Organization Culture and Employee Creativity of Azikielgroup of Companies, Bayelsa State

BODMAS TOUNBRA FELIX

Department of Business Administration, Federal University Otuoke, Bayelsa State

Abstract- The study examine organization culture and employee creativity in azikiel group of companies, in yenegoa, bayelsa state. The research adopt the survey research design method and the population consist of all employees in the selected media industries. The accessible population was 157 employees and the simple random technic was utilized Taro Yamane'Swas used to select a sample size of 157 and spearman rank correlation coefficient is utilized for the analysis with the aid of SPSS to the rest the hypothesis formulated. The findings reveal that all three dimension of organization culture has a significant relationship with employee creativity. Based on this it was concluded that organization culture on the collaboration, power culture, and Open culture is a tool to gain employees creativity in Azikiel group of companies.

Index Terms- Organizational Culture, Intrinsic Motivation, Collaboration, Power Culture, Open Culture.

I.   INTRODUCTION

Creativity can be a solution to the most complicated issues in the modern world, as it enhances the effectiveness and organization's flexibility to win a competitive advantage. Employees who were motivated and encouraged by their leaders perform their goals in a creative environment are more creative. Creativity refers to bring something new to respond to the changes and to meet the need of the existing organization. Creativity is vital to organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. All organizations need to improve their employees' creativity, so managers must focus on identifying, understanding, and utilizing techniques and approaches that promote the creativity of their people. To remain competitive, organizations need their employees to be actively involved in their work and check out to get novel and suitable products, processes and approaches. It is said that empowerment is about achieving management goals, it means getting the whole team involved in attaining success in the business. Previous studies shows that, empowered employees in organizations will be more competitive and gain commercial advantages.

Employee creativity refers to the ability of employees to generate new and useful ideas, solutions, and products that contribute to the organization's success (Amabile, 1993). It involves thinking outside the box, taking risks, and exploring new possibilities (Katz, 2013). Employee creativity is a valuable asset for organizations, as it can lead to innovation, improved productivity, and competitiveness (Drucker, 1999). Employee creativity can manifest in various ways, such as developing new products or services, improving existing processes, or finding novel solutions to complex problems (Ford, 1996). It requires a combination of skills, including critical thinking, problem-solving, and communication (Katz, 2013). Organizations can foster employee creativity by providing a supportive work environment, encouraging experimentation and risk-taking, and offering opportunities for training and development (Amabile, 1993). Leaders can also play a crucial role in promoting employee creativity by setting clear goals, providing autonomy, and recognizing and rewarding creative achievements (Bass, 1985).

In the Nigerian context, employee creativity is a vital component of organizational success, as it enables companies to innovate, adapt to changing environments, and stay ahead of the competition (Adeyinka, 2016). According to Olusegun (2015), employee creativity is essential for Nigerian organizations to survive and thrive in the increasingly competitive global market. This research will show that employee creativity is positively correlated with organizational innovation, productivity, and performance in the Nigerian context (Adeyinka,

2016; Olusegun, 2015). For instance, a study by Adeyinka (2016) found that employee creativity was a significant predictor of organizational innovation in Nigerian manufacturing firms. However, employee creativity is not always easy to foster in Nigerian organizations. According to Olusegun (2015), Nigerian organizations face several challenges that can stifle employee creativity, including a lack of autonomy, inadequate resources, and poor leadership. The Nigerian cultural context can also impact employee creativity. For instance, the collectivist culture in Nigeria can sometimes stifle individual creativity and innovation (Hofstede, 2017). However, according to Adeyinka (2016), Nigerian organizations can foster employee creativity by providing a supportive work environment, encouraging experimentation and risk-taking, and recognizing and rewarding creative achievements, employee creativity is essential for organizational success in the Nigerian context.

Organization culture is a main unit of society and organizations. A particular kind of organizational culture eventually emerges during their establishment and development. The aim of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company. In addition, employee creativity is profoundly influenced by corporate culture (Tianya, 2015). Every company has its own distinctive character, just the same as people do. The one-of-a-kind character of an entity is its community. Organizational culture is an intangible yet strong force among a community of people who work together that affects the behaviour of the members of that group. Appropriate behavioural modes become essentially self-evident to its members when an organization takes on structural permanence (Citeman 2008). Increasing the loyalty of its customer base is the goal of a company. A good corporate image must, therefore, be created. A good corporate image, in other words, brings good economic returns, and a good corporate image relies on a good organizational culture. Therefore, an understanding of what constitutes the culture of an organization and how it is developed, maintained and learned would increase our ability to describe and predict the actions of individuals at

work. There seems to be general consensus that organizational culture refers to a structure that separates the organization from other organizations with a common definition held by members. On closer inspection, this structure of common definitions is a collection of core characteristics that the organization values. Therefore, this study explores organizational culture in a broader sense on the basis of the existing statements, thus developing a further understanding of the following: institutionalization and its connection to organizational culture, common characteristics that make up organizational culture, conceptualization of strong and weak cultures, organizational culture's functions and methods of learning organisational culture. Origin of Organisational Culture From a cultural standpoint, the root of organizational culture is based on the work of Deal and Kennedy (1982), among others.

In Nigeria context (Hofstede, 2017). According to Adeyinka (2016), Nigerian organizations have a distinct cultural identity that is influenced by the country's history, values, and traditions. Research has shown that Nigerian organizations tend to have a collectivist culture, which emphasizes the importance of community and group harmony (Olusegun, 2015). This cultural orientation can influence organizational behavior and decision-making, with a focus on consensus-building and avoiding conflict (Adeyinka, 2016), Nigerian organizations are also characterized by a high power distance culture, which emphasizes respect for authority and hierarchy (Hofstede, 2017). This can sometimes lead to a top-down approach to decision-making, with limited opportunities for employee participation and feedback (Olusegun, 2015). However, Nigerian organizations are also known for their resilience and adaptability, which can be an asset in today's rapidly changing business environment (Adeyinka, 2016). According to Olusegun (2015), Nigerian organizations can leverage their unique cultural context to drive innovation and growth, by embracing values such as community, respect, and hard work. In Nigerian, organizational culture is also influenced by the country's economic and social challenges, such as corruption, poverty, and inequality (Hofstede, 2017). According to Adeyinka (2016), Nigerian organizations must navigate these challenges while

also promoting a positive and productive organizational culture. organizational culture in Nigeria is shaped by the country's unique cultural, social, and economic context.

Statement Of the Problem

The research problem is that despite the well-established importance of organization culture in driving organizational success, there is a lack of understanding of how organization culture influences employee creativity) in Nigerian organizations. Specifically, the research seeks to address the following questions. How does organization culture impact employee creativity in Nigerian organizations, What dimensions of organization culture (e.g., collaboration, innovation, community involvement) are most strongly related to employee creativity, How do leaders in Nigerian organizations shape organization culture and encourage employee creativity among employees. This research problem is significant because understanding the relationship between organization culture and employee productivity can help organizations in Nigeria develop strategies to foster a positive culture that encourages employees to go above and beyond their formal duties, leading to improved organizational performance and success. The research will explore the complex and multifaceted relationship between organization culture and employee creativity, providing insights into how Nigerian organizations can create a culture that supports and encourages employees. By addressing this research problem, the study aims to contribute to the existing body of knowledge on organization culture and employee creativity, while also providing practical recommendations for organizations in Nigeria.

Objectives Of the Study

The main objectives of this study is to know the impact of organizational culture on employee creativity in Azikiel group, specifically the study seeks the following objectives.

1. To determine the effect of collaboration to intrinsic motivation.
2. To ascertain the effect of open culture on intrinsic motivation.
3. to ascertaining the effect of power culture intrinsic motivation.

Research Hypothesis

Base on the objectives of this study and the research questions, the following hypothesis have been formulated to guide our investigation
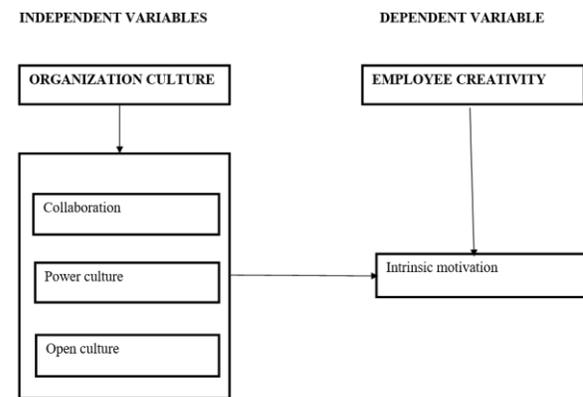
HO1: There is no significant relationship between collaboration and intrinsic motivation

HO2: The role of power culture have a significant effect on intrinsic motivation

HO3: Open culture does not affect intrinsic motivation.

II. LITERATURE REVIEW

2.1 CONCEPTUAL CLARIFICATION

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold 1988). Employee creativity is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook &HunSaker (2007). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).Organizational culture refers to the shared values, beliefs, and practices that define an organization's identity and influence the behavior of its employees (Oguntimehin, 2020). In the context of Nigeria's oil and gas industries, organizational culture plays a critical role in shaping employee creativity and innovation (Adeyinka, 2020). Employee creativity refers to the ability of employees to generate new and useful ideas that can improve

organizational performance (Amabile, 2020). In Nigeria's oil and gas industries, employee creativity is essential for driving innovation and competitiveness in the face of increasing global competition (Oguntimehin, 2020). Research has shown that organizational culture has a significant impact on employee creativity in Nigeria's oil and gas industries (Adeyinka, 2020). For instance, a study by Oguntimehin (2020) found that a culture of innovation and risk-taking was positively related to employee creativity in Nigerian oil and gas companies (Oguntimehin, 2020).

The Relationship Between Collaboration and Intrinsic Motivation

The relationship between collaborative culture and intrinsic motivation is a significant one, as the social and organizational environment created by collaboration can strongly influence an individual's intrinsic drive to engage in work. Collaborative culture, which emphasizes teamwork, communication, and collective problem-solving, directly impacts the way employees feel about their work, which in turn affects their intrinsic motivation. Intrinsic motivation refers to the internal desire to perform an activity for its inherent satisfaction, rather than for external rewards (Deci& Ryan, 2000).

The Relationship Between on The Power Culture and Intrinsic Motivation

The relationship between power culture and intrinsic motivation in the oil and gas industry is nuanced and context-dependent. Power culture, as described by Deal and Kennedy (1982), refers to an organizational structure where decision-making authority is concentrated in the hands of a few powerful individuals or a central figure. In such cultures, power is typically used to control resources, define strategic goals, and enforce compliance. On the other hand, intrinsic motivation refers to the internal drive employees have to perform tasks for the inherent satisfaction and personal fulfillment they gain, rather than for external rewards or pressures (Deci& Ryan, 2000). In the context of the oil and gas industry, the interplay between power culture and intrinsic motivation can significantly affect employee behavior, performance, and overall job satisfaction.

The Relationship Between Open Culture and Intrinsic Motivation

The relationship between open culture and intrinsic motivation in the oil industry is critical, as an open organizational culture fosters an environment of trust, transparency, and empowerment, which significantly influences employees' internal drive to perform well in their roles. Open culture is characterized by an emphasis on open communication, the free exchange of ideas, and shared decision-making, where employees feel valued, heard, and encouraged to contribute to the organization's objectives (Schein, 2010). In contrast, intrinsic motivation refers to the internal desire to engage in activities for their inherent enjoyment or personal satisfaction, rather than for external rewards (Deci& Ryan, 2000). The nature of the relationship between open culture and intrinsic motivation in the oil industry is especially important, given the industry's complexity, safety concerns, and technical challenges, where creativity, problem-solving, and employee engagement play a key role in organizational success.

Collaboration

Collaboration refers to the process of working together with others towards a common goal, often by sharing knowledge, skills, resources, and ideas to solve complex problems or achieve collective objectives. In organizational contexts, collaboration is increasingly recognized as essential for fostering innovation, improving performance, and enhancing decision-making.

Power Culture

Power culture refers to an organizational culture where decision-making authority is concentrated in the hands of a few individuals, typically at the top of the hierarchy. In this culture, power is used to maintain control, enforce rules, and direct the organization's goals. The structure of power culture is often hierarchical and centralized, where leaders hold significant influence over various aspects of the organization, from strategy to daily operations (Harrison, 2020). The power dynamic in such organizations often limits the autonomy of employees, who are expected to comply with directives issued by top management. This type of culture can be effective in organizations that require quick decision-making and clear direction, but it may

also stifle creativity and employee engagement if not managed appropriately.One of the key characteristics of power culture is its centralized authority. In organizations with a strong power culture, the leaders or a small group of influential individuals hold decision-making power and exert control over the strategic and operational activities of the organization. This centralization allows for faster decision-making and streamlined processes, especially in high-stakes industries where swift action is necessary (Mayer et al., 2021). However, this can come at the cost of employee autonomy, as lower-level employees often have little influence over decisions that impact their work. In industries like oil and gas, where safety, regulatory compliance, and efficiency are critical, a power culture may ensure that these aspects are tightly controlled and consistently managed.Another feature of power culture is the use of authority to maintain order. Power in such organizations is typically exercised through rules, policies, and directives, and employees are expected to follow these without question..

Open Culture
Open culture refers to an organizational environment characterized by transparency, inclusiveness, and a free flow of ideas and communication. In open cultures, organizations actively encourage employees to contribute their thoughts and ideas, fostering a sense of community and trust across all levels of the organization (Schein, 2021).

Intrinsic Motivation
Intrinsic motivation refers to the internal drive to engage in an activity for its inherent satisfaction, enjoyment, or personal fulfillment, rather than for external rewards or pressures (Deci& Ryan, 2020). This form of motivation is often contrasted with extrinsic motivation, where individuals are driven by external rewards such as money, recognition, or status (Ryan &Deci, 2020). Intrinsic motivation is driven by the inherent pleasure or interest an activity provides, and individuals engage in such activities because they find them enjoyable, stimulating, or aligned with their personal values (Gagné&Deci, 2020). Research has shown that intrinsic motivation is a key driver of employee engagement and creativity in organizational settings.

III. REVIEW OF RELATED THEORIES

Hofstede's Cultural Dimensions Theory
This theory offers a framework for understanding how national culture influences organizational culture. In Nigeria's petroleum industry, high power distance—a cultural dimension identified by Hofstede—might influence hierarchical organizational structures. In such organizations, employees may be less likely to voice creative ideas due to the rigid power structures and a top-down approach (Hofstede, 2001). This can limit employee creativity, especially if lower-level employees feel that their input will not be valued or recognized. Conversely, a culture that encourages more autonomy and less hierarchical rigidity could facilitate creativity by empowering employees to take risks and share innovative ideas (Hofstede, 2001).

Edgar Schein's Organizational Culture Model
This model distinguishes between three levels of culture: artifacts, espoused values, and underlying assumptions (Schein, 2010). In the Nigerian petroleum industry, organizations often have formal rules and procedures (artifacts) that prioritize safety and efficiency. While these may help ensure operational stability, they can also stifle creativity if they emphasize conformity and risk aversion. However, if the espoused values of the organization (such as a commitment to innovation) align with the need for creativity, and if underlying assumptions support adaptability, then a creative culture can emerge. For example, a company that emphasizes continuous improvement and encourages employees to experiment with new ideas will likely foster a more creative environment (Schein, 2010).

IV. METHODOLOGY

A research design is used to structure the research to show all major parts of the research project work together and tries to address the central research questions that were used. Baridan (2001), state that research design is the framework or plan that is used as a guide in collecting and analyzing the data for the study. For the purpose of this study the researchers will adopt a survey research design by means of structured questionnaire. According to Creswell, (2014) " Research design are the specific procedure

involved in the research process: data collection, data analysis, and report writing." Research design is a blueprint of a scientific study towards its objectives. A cross sectional survey research design method will be adopted because it deals mainly with opinions and is widely used in management or social science research due to the complex relationship that exists between variables. The research will use qualitative and quantitative approach to achieve an in-depth understanding.According to Creswell, (2014) " Research design are the specific procedure involved in the research process: data collection, data analysis, and report writing." Research design is a blueprint of a scientific study towards its objectives. A cross sectional survey research design method will be adopted because it deals mainly with opinions and is widely used in management or social science research due to the complex relationship that exists between variables. The researcher used qualitative and quantitative approach to achieve an in-depth understanding.

According to cohen (2000) population is a group from which the research expects to get useful information and draw conclusions for the study. 260questioners will be given to the employees of Azikielgroup. Which will consist of 260 workers, which are selected from Azikielgroup.com in yenegoa metropolis,bayelsa state. The research will look into all level of management, from the top level, middle level and low level of management which will consist 75 workers or employees of azikielgroup,com in yenegoa, bayelsa state.

Table 1: Population Of Staffs Use in Azikielgroup.Com.

S/N	LEVELS OF MANAGEMENT	NUMBER OF STAFFS
1	TOP LEVEL	65
2	MIDDLE LEVEL	85
3	LOW LEVEL	110
TOTAL		26O

According to Webster, (1985) A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. The required sample unit will be determined by using Yamane's (1968) sample size determination formula.

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

Where,
n = the desired sample size
N = the total population
e = the desired margin of error which is 0.05

n = 260 / (1 + 260 * (0.05) ^2)
n = 260 / (1 + 260 * 0.0025)
n = 260 / (1 + 0.65)
n = 260 / 1.65
n = 157

A sample of 157 staff was taken from the Azikielgroup.com yenegoa, Bayelsa state which includes all the levels of management.

According to Ajayi (2017) Primary data is the first-hand data collected by the researchers through sources such as surveys, observations, questionnaire and interviews. This study will use questionnaire as an instruments of data collection to the following staffs in Azikielgroup.com petroleum industry. A questionnaire is a research tool consisting of a set of questions or other "prompts" to collect data from a set of respondent. The questionnaire will be designed into two parts: the first part will be the classification section and the second part will possess the questions relating to the subject matter inquiry. A five (5) point likert-scale questionnaire will be used for accessing the opinions of the respondent.A 5 scale unit questionnaire will be used to measure respondent's opinion about the above mentioned variable; this will be measured through Likert scale measurement.

Measurement instrument refers to various method through which a researcher obtains data from respondent for his research work. Adedokun (2003) asserts that data refers to any fact observation or facts relating to the subject of the study.

The dependent variable (intrinsic motivation) Will be measured with the five-point likert scale method that range from 1= strongly disagree, 2= Disagree,3= Undecided, 4= Agree,5= Strongly Agree.

The independent variables which are Collaboration, Open culture and Power culture will be measured

using questionnaires with the five-point likert scale method ranging from 1= Strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree.

The study will adopt face and content validity and in the examination of research results from the questionnaire and to test the reliability of the questionnaire the researchers will adopt Cronbach Alpha Statistic to test the reliability of the data. The motive for the use of Cronbach alpha statistic is to known the internal consistency of the data. SPSS application will be used in the calculation of Cronbach alpha for reliability analysis. According to Robson (2011), validity of a research instrument assesses the extent to which the instrument measures what it is designed to measure. Content validity and construct validity will be used to test if the content of the research instrument addressed what ought to measure. When a research instrument is valid, it refers to the degree to which an instrument accurately measures what it intends to measure. Validity of research instruments reveals that the questionnaire contains all the aspect of the subject that should be included in the questionnaire. Crossman (2019) referred to reliability as the degree to which a measurement instrument yields consistent results each time that it is used, assuming that the underlying thing being measured does not change. Questionnaire will be the tool for data collection which will be validated by my supervisor, experts, or a professor on the subject matter.

Model Specification

It is very complicated to measure a typology of organizational culture into Employee creativity. The questionnaire items were derived mainly from previous studies and modified to fit to the nature of this study. Organizational culture items were adapted from Cameron and Quinn (2006) and translated into Nigeria situation. Six innovation capability items were take from the study of Calantone et al., (2002) and Lin (2007). However, we apply Cameron and Quinn model (1999), the Competing Values Framework (CVF). Even though there are other typologies of cultures (Reigle, 2001; Wallach, 1983; Goffee and Jones, 1998), the CVF is one of the most extended and comprehensive and has been used in many empirical studies (NaranjoValenciaet.al, 2011;

Sanz-Valle et.al, 2011; Lao and Ngo, 2004; IObenchain and Johnson, 2004). The Cameron and Quinn's CVF model uses three dimensions to categorize organization culture into one Dimension in Employee creativity. By considering these dimensions, collaboration versus intrinsic motivation etc, This research is based on the impact of organizational culture and Employee creativity on Azikielgroup.com development, in order to clarify the relevance of organization culture to employee creativity,

Method Of Data Analysis

The data collected where analyzed using descriptive and inferential statistic. The demographic data where analyzed using mean and frequency while the bivariate data was analyzed using spearman Rank order correlation coefficient. The reason for the adaptation of Rho statistical tool was due to the fact that the study makes use of ordinal data.

V. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation

Data presentation is the effective communicating information and insights derived from data analysis. It involves using various visualization tools, such as charts graphs and tables to present complex data in a clear and concise manner.

Characteristics of the Sample

The Data presented from the field survey is presented below in tabular form:

Table 2. Data presented from the field survey

Pattern focused	Number administered	Number returned	Number used	Response Rate
Employees	157	145	140	95%

Source: Distributed Questionnaire (2025)

Out of the 157 copies of questionnaire administered, 145 copies of the questionnaire were returned, 5d copies were not properly filled and 140 copies were useable. Therefore, the analyses in this chapter was based on the response rate of 95%.

Table 3: Analysis of Respondents Profile

S/N	Variables	Frequency	Percentage (%)
1	Gender: Male Female Total	91 66 157	60 40 100
2	Age Range: Below 30 years 31-40 years 41years and above Total	37 80 40 157	21 44 35 100
3	Marital Status: Single Married Widowed Divorced Total	66 82 4 11 157	41 51 2 6 100
4	Educational Qualification OND/NCE HND/B.Sc Postgraduate Degree Total	41 103 13 157	22 65 13 100
5	Years of Job Experience Below 5years 5-10years and above Total	50 107 157	25 75 100

Source: Field Survey, 2025.

Table 3 showed the background characteristics of the several respondents. Findings showed that 48% of the sample respondents were males while 52% were females. The age bracket of the respondents showed that 21% of the respondents were below 30 years of age; 44% of the respondents' falls within the age bracket of 31-40 years of age, while 35% of the respondents were above 41 years of age and above. The marital composition of the respondents showed that; 41% of the sample respondents were single, 51% respondents were married, 2% respondents were widowed, while 6% other respondents were divorced. The educational background of the respondents showed that 22% of the respondents were OND/NCE holders, results showed that 65% of the respondents were HND/B.Sc holders, while 13% of the other respondents were postgraduate degree holders. On the years of job experience by staffs, it was shown that 35% of the respondents have below 5years working experience. 37% of the respondents have 5-10 years working experience and lastly 28% of the respondents have above 11years working experience.

Data Analysis

The analysis of the other research data as well as the testing of their earlier postulated hypotheses in previous chapter was done here for the purpose of arriving at a conclusion.

Table 4 Correlations Coefficient sand Descriptive Statistics for Study Variables

		Correlations			
		Collaboration	Power culture	Open culture	Intrinsic motivation
Collaboration	Pearson Correlation	1	.178	.016	.299
	Sig. (2-tailed)		.015	.829	.000
	N	150	150	150	150
Power culture	Pearson Correlation	.178	1	.205	.458
	Sig. (2-tailed)	.015		.005	.000
	N	150	150	150	150
Open culture	Pearson Correlation	.016	.205	1	.470

	Sig. (2-tailed)	.829	.005		.000
	N	161	161	185	185
Intrinsic motivation	Pearson Correlation	.299	.458	.470	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

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

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

Table 4. indicated the descriptive statistics and correlations coefficients values for the study

variables. Collaboration showed positive correlation coefficient with intrinsic motivation (r = 0.299,$p<$ 0.01). This result implied that collaboration is a good variable of organization culture. Power culture showed a positive correlation coefficient with intrinsic motivation (r = 0.458,$p<$ 0.01). The result connotes that power culture is a good variable of organization culture. Open culture showed a positive correlation coefficient with intrinsic motivation (r = 0.470,$p<$ 0.01). This connotes that intrinsic motivation is a good dimension of organization culture.

Table 5 multiple regression analysis of organization culture and employee creativity

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1(Constant)	1.630	1.606		1.015	.311
collaboration	.234	.058	.233	4.016	.000
Power culture	.341	.060	.336	5.663	.000
Open culture	.344	.050	.398	6.821	.000

a. Dependent Variable: Non-monetary incentive

Table 5 exhibited the multiple regression analysis result fororganization culture and employee creativity. The result showed that collaboration which is the first variable has positive effect on employee creativity ($ß$ = 0.233, $p<0.05$). power culture which is the second variable has positive effect on employee creativity ($ß$ = 0.336, $p<0.05$). Furthermore, open culture which is the third variable has positive effect on employee creativity ($ß$ = 0.398, $p<0.05$). The prediction of employee creativity using the statistical model is presented as follows:

$$EP = 1.630+ (0.234×IT) + (0.341×OJT) + (0.344×M)$$

Hypotheses Testing

The Pearson Correlation analysis was adopted as an analytical technique for testing the hypotheses. The p-values reported in the Spearman's correlation tables were used for testing the study hypotheses.

The Decision Rule

If the critical value calculated is greater than the probability level of significance, then the null hypotheses will be accepted while the alternate hypotheses will be rejected and vice versa. If the probability value of 0.000 is lesser than the critical value (i.e. $0.000 < 0.01$), there is need to conclude that the given parameter is significant. In this case, it is fit to reject the null hypotheses and to accept the alternate. Therefore, the p-value is at 0.01.

$H_{01:}$There is no significant relationship between collaboration and intrinsic motivation.

Table 4.2 showed that the calculated level of significance is lesser than the p-value of 0.05 (5%) i.e. ($0.000 < 0.01$). Based on this, the null hypothesis was rejected while the alternate was accepted this

implied that there is significant positive relationship between collaboration and intrinsic motivation

H$_{O2}$: The role of power culture have a significant effect on intrinsic motivation.

VI. DISCUSSION OF FINDINGS

In line with the data analysis done in chapter four and the review of the related literature in chapter two, the discussion of findings of this study is presented below

Collaboration
Table 4.2 showed that collaboration has positive correlation coefficient with employee creativity (r = 0.299,p < 0.01). The table shows that collaboration has positive effect on employee creativity (ß = 0.233, $p<0.05$). Test of hypotheses one showed that there significant positive relationship between collaboration and employees creativity (0.000<0.05). The result is in line with Chidambaram el at, (2019) assertion that collaboration is very important for all the news entrants of the organization, because it not only helps to minimize the time but also the budget for the new entrants to follow the organization. It also helps to increase the performance of employee'sscreativity with the greatest confidence.

Power culture
Table 4.3 showed that power culture has a positive correlation coefficient with employee creativity (r = 0.458,p < 0.01). It showed that power culture has positive effect on employee creativity (ß = 0.336, $p<0.05$). Test of hypotheses two showed that power culture does affect employees' creativity (0.000<0.05). Power culture is given to the employee who is already performing the job assigned to him or her. It is intended to assist the employee to know the greater rudiment techniques and depth study of his job to ensure efficiency .it is conducted at the work location at an interval .immediate superiors is primarily responsible for its implementation.

Open culture
Table 4.2 showed that open culture has a positive correlation coefficient with organizational culture (r = 0.470,p < 0.01). It shows that open culture has positive effect on employee creativity (ß = 0.398,

$p<0.05$). Test of hypotheses three showed that mentorship has a significant positive effect on employees creativity (0.000<0.05).Open culture is a reciprocal and collaborative at- will relationship that most often occur between a senior and junior employee for the purpose of the organizationgrowth.

VII. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary Of Findings
Findings showed that collaboration has positive correlation with intrinsic motivation (r = 0.299,p < 0.01). This suggest that collaboration is essential for all employees, especially newcomers, understand and adhere to organization laws, regulations, and standards, including those related tasks in the organization.

Findings showed that Power culture has positive correlation with intrinsic motivation (r = 0.458,p < 0.01). This suggest that power culture plays a vital role in employee creativity as it allows employees to gain practical commitment, refine cultures, and stay up-to-date with the rules to carry out their activities in the organization.

Findings showed that open culture has positive correlation with intrinsic motivation (r = 0.470,p < 0.01). Open culture facilitate the religion and the tradition of the organization, which enable employees to partake of every right and benefits givimg by the organization.

Conclusion
The study concluded that organization culture has significant positive relationship with employee creativity in azikiel group of company. collaboration, power culture and Open culture has significant positive effect on intrinsic motivation.

Collaboration helps new employees become familiar with the organization's culture, policies, procedures, and their specific roles and responsibilities. When done effectively, it can reduce the time it takes for new hires to become fully productive. Employees who are committed and understand their roles and the company's expectations from the beginning are more likely to contribute effectively and adapt quickly.

Power culture can have an immediate impact on commitment because employees committed by recognizing their works. It put more effort on employees, while working on real tasks, because they will be recognized through appraisals.

Open culture can be highly beneficial for employee commitment in the long term. Career development can share their expertise, offer insights, and help employees develop their skills and knowledge. This can lead to improved job performance, problem-solving abilities, and overall productivity.

Additionally, career development often boosts employee engagement and job satisfaction, which can positively affect commitment.

Recommendations

Organization culture should tailor their collaboration to suit different roles within the organization, to all levels of management.

Organization culture should promote a continuous power culture and improvement by encouraging employees to benefit from appraisals in the organization.

Organization culture should encourage regular Open culture for employees to have intrinsic motivation, challenges, and progress in the organization.

s and enhance creativity. Aligning culture with organizational goals: This study, organization culture can be aligned with organizational goals and performance metrics to promote employee commitment and motivation.

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