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Workers Wellbeing and Creative Person: Organisational Culture Effect

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ABSTRACT: The Nigerian education environment is highly competitive and dynamic with academicians as the creative persons and originators of useful and marketable concepts. However, ideas in some universities lack originality, while the rankings of Nigerian universities for creativity and patents against global rankings have remained low. The study adopted a cross-sectional survey research design and data were collected from eighty-five full-time academic staff, using validated and reliable copies of a questionnaire. The result from hierarchical regression analysis revealed that organizational culture has a moderating effect on the relationship between workers wellbeing and creative person ($R = 0.910$, $\Delta R^2 = 0.242$, $\Delta F_{(1, 81)} = 113.391$; $p < 0.05$) in selected private universities in South-West, Nigeria. It was recommended for management to match workers' resource pool with the creativity drive through institutionalized cultural practices that continuously respond to dynamic environment. Thus, future researchers should extend this concept of creative persons to public universities to deeper insight on workers' wellbeing.

KEYWORDS: Workers wellbeing, creative person, organizational culture

I. INTRODUCTION

Globally scholars and practitioners have highlighted the predominant role of creativity as a core competence needed by individuals, teams or groups working in diverse domains of work (Kim & Choi, 2017; Rubenstein, Ridgley, Callan, Karami, & Ehlinger, 2018). Interestingly, in the ever-changing human society, creativity has been acknowledged as decisive to all human activity. Hence in the 21st century, to make, innovate, and create, has become the yardstick for evaluating, individuals, organisations, and societies (Okediji, Fagbounbe, & Akintayo, 2017). Nevertheless, whereas reports as regards investment levels in research and development, and patents per capita, Australia, the United States, New Zealand, and Canada ranked in the top ten countries; South Africa, Botswana, Kenya, among others were ranked top in Africa but Nigeria was not ranked due to the inaccessibility of required data on creativity (Cornell University, INSEAD & WIPO, 2015; Dimnwobi, Ekesiobi, & Mgbemena, 2016; Flanagan, 2015). Further, a report on critical thinking in teaching and research skills in 140 countries, ranked Nigeria as 131 (World Economic Forum, 2018). Creative person is usually energetic and full of ideas (Thomas, 1910; Kenetta, Levy, Kenett, Stanley, Faust, & Havlin, 2017). The person is characterized by having a desire to grow and a capability to be puzzled, spontaneous, a divergent thinker, and someone open to new experiences, persistent, and a hard worker (Kanematsu & Barry, 2016; Rhodes, 1961; Runco, 2004). As a result, the strength of every organisation lies primarily in her personnel's creativity (Usoro & Etuk, 2016). In the case of the education environment, Osaat and Ekechukwu (2017) claimed that lecturers are the greatest assets as well as major stakeholders in the university industry. Thus, although scholars have claimed that the creative product is the focal point of creativity (Cropley & Cropley, 2013; Gajda, Karwowski, & Beghetto, 2017; Kanematsu & Barry, 2016), Corazza (2016) argued that no matter the sector, to achieve creativity, it is important to carry out the study on the person who produces the product, the processes involved, the resources available, and the pressure and support in the environment to perform on the job. Hence, Rubenstein, *et al.* (2018) advanced that without

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reference to the person who utilizes cognitive processes, a product cannot be created within an environment. Indicating that the features of creativity are intertwined.

Workers wellbeing as a multidimensional concept is a growing area of research (Gareth & Wilson, 2017; Guest, 2017). The perspective of wellbeing encompasses the ways in which people experience and evaluate their lives positively. Thus, workers wellbeing is present when people realize their potential, are resilient in dealing with the normal stresses of their life, takes care of their physical wellbeing and has a sense of purpose, connection and belonging to a wider community (Tov, 2018). Indicating that wellbeing is a fluid way of being and needs nurturing throughout life (Department of Education and Skills, 2017). Ahmed, Kamil, and Ishak (2018) asserted that workers wellbeing explains the equilibrium level between the workers' resource pool and the challenges such as demands facing them. Hence whenever the challenges are greater than the resources at their disposal to mitigate against the pressures of demands, there will be issues with workers wellbeing. In congruence with these submissions, Amabile (1998 cited in Kock, 2011) emphasized the inclusion of time and money (in the form of wages) as creative facilitating resources, while Jovanović and Joshanloo (2019) advanced that life satisfaction, is a predictor of wellbeing. Therefore, while wellbeing promotes the mental and physical health (Bücker, Nuraydin, Simonsmeier, Schneider, & Luhmann, 2018), it could support creativity in terms of novelty, fluency, flexibility, and originality of ideas and solutions to problems (Dahie, Mohamed (Aligees), & Khalif, 2017; laSho, 2017; Suh, 2019). Organisational culture interacts assumptions, values, and meanings in an organisation which builds momentum for its organisational members' achievements (Luu, 2010). Thus, the adoption of a type of culture by an organisation is helpful for the employees to efficiently do their work (Shahzad, Luqman, Khan, & Shabbir, 2012). Zeyada (2018) agreed that organisational culture represents one of the most important factors affecting the behavior of individuals in different organisations. As such it is one of the key sources of competitive advantage of organisations today. Olaigbe, Unachukwu, and Oyewole (2018) affirmed that as the process through which an organisation develops its internal capacity to be the most effective begins with having a winning culture that defines best ways of functioning without creating any unhealthy working environment. Salama (2018) submits that the fabric of organisational values and relationships composed by the organisational culture represent the most important component of the good organisational environment which qualifies the workers to develop their performance through accomplishing creativity. However, the culture could represent a barrier during implementation of new wellbeing strategies if less consideration is given to the workers (Ijins, Skvarciany, & Gaile-Sarkane, 2015). Consequently, there could be a link between wellbeing, creative person and the organisational culture in an organisation. Scholars have posited that whereas rankings are not a complete proxy for university quality, rankings offer the best relative guide available to determine creativity and competitiveness (Aithal, Kumar, Madhushree, & Revathi, 2018; Fontinha, Laar, & Easton, 2016; Hazelkorn, 2015). Thus, a report by World Education Survey (2017) that measures the quality of faculty through novelty in research, teaching, international outlook, research citations, patents, and grants, revealed that globally, Nigerian universities have low rankings. Even the best university in Nigeria is not ranked among the first 1,000 in the world (Webometrics Ranking of World Universities, 2018, 2019; World Education Services, 2017). More so, previous studies have revealed that the extent to which wellbeing is experienced by academics in Nigerian universities is abysmal and has remained a growing concern (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017; Omole, 2018; Onyia, 2016; Usoro, 2018). Nevertheless, Kotter and Heskett (2011) stressed that even with an organisation's strategy and business context on wellbeing, it may not promote excellent output in the long run, unless they are backed up with strategies that continuously respond to the dynamic environments. Hence what moderating effect does organisational culture play on workers wellbeing and creative person? It is on this premise that this study is conducted in selected private universities in South-West Nigeria. The work is organized into a literature review after the introduction, methodology, the results presentation, conclusion, and recommendation.

II. OBJECTIVE

- To examine the moderating effect of organisational culture on the relationship between workers wellbeing and creative person

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III. LITERATURE REVIEW

Conceptually, Thomas (1910) defined the concept of creative person as an individual who is usually energetic and full of ideas. Scholars claimed that the creative person is characterized by having a desire to grow and a capability to be puzzled, extemporaneous, a divergent critical thinker, open to new skills, persistent, and a smart and hard worker (Rhodes, 1961; Runco, 2004). Kanematsu and Barry (2016) advanced that the concept of the creative person refers to originality, flexibility, fluency and elaboration of an individual in the creative phenomenon. Accordingly, the strength of every organisation lies primarily in her personnel (Usoro & Etuk, 2016), as individual creativity is the driver of organisational creativity (Gupta & Banerjee, 2016). Likewise, in the education environment, lecturers, educators or academic staff are termed as, the creative class (Florida, 2002; Zhou & Shalley, 2018), play a significant role in the creation and advancement of new knowledge through scholarly research, teaching, and service activities (Sadi, 2019; Van der Heijden, Geldens, Beijgaard, & Popeijus, 2015; Zhou & Shalley, 2018), and are the greatest assets as well as major stakeholders in the university industry (Osaat & Ekechukwu, 2017). In a nutshell, it is the reason why no education system may rise above the quality of its teachers (Bawuro, Danjuma, & Wajiga, 2018; National Policy on Education, 2014). The World Health Organisation (2004) defined wellbeing as the state of acceptable level of good physical health, emotional and mental wellness; encompassing the psychological; physical health; financial, and social well-being. Taylor (2015) added that well-being at work presents a valuable opportunity to benefit societies by helping working individuals to feel happy, competent, and satisfied in their roles. Also, people who achieve good standards of well-being at work are likely to be more creative, more loyal, more productive, and deliver better services than individuals with poor standards of well-being at work. Therefore, wellbeing is multi-dimensional in nature (WHO, 2001). However, despite the multi-facet nature of the concept of wellbeing and as a growing area of research, the question of how it should be defined remains unanswered (Dodge, Daly, Huyton, & Sanders, 2012; Gareth & Wilson, 2017; Guest, 2017). Lovell and Beckstrand (2015) and Tov (2018) perceived wellbeing as a measure of a person's perception of how the individual's life is progressing, whether it is fulfilling and satisfying, whether the individual feels the best every day, and where the person's life is headed in the future. Therefore, understanding workers wellbeing as a holistic life experience which is much broader such that physical wellness, though necessary and important, is only part of the overall wellbeing story. Therefore, the causes, consequences, and correlates of wellbeing may depend on how it is defined and measured since, the resolution of what constitutes wellbeing may depend on the theoretical perspective the researcher proposes to adopt. Organisational culture is referred to as the set of theory of important values, beliefs, and understandings that members share in common, which help managers to make decision and arrange activities of the organisation (Sun, 2008). However, Morgan (1986) argued that due to the high role human nature processes play in an organisation, it is important that organisations are built around people rather than techniques. Hence Agwu (2014) defined the concept as the set of shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. Other scholars opined that organisational culture are certain characteristics that shape how human beings behave and communicate within any organisational setting and a company's orientation towards its internal stakeholders (Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa, & Atolagbe, 2018; Maseko, 2017; Motilewa, Worlu, Agboola, & Adeniji, 2016; Rashid & Shah, 2016; Zeyada, 2018). Thus Ilham (2018) advanced that today's organisations operate in changing and complicated circumstances, making their need of creativity at all levels an urgent one. Consequently, organisational culture that values creativity and innovation would align its resources and strategies along with the human resources to improve their competitive advantage (Abdullah, Wahab, & Shamsuddin, 2016). Empirically a study by Nyarko, Akenten, and Abdul-Nasiru (2013) found that a person's creativity is fostered when appropriate environment and resources is present. In line with Nyarko, *et al.* submission, a study by the University and College Union [UCU] (2013) showed that academics experience higher stress than other professionals in the wider population. As results showed that the demands for increased product and productivity resulting in increased workloads on higher education is to blame for rising levels of mental health problems among academics. In line with previous findings, studies have highlighted key determinants of workers wellbeing that influence creativity to include, health and happiness (Muhammad & Nasreen, 2015), pleasant emotions (Ogenyi, Onuoha, & Nwede, 2018), accumulating effects of academic success or failure combined with other factors (Bücker, *et al.*, 2018), and job stress from excess workload and life satisfaction (Lambert, *et al.*, 2018; Naseem, 2018). Other studies found that improved wellbeing have a large impact on employees, their work output, and ultimately on the organisation's bottom-line

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(Jovanović & Joshanloo, 2019; Lovell & Beckstrand, 2015). Similarly, previous studies found that wellbeing influence on creativity has become increasingly animated, with broad implications for the psychology of human performance, and with applications to education, business, and other industries due the positive significant relationship that exists between the variables (Amabile & Pillemer, 2012; Edem, Akpan, & Pepple, 2017; Manganelli, Thibault-Landry, Forest, & Carpentier, 2018; Shamas & Maker, 2018). However, some studies have been inconclusive due to variations based on sector and geographical location (Jovanović & Joshanloo, 2019; Klijn & Tomic, 2009). Nevertheless, it is empirically proven that workers wellbeing has a significant relationship with creativity (Bruton, 2018; Jovanović & Joshanloo, 2019; Junior Cycle Wellbeing Guidelines, 2017; Tov, 2018; Usoro, 2018). Additional, studies have found that the provision of resources at work enhance workers health conditions, wellbeing, and performance (Ahmed, *et al.*, 2018; Rachmaliya, 2017); because, academic members subjected to conditions such as non-payment, or half-paid salaries, academic workloads, poor facilities and equipment, among others that are generally perceived as the antecedents of poor wellbeing of faculty staff have negative effect on productivity (Akinmayowa & Kadiri, 2014; Umeh & Matthew, 2017). In view of these, studies have supported evidence that managing organisational culture effectively leads to higher organisational outcomes (Odor, 2018; Okesina, Oluwole, Ogunbowale, Ogueyungbo, & Dada, 2018;

Ogbeibua, Senadjkia, & Gaskin, 2018; Rashid & Shah, 2016), and creativity climate (Abdullah, *et al.*, 2016; Evawati, 2015; Ojo, 2015; Olaigbe, *et al.*, 2018). Salama (2018) study findings corroborated previous results that the organisational culture contributes in assisting the individual in problem solving and decision making, enabling the individual to make a decisive decision in a relatively record time, and to discover problems to solve them; thus leading to encouragement of creativity. However, Kotter and Heskett (2011) stressed that there is need for organisations to continuously respond to the dynamic environments or else an organisation's strategy and business context may not promote excellent outcomes in the long run. Theoretically, the Person-Environment (P-E) Fit Theory proposed by Kaplan (1950) and reviewed by French, Rodgers, and Cobb (1974) proposes that the degree to which individual and environmental characteristics match and are integrated, influences performance and creativity. Hence, the individual, and the work environment and resources provided influences the wellbeing and results in either or not creative outcomes in the organisation. Edwards and Rothbard (2000) observed that the person-environment fit presents a match between the individual and the environment and is beneficial to the individual's mental, psychological and physical wellbeing, while a mismatch implies stress and results in mental, psychological and physical tension. van Vianen and Stoelhorst (2007) postulation supported P-E Fit Theory that people have a fundamental need to fit the environments of work and that the degree of fit between people and work environment is positively related to important individual outcomes which could culminate into organisational outcomes. Other scholars postulated that the fit between personal and contextual factors or environment is important in influencing the occurrence of creative performance (Joo, McLean, & Yang, 2013; van Vianen, 2018). Further, the theory assumes individuals strive to fit because such individuals generally prefer consistency, wish to exert control over their life and to reduce uncertainty, have a need to belong, and want happiness and life satisfaction (Qinxuan, Mingchuan, & Yu, 2013). Thus, an organisation culture that could integrate a work environment that promotes workers wellbeing, and provides operational resources, could either or not influence creative outcomes from employees in the organisation.

IV. METHODOLOGY

This study adopted the cross-sectional survey research design for the purpose of attempting to understand a specific population at a particular time and to focus on facts and information about people such as people's beliefs, opinions, motivations, and behavioural patterns (Zikmund, Babin, Carr & Griffin, 2012). The validation for the decision to use cross-sectional survey is consistent with the study of Ogbeibua, *et al.* (2018) on the moderating effect of benevolence on the impact of organisational culture on employee creativity, and Abdullah, *et al.* (2016) work on organisational culture, creativity climate and organisational innovativeness: Are they linked? Similarly, Salama (2018) used cross-sectional survey to determine the relationship between organisational culture and administrative creativity in universities. This study was conducted in South-West Nigeria since the zone has the highest number of private universities in Nigeria (NUC, 2019). There are thirty-six (36) private universities representing 46 percent of the private universities in

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Nigeria. Three (3) private universities were selected. The private universities were selected based on year of establishment (accredited universities from 5 years and above - 1999 to 2011), ownership and ranking on JAMB's 2017 statistics, which considered academic stability, popularity, affordability, available facilities and quality of academic staff in determining applicants' choice of preferred universities as gathered by the Economic Confidential, 2017. The selected private universities were Pan-Atlantic University, Lagos State, Wesley University of Science and Technology, Ondo State and Adeleke University in Osun State, Nigeria. The target population consisted of full-time academic staff ranked as senior lecturer and above. A sample size of one hundred and five (103) constituted the sample size determined by utilizing the formula developed by Krejcie and Morgan (1970) for sample determination for a finite population. The study adopted the multiple stage stratified sampling technique. The research was conducted through a well-structured questionnaire administered on full-time academic staff, senior lecturer and above, to obtain data needed on their opinion, and perception in a short period of time, to measure change, and add to empirics. Items in the questionnaire were adopted, adapted and self-developed based on conceptual review because the questionnaires have been used in other counties and in different sectors. The questionnaire was divided into four sections: Section A contained workers wellbeing items, Section B; consisted of questions on creative person. Section C contained question items on organisational culture. While Section D, was on socio-demographic variables. Pilot test was conducted on the questionnaire along with validity and the reliability test. Content, criterion and construct validity were established (Fornell & Larcker, 1981) to determine the reliability of the instrument. Whereas the face content or face validity (scale's validity) was used to measure how well the content of the research measurement instrument measures what it is designed to measure. The content validity was addressed through the review of literature; adapting instruments used in previous research that has been critically reviewed and validated, and self-developed through conceptual review. While the criterion validity was used to measure the ability of the research instrument to predict future outcomes. Cronbach's alpha coefficient from internal consistency test determined the reliability result. The result revealed (α) = 0.875 (with the lowest being 0.744; and the highest 0.922). The structured questionnaire was considered reliable since the results of the pre-test result as depicted by the Cronbach's alpha was greater than 0.70 and closer to 1.0 (Livingston, 2018; Nunnally, 1978). The study used primary data sourced from the sampled private universities and analyzed by using inferential statistics through Statistical Package for Service Solutions SPSS 21.0. The research model framework reviewed the variables to be studied in this work on the moderating effect on the relationship between the independent and dependent variable. Therefore, the hierarchical regression equation was established based on the features of the variables. Hence the regression model was formulated in relation to the research objective as stated below:

$$Y = f(X, Z)$$

Where:

Y = Creative Person (CPE)

X = Workers Well-Being (WWB)

Z = Organisational Culture (ORGCUL)

The functional relationship of the model is presented as:

$$CPE = \beta_0 + \beta_1 WWB_i + \beta_2 ORGCUL_i + \beta_3 WWB_i * ORGCUL_i + \mu_i$$

Where: β_0 = Constant term

β_1 = Coefficient of workers well-being

β_2 = Coefficient of organisational culture

β_3 = Coefficient of Interaction of workers well-being and organisational culture

μ = Error term (Stochastic variable).

At 95% confidence interval, the hypothesis was tested using moderated (hierarchical) multiple regression analysis.

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V. RESULTS

The inferential statistics was conducted based on the eighty-five (85) copies of questionnaires retrieved which represented a response rate of 81%, The study null hypothesis (H₀) stated that organisational culture has no significant moderating effect on the relationship between workers wellbeing and creative person Therefore, to test the formulated hypothesis, a hierarchical regression analysis was implemented as presented in Table 4.1.

Table 4. 1: Model Fitness regression results for the effect of Organisational Culture on the relationship between Workers Well-Being and Creative Person

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	.765 ^a	.586	.576	.52576	.586	57.954	2	82	.000
2	.910 ^b	.827	.821	.34148	.242	113.391	1	81	.000

a. Predictors: (Constant), ORGCU, WWB

b. Predictors: (Constant), ORGCU, WWB,WWB & ORGCUL,

Source: Field Survey. 2019

The two stage hierarchical multiple regression model summary in Table 4.1 results revealed that Model 1 with combination of organisational culture and workers wellbeing as predictors of creative person, have R value of 0.765, thus, a strong positive relationship existed between the predictor variables and creative person. The R² (0.586 or 58.6%) was significant at $F_{(2, 82)} = 55.954, p < 0.05$, since it could account for 58.6% of the variance. Model 2, demonstrated the combination of organisational culture and workers wellbeing with an inclusion of the interaction term (workers wellbeing and organisational culture), was an improvement over the earlier model, with an R of 0.910 and an R² change of 0.242, thus 24.2% of the variance had been accounted for. The change in R² was significant at $F_{(1, 81)} = 113.391, p < 0.05$; this shows that the second set of predictors could predict creative person. Therefore, there was a significant moderating effect of organisational culture on the relationship between workers wellbeing and creative person in selected private universities in South West, Nigeria. The relationship was strong, positive and statistically significant at (R = 0.910, $\Delta R^2 = 0.242, \Delta F_{(1, 81)} = 113.391; p < .05$).

Table 4.2: Regression Coefficients for the Effect of Organisational Culture on the relationship between Workers Well-Being and Creative Person

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	.397		1.108	.271
	ORGCU	.504	.075	.558	6.673	.000
	WWB	.420	.114	.307	3.678	.000
2	(Constant)	4.822	.486		9.930	.000
	ORGCU	.043	.065	.048	.658	.512
	WWB	-1.272	.175	-.930	-7.252	.000
	WWB & ORGCU	.252	.024	1.642	10.649	.000

a. Dependent Variable: Creative Person

Source: Field Survey. 2019

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The objective of the work was to establish the moderating effect of organisational culture on the relationship between worker wellbeing and creative person. The moderated multiple regression was utilized to establish the interaction effects. Evidences from ANOVA result indicates that the F value is significant ($F_{(2, 82)} = 57.954, p < 0.05$). Further, the β coefficients results for the constant and two predictors of creative person were as follows; Constant $\beta = 0.440, t = 1.108, p = 0.271$, not significant; organisational culture, $\beta = 0.558, t = 6.673, p = 0.000$: positive and significant; workers wellbeing, $\beta = 0.307, t = 3.678, p = 0.000$: positive and significant.

However, in Model 2, the t values infer that whereas the coefficient of the model parameter is statistically significant for workers wellbeing ($\beta_1 = -0.930, p < 0.05$) though negative; it is not statistically significant for organisational culture ($\beta_2 = 0.048, p > 0.05$) though positive, while the interaction term is statistically significant ($\beta_3 = 1.642, p < 0.05$). The beta coefficients for interaction term denote that the introduction of organisational culture into the model increases the effect of organisational culture on creative person. Therefore, based on the results from the analysis, the best fitting model for predicting creative person would be the linear interaction of organisational culture and workers wellbeing designed for staff. From the regression analysis, the regression equation established was:

$$CPE = 4.822 - 0.930WVB + 0.048ORGCUL + 1.642WVB*ORGCUL$$

Where: CPE = Creative Person

WVB = Workers Well-Being

ORGCUL = Organisational Culture

WVB*ORGCUL = Interaction of Workers Well-Being and Organisational Culture

The moderated regression results in Table 4.1 indicates that organisational culture has statistically significant moderating effect on the relationship between workers wellbeing and creative person. Therefore, the explanation on creative person is empirically associated with organisational culture with reference to workers wellbeing. The finding implies that the relationship between workers wellbeing and creative person in selected private universities in South West, Nigeria depends on organisational culture. Thus workers wellbeing measures implemented with strategic organisational culture that promotes continuous response to the dynamic environments can empirically account for increase in the creative person's novelty in research, teaching and community service.

VI. DISCUSSION OF FINDINGS

The findings in this work revealed that organisational culture significantly moderated the relationship between workers wellbeing and creative person. In view of the findings, previous studies have supported evidence that managing organisational culture effectively leads to higher organisational outcomes (Odor, 2018; Okesina, *et al.*, 2018; Senadjkia & Gaskin, 2018), and creativity climate (Abdullah, *et al.*, 2016; Olaigbe, *et al.*, 2018). Salama (2018) study findings corroborated this work results that the organisational culture contributes in assisting the individual in problem solving and decision making, enabling the individual to make a decisive decision in a relatively record time, and to discover problems to solve them; thus leading to encouragement of creativity. Hence a number of scholars have found that workers wellbeing could have a link with creativity when there is a match between the equilibrium level of the workers' resource pool and the demands as provided in the organisation (Ahmed, Kamil & Ishak, 2018; Bucker, *et al.*, 2018; Steenkamp & Roberts, 2018; Tov, 2018). In line with previous findings, studies have highlighted key determinants of workers wellbeing that influence creativity to include, health and happiness (Muhammad & Nasreen, 2015), pleasant emotions (Ogenyi, *et al.*, 2018), accumulating effects of academic success or failure combined with other factors (Bucker, *et al.*, 2018), job stress from excess workload and life satisfaction (Lambert, *et al.*, 2018; Naseem, 2018). Thus studies have found that improved wellbeing have a large impact on workers, their work output, and ultimately on the organisation's bottom-line (Lovell & Beckstrand, 2015). Therefore, it has been empirically proven that workers wellbeing has a significant relationship with creativity (Bruton, 2018; Jovanović & Joshanloo, 2019; Junior Cycle Wellbeing Guidelines, 2017; Tov, 2018; Usoro, 2018). However, Kotter and Heskett (2011) stressed there is need for organisations to continuously respond to the dynamic environments or else an organisation's strategy and business context may not promote excellent outcomes in the long run. Therefore, Ilham (2018) advanced that since

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today's organisations operate in changing and complicated circumstances, their need of creativity at all levels is an urgent one. Consequently, organisational culture that values innovation would align its resources and strategies along with the human resources to improve their innovativeness (Abdullah, *et al.*, 2016). Hence studies have found that institutionalized cultural practices that enhances creativity such as, the provision of resources at work (Ahmed, Kamil & Ishak, 2018; Rachmaliya, 2017); regular payment of full salaries, academic workloads, modern facilities and equipment, are generally perceived as the antecedents of wellbeing of faculty staff (Akinmayowa & Kadiri, 2014; Umeh & Matthew, 2017) that should be continuously reviewed and upgraded to match up with trends in the dynamic environment. Thus the person-environment fit theory aligns with the study findings and previous submissions that the degree to which individual and environmental characteristics match and are integrated, influences performance and creativity. Hence, the individual, and the work environment and resources provided influences wellbeing and results in either or not creative outcomes in the organisations. Accordingly, institutionalized cultural practices in the work environment that promotes workers wellbeing, and provides operational resources, and the results from these features could either or not influence creative outcomes in an organisation.

VII. CONCLUSION AND RECOMMENDATIONS

Based on the data analyzed and findings established that organisational culture have moderating effect on the relationship between workers wellbeing and creative person. The fact that the relationship was strong, positive and statistically significant ($R = 0.910$, $\Delta R^2 = 0.242$, $\Delta F_{(1, 81)} = 113.391$; $p < .05$) implies that although workers wellbeing is significant on creative person, the interaction of organisational culture with workers wellbeing measures adapted to fit the dynamic changing environment is statistically significant on creative person. This is important since workers wellbeing measures could result in negative effect on creative person if the wellbeing factors provided do not fit the dynamic changing environment and worker's needs. Therefore, the study recommended for management to match workers' resource pool with the creativity drive through institutionalized cultural practices that continuously respond to dynamic environment. Accordingly, the researchers recommend a new model for creative person termed, Components Fit Integration Model (CFIM), explained as, whatever components make up the resources pool provided by an organisation, it should interact with the workers' demand resource pool and continuously fit the dynamism in the evolving business environment. Also, future researchers should extend this concept of creative persons to public universities and other sectors to deeper insight on

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