

**EMPLOYEE CREATIVITY AND ORGANIZATIONAL SUCCESS OF MANUFACTURING FIRMS
IN RIVERS STATE, NIGERIA**

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ABSTRACT

This study examined the relationship between employee creativity and organizational success among manufacturing firms in Rivers State, Nigeria, with particular attention to idea generation, brainstorming, expertise building, and the moderating role of leadership style. A descriptive survey design was adopted. The target population comprised 5,606 employees in ten registered manufacturing firms. Although the methodology section reports a calculated sample of 400, 400 questionnaires were distributed and 300 usable responses were included in the analysis. Data were collected with a structured four-point Likert-scale questionnaire. Face and content validity were sought through review by the supervisor and other experts, while internal consistency was assessed using Cronbach's alpha. Descriptive statistics and Spearman rank-order correlation were analysed using SPSS. The reported coefficients indicated positive relationships between idea generation and market share ($r = .351$), efficiency ($r = .672$), and profitability ($r = .611$). Brainstorming was associated with market share ($r = .183$), efficiency ($r = .617$), and profitability ($r = .577$). Expertise building was associated with market share ($r = .511$), efficiency ($r = .647$), and profitability ($r = .483$). The paper also reported that the relationship between employee creativity and organizational success increased from $r = .446$ to a partial association of $r = .832$ when leadership style was controlled. Overall, the findings suggest that creative idea generation, employee learning, and collaborative problem-solving are relevant to organizational outcomes. The study recommends that manufacturing firms establish systems for employee suggestions, continuous skills development, and constructive team brainstorming. The moderation result should be interpreted cautiously because the reported analysis does not provide a complete formal interaction test.

Keywords: employee creativity, idea generation, brainstorming, expertise building, organizational success, manufacturing firms, Rivers State

INTRODUCTION

Manufacturing firms operate in competitive environments where they must improve products, control costs, respond to customers, and maintain reliable production. Organizational success therefore depends not only on physical resources and market strategies but also on employees' knowledge, judgment, and ability to develop useful ideas. Employee creativity refers to the generation of novel and useful ideas relating to work procedures, products, and processes. When

such ideas are evaluated and implemented, they can help organizations improve efficiency, strengthen their market position, and support profitability.

The paper underlying argues that firms may struggle to sustain productivity and competitiveness when they do not develop employees' creative capacity. Idea generation can help employees identify new approaches to work; brainstorming provides a collaborative means of producing and refining alternatives; and expertise building develops the knowledge and skills needed to put ideas into practice. Leadership may also shape whether employees feel supported in contributing ideas and experimenting with improvements.

Although employee creativity has been discussed in studies of organizational performance, the paper identified a need for context-specific evidence on manufacturing firms in Rivers State. This article condenses the original paper into a journal-style report focused on the study's purpose, methods, reported results, implications, and recommendations.

Aim and Research Objectives

The main aim and objective of this paper was to examine employee creativity and organizational success of manufacturing firms in Rivers State. Specifically, the study was to:-

1. assess the relationships of idea generation, brainstorming, and expertise building with three organizational-success indicators: market share, efficiency, and profitability.
2. consider the reported moderating influence of leadership style on the relationship between employee creativity and organizational success.

Theoretical Review

Componential Theory of Creativity

The componential theory of creativity proposed by Amabile (1988) indicates that Brainstorming propels one to devote their efforts to creative processes by enticing one to be interested in and enjoy one's work (i.e., want to motivational force) (Amabile, 2016). The theory emphasizes the premise that ideas generation encourages one to engage in creative processes and maintain one's level of involvement by allowing one to believe in one's ability to successfully accomplish these processes (i.e., can-do motivational force) which help propel organisational success (Bandura, 2019; Tierney & Farmer, 2017).

Moreover, integrating the componential theory of creativity, Grant (2016) have conceptualized that at the creative stages that determine the usefulness of creative outcomes, prosocial motivation will be critical for one's creativity (i.e., motivational force prompting one to focus on the novel discoveries that are useful for others) (Bolino & Grant, 2016; Grant & Berg, 2015). The componential theory of creativity (Amabile, 1983) and Shalley et al.'s (2016) review of creativity studies both indicated that contextual and personal factors have parallel influences on one's creativity. More specifically, Oldham and Cummings (2016) argued that employees were creative when they worked on jobs with certain features beneficial to creativity, possessed appropriate creativity-relevant personal characteristics, and were supervised in a supportive, non-controlling fashion.

LITERATURE AND CONCEPTUAL FOCUS

Employee creativity is treated in the paper as the production of new and useful ideas about products, procedures, and work processes. Three dimensions were examined. Idea generation involves producing, developing, and communicating possible solutions or opportunities. Brainstorming encourages employees to contribute multiple alternatives in a relatively open group setting before ideas are assessed. Expertise building concerns the development of specialized knowledge and practical skills through learning, training, and experience.

Organizational success was examined through market share, efficiency, and profitability. Market share reflects a firm's sales relative to the wider market or competitors. Efficiency concerns the ability to produce desired outputs while minimizing avoidable use of time, labour, materials, and other resources. Profitability concerns the firm's ability to generate revenue beyond its expenses.

The paper conceptual position is that employee creativity can contribute to these outcomes, while leadership style may influence the extent to which creativity is encouraged and translated into organizational results.

Conceptual Framework

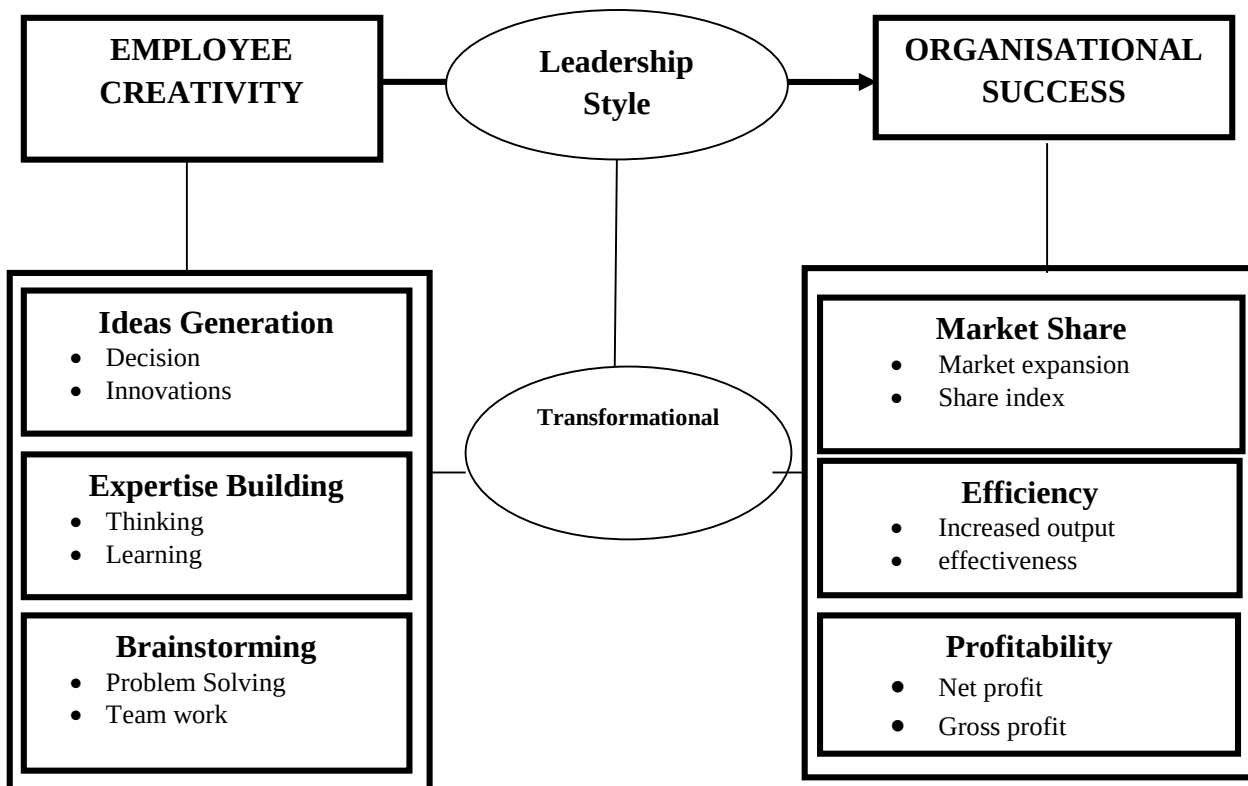


Fig 1.1: Conceptual framework of the relationship between employee creativity and organizational success.

Source: Celine (2018), Gur (2014), Inki (2017)

METHODOLOGY

Research Design and Population

The study adopted a descriptive research design. The target population was reported as 5,606 employees across ten registered manufacturing firms in Rivers State. The firms listed in the paper were Demcok Paints Limited, Drilling Fluid & Chemical Industry Ltd, Energy Works Technology Ltd, First Aluminium Plc, Hidoz Group Limited, Hopeup Integrated Industries Nigeria Ltd, Kabelmetal Nigeria Plc, Sam & Sara, Oasis Preforms Synergy Limited, and New Rivoc Nigeria Limited.

Sample and Sampling Procedure

The paper describes the sample-size calculation using the Taro Yamane formula and reports a target of 400 respondents in the formula and administration sections. Questionnaires were distributed across the ten firms using simple random sampling, with allocation described as proportionate to the firms' population sizes. The paper contains an inconsistency because one sentence states that the sample size was 370, while the formula and fieldwork sections report 400. This article uses the documented fieldwork figures: 400 questionnaires distributed and 300 usable responses analysed.

Instrument, Validity, and Reliability

Primary data were collected using a structured questionnaire based on a four-point Likert scale. The paper reports that the instrument was reviewed by the supervisor and other subject-area experts for face and content validity, and that pre-testing was used to identify unclear items. Internal consistency was assessed with Cronbach's alpha in SPSS. The paper reports alpha values above the stated .70 benchmark for the measured constructs: organizational-success indicators (market share, efficiency, and profitability), employee-creativity dimensions (idea generation, brainstorming, and expertise building), and leadership style. The source presents the construct-level values as .703, .706, .712, .754, .711, .720, and .717 respectively.

Table 1. Reliability of the study measures

Construct / dimension	Number of items	Cronbach's alpha
Organizational success – profitability	4	.703
Organizational success – market share	4	.706
Organizational success – efficiency	4	.712
Employee creativity – idea generation	4	.754
Employee creativity – brainstorming	4	.711
Employee creativity – expertise building	4	.720
Transformational leadership style	4	.717

Discussion: The reported Cronbach's alpha coefficients ranged from .703 to .754, exceeding the .70 benchmark used in the paper. This indicates acceptable internal consistency for the reported scales. The original output and exact construct labels should nevertheless be checked before publication.

Data Collection and Analysis

The researcher and two research assistants administered the 400 questionnaires over two weeks. Of these, 356 were returned; six returned copies were unusable, leaving 300 usable questionnaires for analysis. The usable response rate was therefore 75.0% of the questionnaires distributed. Descriptive statistics, including frequencies, weighted averages, means, and standard deviations, were used to summarize responses. Spearman rank-order correlation was used to examine associations between the creativity dimensions and organizational-success indicators. The paper used SPSS and a significance threshold of .05.

RESULTS

This section presents the descriptive statistics for the employee-creativity dimensions and organizational-success indicators, followed by the reported correlations between them. Results are based on 300 usable questionnaires as reported in the condensed paper. The source tables contain some inconsistencies; therefore, the values below are reproduced from the paper's summary statistics and should be checked against the original SPSS output before submission.

Table 2. Descriptive statistics for employee creativity

Dimension	N	Minimum	Maximum	Mean	SD
Idea generation	300	1.00	4.00	3.6445	.60635
Brainstorming	300	1.25	4.00	2.7874	.61231
Expertise building	300	1.25	4.00	2.6343	.61865

Discussion: Idea generation recorded the highest mean ($M = 3.6445$), followed by brainstorming ($M = 2.7874$) and expertise building ($M = 2.6343$). This pattern suggests that respondents rated idea generation most positively among the measured creativity dimensions. The lower means for brainstorming and expertise building point to possible areas for strengthening structured group problem-solving and employee development. These are descriptive results and do not independently establish effects on organizational success.

Table 3. Descriptive statistics for organizational success

Indicator	N	Minimum	Maximum	Mean	SD
Market share	300	1.75	4.00	3.5737	.43452
Efficiency	300	1.58	4.00	3.7382	.47532
Profitability	300	1.75	4.00	3.9896	.49442

Discussion: Profitability had the highest reported mean ($M = 3.9896$), followed by efficiency ($M = 3.7382$) and market share ($M = 3.5737$). Within the paper's descriptive results, profitability was rated most positively. These values reflect respondents' questionnaire assessments; they should not be interpreted as audited financial or market-share measures.

Table 4. Correlations between employee-creativity dimensions and organizational-success indicators

Creativity dimension	Market share (r)	Efficiency (r)	Profitability (r)
Idea generation	.351	.672	.611
Brainstorming	.183	.617	.577
Expertise building	.511	.647	.483

Discussion: All nine reported coefficients were positive. Idea generation was most strongly associated with efficiency ($r = .672$), followed by profitability ($r = .611$) and market share ($r = .351$). Brainstorming had a comparatively weak association with market share ($r = .183$), but stronger associations with efficiency ($r = .617$) and profitability ($r = .577$). Expertise building was associated with efficiency ($r = .647$), market share ($r = .511$), and profitability ($r = .483$). The pattern suggests that the creativity dimensions may be more closely related to internal efficiency and profitability than to market-share outcomes. The source reports significance as .000; this should be reported as $p < .001$ only after checking the original SPSS output. Correlation indicates association, not causation.

Table 5. Reported relationship between employee creativity, organizational success, and leadership style

Reported statistic	Coefficient (r)	Interpretation
Employee creativity and organizational success	.446	Positive association reported in the source
Partial association reported when leadership style was controlled	.832	Source interpreted this as moderation; this does not by itself establish moderation

Discussion: The paper reported a positive correlation of $r = .446$ between employee creativity and organizational success and a partial association of $r = .832$ in its leadership-style analysis. However, the original table is difficult to interpret and does not clearly document a formal interaction test. A partial correlation is not equivalent to a moderation test. Accordingly, the result should be treated as exploratory and the moderation claim should be verified using the raw data and a suitable interaction model before publication.

Note. The sample-size narrative and questionnaire-return figures differ across sections of the source paper. The article uses $N = 300$ for the reported analyses, but the questionnaire flow and statistical outputs should be reconciled by the authors before submission.

Discussion

Across the nine reported associations, each creativity dimension was positively related to each organizational-success indicator. Idea generation showed its strongest association with efficiency, followed by profitability. This supports the practical importance of mechanisms through which employees can propose changes to production routines, identify problems, and communicate workable solutions. Ideas are unlikely to produce value automatically; firms also need processes for evaluating, resourcing, and implementing suitable suggestions.

The brainstorming results show a similar pattern, with stronger associations for efficiency and profitability than for market share. Group discussions may help employees draw on different experiences and identify process improvements, although the comparatively small correlation with market share suggests that brainstorming alone may not translate directly into external competitive gains. Implementation quality, customer demand, product positioning, and other factors may also matter.

Expertise building was also positively related to all three outcomes. The stronger association with efficiency suggests that training and the development of job-specific competence may be relevant to reducing errors, improving task execution, and using equipment and materials effectively. Firms may therefore benefit from combining employee development with opportunities to apply newly acquired skills.

The leadership finding points to the importance of a workplace climate in which employees can contribute ideas and receive constructive responses. Nevertheless, because the paper's reported moderation statistic is not a clearly documented interaction test, the evidence does not conclusively demonstrate a moderating effect. The correlation findings should also be interpreted as associations rather than proof that creativity caused changes in market share, efficiency, or profitability.

CONCLUSION

The paper found positive reported relationships between idea generation, brainstorming, expertise building, and the organizational-success indicators of market share, efficiency, and profitability among the sampled manufacturing firms in Rivers State. The strongest bivariate association in the reported results was between idea generation and efficiency ($r = .672$), followed by expertise building and efficiency ($r = .647$), and idea generation and profitability ($r = .611$). The findings underline the practical relevance of employee creativity as part of efforts to improve organizational processes and outcomes. Because the study used questionnaire data and correlational analysis, conclusions should be framed in terms of relationships rather than causal effects.

RECOMMENDATIONS

- Manufacturing firms should establish clear channels for employees to submit, discuss, and develop ideas for products, production processes, and service improvements.
- Managers should use structured brainstorming sessions to encourage participation across teams and should document, assess, and follow up on promising suggestions.
- Management should support a work climate in which employees can raise problems and propose improvements without fear of unfair criticism.

- Organizations should track whether implemented employee suggestions produce measurable changes in production efficiency, product quality, costs, customer response, market share, and profitability.

Limitations and Further Research

The paper was limited to few manufacturing firms in Rivers State and relied on questionnaire responses, which may be affected by respondents' perceptions and willingness to disclose information. The cross-sectional descriptive survey and correlational analysis do not establish causation. Future studies could use larger or more diverse samples, combine questionnaire data with objective firm-level performance indicators, and apply regression-based moderation analysis to test whether leadership style changes the strength of the relationship between employee creativity and organizational success.

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