of resource sharing and knowledge creation and transmission using

the university library as a supportive anchorage unit.

6. CONCLUSION

The study implies that favourable climate to employees helps to stimulate their creative potentials. It is recommended that stakeholder should improve the working climate in University libraries in order to motivate employees to perform at the highest level bringing their creativity into the organizational dynamics.

CONSENT AND ETHICAL APPROVAL

As per international standard or university standard guideline participant consent and ethical approval has been collected and preserved by the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Pravamayee S. Strategy to develop an effective workplace environment. *International Journal of Language & Linguistics*. 2014;1(1):1-5.
2. Zagenczyk TJ, Purvis RL, Cruz KS, Thorough good, CN, Sawyer KB. Context and social exchange: perceived ethical climate strengthens the relationships between perceived organizational support and organizational identification and commitment. *The International Journal of Human Resource Management*. 2020;1-20.
3. Manning L. Moving from a compliance-based to an integrity-based organizational climate in the food supply chain. *Comprehensive Reviews in Food Science and Food Safety*. 2020;19(3):995-1017.
4. Ezeh LN, Etodike CE, Nnaebue Collins I, Okafor RA, Iloke SE. Association of Innovative Work Behaviour, Organizational Frustration and Work-Family Conflict among Private Sector Employees. *Asian Journal of Advanced Research and Reports*. 2020;8(2):20-29.
DOI: 10.9734/AJARR/2020/v8i230195
Available://journalajarr.com/index.php/AJARR/article/view/30145
5. Schneider B, González-Romá V, Ostroff C, West MA. Organizational climate and

- culture: Reflections on the history of the constructs in the Journal of Applied Psychology. Journal of Applied Psychology. 2017;102(3):468.
6. Ezeh LN, Etodike CE, Ike PR. Employee turnover intention: A predictive study of organizational politics, leader-member exchange and job insecurity. International Journal of Current Advanced Research, 2017;6(2):2294-2300.
Available: www.journal icar.org
 7. Etodike CE, Ezeh LN, Chukwura EN. Abusive supervision: A predictor of employee cynicism and counterproductive workplace behaviour among industrial workers. Scholars Journal of Arts, Humanities and Social Sciences. 2017; 5(9c):1276-1283.
ISSN: 2347-5374.
Available: <http://saspjournals.com/sjahss>.
DOI: 10.21276/sjahss.2017.5.9.25
 8. Zacher H, Yang J. Organizational climate for successful aging. Frontiers in Psychology. 2016;7:1007.
 9. Park H, Hoobler JM, Wu J, Liden RC, Hu J, Wilson MS. Abusive supervision and employee deviance: A multifoci justice perspective. Journal of Business Ethics. 2019;158(4):1113-1131.
 10. Etodike CE, Ezeh LN, Chukwura EN. Life satisfaction and perceived social support as predictors of retirement stress among Nigeria public service retirees. International Journal of Current Advanced Research. 2017;6(2):2301-2311.
Available: www.journal icar.org.
 11. Bos-Nehles AC, Veenendaal AA. Perceptions of HR practices and innovative work behavior: The moderating effect of an innovative climate. The International Journal of Human Resource Management. 2019;30(18):2661-2683.
 12. Erturk A, Ziblim L. Is the perception of organizational deviation affected by the organizational climate? Research in Schools. Eurasian Journal of Educational Research. 2020;85:1-22.
 13. Etodike CE, Joe-Akunne CO, Obibuba IM. Employee deviance as by-product of psychological contract: the moderating effects of power distance among employees in insurance companies in Nigeria. Asian Journal of Arts & Social Sciences. 2020;10(4):44-54.
DOI: 10.9734/ARJASS/2020/v10i430157
 14. Available: <http://journal arjass.com/index.php/ARJASS/article/view/430157>
 14. Bamgbose AA, Ladipo SO. Influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria. Information Impact: Journal of Information and Knowledge Management. 2017;8(2);33-47.
 15. Ike PR, Ezeh LN, Etodike CE. Employee participation in decision making: A correlate of employee citizenship behaviour and counterproductive work place behavior. Journal of Academic Research in Business and Social Sciences. 2017;7(7):934-948.
Available: <http://dx.doi.org/10.6007/IJARBS/v7-i73179>
DOI: 10.6007/ IJARBSS/v7-i73179
 16. Joe-Akunne CO, Ogebe Davies EO, Etodike CE. Employee involvement: A predictive study of organizational climate dimensions among private sector employees. Scholars Journal of Economics, Business and Management (SJEEM). 2018;5(12):131-139.
Available: <http://saspjournals.com/sjebm>
DOI: 10.21276/sjebm.2018.5.12.6
 17. Okoye CAF, Ezeh LN, Mbanugo CJ, Etodike CE. Measuring organizational citizenship behaviour of lecturers: The role of personality and locus of control. European Journal of Management and Marketing Studies. 2018;3(1):61-70.
Available: <http://www.oapub.org/soc>
DOI: 10.58281/zenodo.1194578.
 18. Ezeh LN, Etodike CE. Work overload and distributive injustice as predictors of occupational stress among Health workers. International Journal in Management and Social Science. 2017; 5(7):537-547.
Available: <http://www.ijmr.net.in>.
ISSN:2321-1784.
 19. Dul J, Ceylan C, Jaspers F. Knowledge workers' creativity and the role of the physical work environment. Human Resources Management. 2011;50(6):716-734.
 20. Shanker R, Bhanugopan R, Van der Heijden BI, Farrell M. Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. Journal of Vocational Behavior. 2017;100:67-77.
 21. Akor PU. Influence of autocratic leadership style on the job performance of academic librarians in Benue State. Journal of

- Educational and Social Research. 2014; 4(7):148.
22. Ezeh LN, Etodike CE. Corruption in Nigeria organizations: Theories & implications. In Proceedings of Annual Scientific Conference of Nigeria Psychological Association (NPA), held at Nnamdi Azikiwe University Awka, Nigeria; 2016.
 23. Akpan-Atata AE, Oji HE, Tom ES. Libraries as platforms for innovation and creativity in information delivery services in a depressed economy: An over view of Nigeria. *Asia Pacific Journal of Multidisciplinary Research*. 2014;2(5): 125–131.
 24. Tokarz RE. Creative, Innovative, and collaborative librarians wanted: The use of personality traits in librarian job advertisements. *Library Philosophy and Practice*. 2019;1-21.
 25. Abubakar A, Attahir IS. Innovative and creative skills for the 21st Century librarian: benefits and challenges in Nigerian academic libraries. *Information Impact: Journal of Information and Knowledge Management*. 2018;9(2): 113-120.
 26. Jantz RC. Vision, innovation, and leadership in research libraries. *Library & Information Science Research*. 2017; 39(3):234-241.
 27. Mwandosya GI, Mbise ER. Programming language masterly challenges at the college of business education: students' creativity and innovation. In Proceedings of the 2nd International Conference on Intelligent and Innovative Computing Applications. 2020;1-7.
 28. Litwin GH, Stringer RA. Motivation and organizational climate; 1968.
 29. Shirazi HG, Amirpour M, Shirazi HG. Investigation of the relationship between the creativity and organizational climate in education center. *Indian Journal of Science and Research*. 2014;6(1):50–54.
 30. Dul J, Ceylan C. Work environments for employee creativity. *Ergonomics*. 2011;54 (1):12-20.
 31. Tarviji A, Tarkhan M. The Relationship between perception of competence, sense of cohesion and responsibility with job creativity of Tonekabon Girls' Public High School teachers. *Management and Educational Perspective*. 2020;2(2):97-112.
 32. Chaudhary R, Akhouri A. Linking corporate social responsibility attributions and creativity: Modeling work engagement as a mediator. *Journal of Cleaner Production*. 2018;190:809-821.
 33. Sulistiyani E, Rahardja E. Examining the effect of transformational leadership, extrinsic reward, and knowledge sharing on creative performance of Indonesian SMEs. *Quality-Access to Success*. 2018; 19(167).
 34. Fischer C, Malycha CP, Schafmann E. The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in Psychology*. 2019;10:137.
 35. Song W, Yu H. Green innovation strategy and green innovation: The roles of green creativity and green organizational identity. *Corporate Social Responsibility and Environmental Management*. 2018;25(2): 135-150.

**APPENDIX 1
STATISTICAL ANALYSIS**

Regression

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Job creativity
/METHOD=STEPWISE responsibility, reward, support, identity

S/N		Mean	Std. Deviation	1	2	3	4	5
1	Job creativity	21.50	1.3253	1.00				
2	Responsibility	23.04	1.4020	.62	1.00			
3	Reward	19.20	1.5225	.68	.59	1.00		
4	Support	17.80	1.6840	.67	.64	.51	1.00	
5	Identity	13.55	1.6902	.53	.49	.48	.52	1.00

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Responsibility, reward, support, identity	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Job creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.532 ^a	.183	.178	2.84625	.183	138.682	1	87	.000
2	.648 ^b	.216	.269	2.74502	.091	122.441	1	86	.000
3	.746 ^c	.403	.401	2.62240	.132	094.230	1	85	.002

a. Predictors: (Constant), Responsibility; b. Predictors: (Constant), Responsibility and reward; c. Predictors: (Constant), Responsibility, reward and support

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta		
1	(Constant)	16.700	1.239			13.482
	Responsibility	.501	.039	.572		13.000
	Reward	.328	.021	.219		7.844
	Support	.319	.017	.186		3.673
	Identity	.076	.112	.041		.0350

a. Dependent variable: Job creativity

© 2021 Nwangwu et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:
The peer review history for this paper can be accessed here:
<http://www.sdiarticle4.com/review-history/65205>