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Creativity and Organizational Citizenship Behaviour in the Nigerian Hospitality Industry

Judipat Nkiru Obiora

Department of Hospitality Management and Tourism, Faculty of Management Sciences
University of Port Harcourt, Port Harcourt, Nigeria
judipatobiora@yahoo.com

Tarela Okpu

Department of Business Administration, Niger Delta University, Wilberforce Island
Yenegoa, Bayelsa State, Nigeria.
tarela21@yahoo.com

Abstract: *The purpose of this study is to examine the relationship between opportunity for creativity and organizational citizenship behaviour. The cross sectional survey was conducted with a sample size of 1450 workers drawn from a population of 3768 workers. The scales used were within the acceptable Cronbach Alpha values of 0.7, which was interpreted to be reliable. A total of 1,093 copies of completed and usable questionnaire were used for data analysis. Furthermore, descriptive statistics were computed at the primary level of analysis, while the Spearman Rank Order Coefficient was used at the secondary level of analysis. The results reveal that opportunity for creativity is strongly related to altruism, conscientiousness, civic virtue, courtesy and sportsmanship The findings suggest that organizations conducive for creativity tends to promote extra discretionary employee behaviour*

Keywords: *creativity, organizational citizenship behaviour, altruism, conscientiousness, civic virtue, courtesy and sportsmanship, hospitality industry*

1. INTRODUCTION

OCB has continued to be one of the most intricate areas of research for practitioners and researchers in the workplace. As more and more companies develop their ways of improving worker complete participation, the more relevant it becomes to know what how to make the worker a citizen of the organization. An organizational citizen is not seeking rewards from the organization for his discretionary behaviours. In fact, his behaviour roots in his job devotion on the belief that his discretionary behaviour will be helpful to the organization's progress (Sun *et al*, 2007). Therefore, he makes additional attempts for improvement and advancement of the organization (Cardona *et al*, 2004). Arguing quite succinctly, Coyle-Shapiro *et al* (2004) report that *OCB* can be a vital factor for an organization or a group to be successful, because all business activities required for an organization to be successful cannot be anticipated and stated in job descriptions. Another important assertion, especially in Henry (2007)'s founding work on *OCB*, is that these behaviours are often internally motivated, arising from and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation. This gave premise to Hui *et al's* (2007) evidence that is indicative of the fact that intrinsic motivation theory can be used to explain why employees engage in *OCB.* Researchers and human resources practitioners are continuously trying to investigate the factors leading to OCB. Number of variables such as job satisfaction, organizational commitment, age, tenure, kinship responsibilities, education, experience, rate of employment, job availabilities, and personality affects has been observed in this connection. However, the relationship of creativity to OCB is quite complex and entails deep scholarly investigation. Reviewing previous research, it was found that large amount of research have been conducted in the area of OCB (Obiora, 2012). However, there is still need to examine more factors with different correlation and context. Researchers like Mumford (2000) investigated the strategies and tactics of creativity. To date little empirical evidence has been found in the literature that critically examines the relationship of creativity and OCB. In attempting to fill this

void, the present study has proposed to examine the relationship of employee creativity and OCB. This research will tend to contribute to the existing literature of organizational behaviour and employee empowerment in general and in particular it may enhance the understanding of OCB in Nigerian organizational context.

2. THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

2.1. Organizational Citizenship Behaviour

Khalid et al (2009) refers to *OCB* to be an extra-role behaviour. That is any behaviour not officially required by the organisation; rather its practice depends solely on the consent of employee as a consequence of the organisational internal environment. *OCB* can therefore be said to make impact on organisational effectiveness, by adding to the social framework of the work environment (Kwantes, 2003). Although, it is not formally rewarded by the organisations, it can have a number of effective benefits for the organisations and contribute to competitive advantage (Hackett *et al,* 2003). Consequently, organisations may want to pay careful attention to promoting such behaviour. These extra-role behaviours that is not officially required by the organisation; rather its practice depends solely on the consent of the employee could result as a consequence of the organisational internal environment (Organ *et al, 2006*). It would then be vital that managers and employees be encouraged to increase their employees' voluntary activities in organizations, on the assumption that such behaviour creates a healthier work environment leads to improved work outcomes, and promotes the goals of the organization as a whole (Vigota-Gadot, 2007; LePine *et al*, 2002; Organ *et al,* 2006). Hence Kumar and Bakshi (2010) argue that *OCB* is that individual behaviour that promotes the goals of the organization by contributing to its social and psychological environment. A common denominator of the above studies is that, for the most part, they have treated *OCB* as a constructive, self-initiated, spontaneous, or voluntary behaviour aimed at enhancing the productivity of the workplace, which is likely to lead the organisation to stand out in the face of competition.

Sun *et al* (2007) explains that behaviors such as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behaviour affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Yen and Niehforr (2004), assert that conscientiousness refers to carrying out one's duties beyond the minimum requirement. It characterises the organisation-man's behaviour that exceeds minimal role requirements. In contrast to altruism where help is given to an individual, the effects of conscientiousness are more global (Organ, 1988a). The elements leading to conscientious behaviour include obeying rules, following timely breaks, punctuality and job performance (Redman and Snape, 2005). Redman and Snape (2005) describe civic virtue as behaviours that demonstrate a responsible concern for the image and wellbeing of the organization. Hence, Hackett *et al* (2003) describes courtesy as the discretionary behaviour by an employee aimed at preventing work-related problems with others from occurring. Sportsmanship is It adopts an appeal to the organization-man's sense of sense of commitment and is described as the willingness to tolerate less than ideal circumstances without complaining and refraining from activities such as complaining and petty grievances (Coyle-Shapiro *et al*, 2004).

2.2. Opportunity for Creativity

With heightened levels of competition and an uncertain economic environment, many organizations are adopting structures and procedures to better compete and survive (Amabile, 1996). In addition, organizations are encouraging their organisation members to be creative, for creativity has been described as the cornerstone of organizational change, the foundation of innovation, and a key to organizational effectiveness (Woodman *et al*, 1993). Concurrently, organizations are streamlining how work is performed and encouraging their employees to standardize work practices and to adhere to consistent sets of procedures that have been found to be successful (Williams, 2004). Consequently, the organisation-man is faced with an interesting dilemma as to whether following standardized work practices or being creative will enhance their overall effectiveness. Gilson *et al* (2006) argues that in traditional designs, management decides what work practices are most applicable for assignments, and individuals carry them out accordingly. However, in contemporary and more empowered configurations, individuals are

responsible for deciding how work is to be conducted and how best to achieve overall effectiveness (Stokols *et al*, 2002). Given the dynamic and fluid environment in which many organizations operate, Gilson *et al* (2006) argue that there is a premium on having organisation members that are willing to try different things, explore new work processes, and otherwise look to improve the manner in which work gets accomplished.

Creativity has been described as a means to ensure that organizations remain flexible and are able to successfully handle their changing competition, markets, and technological requirements (Woodman *et al*, 1993). A creative work process is engagement in behaviours and activities that are directed at developing novel solutions that might work for various tasks (Drazin *et al*, 1999). Creativity can be viewed as a means of identifying problems, using guesswork, developing hypotheses, communicating ideas to others, and contradicting what would normally be expected (Torrance, 1969). Forging a work environment that encourages creativity is a necessary, but not sufficient, condition for the occurrence of creative outcomes (Drazin *et al*, 1999). A creative environmentis one in which members encourages each other to engage in creative activities and to employ creative work processes (Perry-Smith and Shalley, 2003). They also argue that creative potential can be increased through interactions with others and the cross-fertilization of ideas (Perry-Smith and Shalley, 2003). Creative environments should facilitate members engaging in creative processes that are likely to generate radical breakthroughs, as well as more incremental refinements or adaptations in how work is performed (Gilson *et al*, 2005). Encouraging members to try new things should result in them engaging in more creative processes. Therefore, creative environments that encourage and support the seeking out of novel and different approaches to work should have higher performance. Organisations whose members explore alternative ways to accomplish their work have been argued to be better able to meet the needs of their customers (Stokols, 2002).

Research on customer satisfaction has consistently shown that the attitudes and behaviours of the organization-man influence customers' perceptions of it (Shore *et al*, 2003). In other words, employees' attitudes and motivation translate into behaviours that result in positive customer experiences. Although most creativity research has focused on creative outcomes, much of this work has been premised on the idea that there is a positive association between creativity and motivation (Amabile, 1996). Moreover, previous research has found that encouraging creativity decreases job dissatisfaction and stress (Stokols *et al*, 2002). In addition, being able to be creative at work has been found to be a positive contributor to job satisfaction, health, and welfare (Farmer et al, 2003).

In a turbulent, knowledge-based economy, creativity has become one of the most important sources of sustained competitive advantage. Amabile (1988) describes creativity as the production of novel and useful ideas. It is the practice of engaging in behaviours that are designed to produce new ideas, processes, products and services. Unsworth (2010) asserts further that these new ideas can be large or small, radical or incremental, caused by a need or by insight and beneficial to an individual, team or organization. It has been argued that Creativity is recognised as a key driving force behind organizations and the economy, and both the public and private sector are striving to improve their levels of creativity (Sutton, 2002). Drazin*et al* (1999) conceptualize creativity as a process rather than as an outcome. They describe employee creativity as a process of behaviours designed to generate new ideas, processes, products, and/or services, regardless of the ultimate success of these new phenomena. These processes designed to produce creative outputs that are both required and voluntary, and the result of both open and closed problems (Perry-Smith and Shalley, 2003).

2.3. Opportunity for Creativity and Measures of Organizational Citizenship Behaviour

A cardinal purpose of the employees creativity is to enable the organization remain viable and achieve competitive advantage. To achieve this competitive advantage, leading to organisation's continual existence, the organisation-man's ability to generate new ideas becomes a paramount factor to be investigated (Tang and Chang, 2010). It is argued here that creativity should be deliberate and voluntary. Unsworth and Clegg (2010) conceptualised creativity as a process that is deliberately and intentionally undertaken. Hence their research focuses on the deliberate (required or voluntary) undertaking of behaviours designed to generate new ideas, processes, product and/or services in response to open or closed problems. Therefore an idea receptive environment is of

essence. Hence, creativity which has become a core human resource competence that is important for identification and clarification of the future direction of organisations (Torrance, 1969). We argue that as the organisation-man experience a climate of creativity, they tend to be more emotionally attached to the organisation. It entails creating a climate where organisation-members experience a sense of ownership of the organisation, as membership is made more meaningful and they are challenged to make the difference in the organisation. Perry-Smith and Shalley (2003) identified how social environment impacts employee creativity and assert that the social interactions at the workplace encourage creativity of the organisation-man. This would hence create a sense of togetherness that glues organisation-members such that they are bound to exhibit voluntary behaviours.

Studies by Raja and Johns (2010) have shown that creativity is a necessary step or precondition required for innovation and, in the contemporary volatile working environments, it may be vital for organizational success. Thinking likewise, Unsworth *et al* (2005) confirm that opportunity for creativity is a powerful implement for creating high levels of voluntary behaviour toward organisation-members. We therefore hypothesize that:

Ho_1: There is no significant relationship between opportunity for creativity and altruism in the Nigerian Hospitality Industry.

Ho_2 There is no significant relationship between opportunity for creativity and conscientiousness in the Nigerian Hospitality Industry.

Ho_3 There is no significant relationship between opportunity for creativity and civic virtue in the Nigerian Hospitality Industry.

Ho_4 There is no significant relationship between opportunity for creativity and courtesy in the Nigerian Hospitality Industry.

Ho_5 There is no significant relationship between opportunity for creativity and sportsmanship in the Nigerian Hospitality Industry.

3. RESEARCH METHODOLOGY

3.1. Population, Sample and Procedure for Distribution

The study units for data generation were individual organizational members. we administered both the questionnaire and conducted in-depth interviews in the data generation process. The population of this study was made up of hotels listed in the current updated directory of the State Ministry of Culture and Tourism in the six South-South Geo-political Zones made up of Bayelsa, Cross River, Akwa Ibom, Delta, Rivers and Edo States. We identified and utilised hotels in the State Capital with not less than 25 rooms, not less than 60 full time workers and with those having at least 7 out of the 10 facilities (Obiora, 2012). On the basis of this, had 8 hotels in Yenegoa, 10 hotels in Calabar, 6 hotels in Uyo, 5 hotels in Asaba, 12 hotels in Port Harcourt and 9 hotels in Benin City. We thus had a total of 50 hotels being utilised for our research. The 50 hotels had a total of 3768 workers, made up of Yenegoa, 600; Calabar 816; Uyo 517; Asaba 497; Port Harcourt 826 and Benin City 512. A sample size was drawn from the population of each state, using the Taro Yameni formula for sample size determination were we obtained a sample size of 240, for Yenegoa; Calabar 268; Uyo 226; Asaba 222; Port Harcourt 269 and Benin City 225. The total sample size obtained for all six states was 1450 (Table 1). The optimal allocation of the total sample size to each state was done using Proportionate Stratification Allocation Technique (*PSAT*). The structured questionnaire that was used for this study was in two sections. Section One was structured to provide demographic information about the respondents, while section two elicited response on the study variables.

3.2. Measurement and Reliability Of Constructs

Data for *POC* was obtained from Tierney *et al* (1999). This has been pretested by Tang and Chang (2010). and five out of the 24 item OCB scale of Podsakoff et al (1980) which had been pre-tested in several studies (Lepine *et al*, 2002, Mackenzie *et al*, 1993 to assess altruism, conscientiousness, civic virtue and courtesy and three were used for sportsmanship. Our test for reliability include Opportunity for creativity .713, Altruism .843Conscientiousness .823Civic virtue .799Courtesy .855 Sportsmanship, .866. All items were measured on a five-point Likert-

type (modified Likert) scale for all the substantive variables in this study ranging from strongly disagree to strongly agree (Obiora, 2012).

Table1. *Response rate for field data collection*

S/No	State Capital	No. of Hotels	Population of Stratum	Sample Size of Stratum	Usable Sample Size	Subjects in each Hotel	Sampling Interval	copies Retrieved	Copies uncompleted	Copies completed but unusable	Copies completed and usable
1.	Yenagoa	8	600	240	231	28	3	226 (97.8%)	9 (3.9%)	36 (15.6%)	181 (78.4%)
2.	Calabar	10	816	268	314	31	3	246 (78.3%)	12 (3.8%)	28 (8.9%)	206 (65.6%)
3.	Uyo	6	517	226	199	33	3	190 (95.5%)	9 (4.5%)	5 (2.5%)	176 (88.4%)
4.	Asaba	5	497	222	191	38	3	182 (95.3%)	6 (3.1%)	23 (12.0%)	153 (80.1%)
5.	Port Harcourt	12	826	269	318	27	3	238 (74.8%)	19 (6.0%)	9 (2.8%)	210 (66.0%)
6.	Benin City	9	512	225	197	22	3	188 (95.4%)	14 (7.1%)	7 (3.6%)	167 (84.8%)
TOTAL		*50*	*3768*	*1450*	*1450*						TOTAL: 1093 (75.4%)

It is revealed on table 1, that 1450 copies of questionnaire were distributed in all and a total of 1093 copies of them were completed and used for the analysis. This represented 75.4% response rate. With the highest response rate obtained from Benin City (that is 84.8%).Table 2 reveals the demographic characteristic of job experience of respondents.

Table2. *Job Experience of Respondents*

State Capital		what is your job experience in the hotel industry				Total
		less than 5 years	5 to 10 years	11 to 15 years	16 and above	
Yenegoa	Count	32	76	70	3	181
	% within what is your job experience in the hotel industry	12.5%	14.4%	24.7%	11.1%	16.6%
Calabar	Count	33	122	49	2	206
	% within what is your job experience in the hotel industry	12.9%	23.1%	17.3%	7.4%	18.8%
Uyo	Count	29	119	26	2	176
	% within what is your job experience in the hotel industry	11.4%	22.5%	9.2%	7.4%	16.1%
Asaba	Count	21	113	17	2	153
	% within what is your job experience in the hotel industry	8.2%	21.4%	6.0%	7.4%	14.0%
Port Harcourt	Count	35	70	98	7	210
	% within what is your job experience in the hotel industry	13.7%	13.3%	34.6%	25.9%	19.2%
Benin City	Count	105	28	23	11	167
	% within what is your job experience in the hotel industry	41.2%	5.3%	8.1%	40.7%	15.3%
Total	Count	255	528	283	27	1093
	% within what is your job experience in the hotel industry	100.0%	100.0%	100.0%	100.0%	100.0%

It is revealed in Table 2 that 255 respondents representing 23.3% had less than 5 years working experience, 528 representing 48.3% had 5 to 10 years of working experience; 283 representing

25.9% had worked in the hospitality industry for 11 to 15 years and 27 or % had worked in the hospitality industry for 16 and above years.

The result of the Spearman's Rank correlation for the relationship between opportunity for creativity and organizational citizenship behaviour, is presented in table 4.

Table4. *Correlation matrix for opportunity for creativity and measures organizational citizenship behaviour*

			POC	ALT	CSC	CIV	CSY	SPT
Spearman's rho	POC	Correlation Coefficient	1.000	.447(**)	.460(**)	.422(**)	.419(**)	.417(**)
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	1093	1093	1093	1093	1093	1093
	ALT	Correlation Coefficient	.447(**)	1.000	.986(**)	.993(**)	.991(**)	.992(**)
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	1093	1093	1093	1093	1093	1093
	CSC	Correlation Coefficient	.460(**)	.986(**)	1.000	.951(**)	.929(**)	.931(**)
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	1093	1093	1093	1093	1093	1093
	CIV	Correlation Coefficient	.422(**)	.993(**)	.951(**)	1.000	.987(**)	.987(**)
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	1093	1093	1093	1093	1093	1093
	CSY	Correlation Coefficient	.419(**)	.991(**)	.929(**)	.987(**)	1.000	.985(**)
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	1093	1093	1093	1093	1093	1093
	SPT	Correlation Coefficient	.417(**)	.992(**)	.931(**)	.987(**)	.985(**)	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	1093	1093	1093	1093	1093	1093

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

The result of the correlation in table 4 shows that there is a significant relationship between opportunity for creativity (*POC*) and altruism (*ALT*), Conscientiousness (*CSC*), Civic virtue (*CIV*), Courtesy (*CSY*) and Sportsmanship (*SPT*). Opportunity for creativity is significantly and positively correlated to altruism (r = 0.447, *p* 0.000<0.01).

Also, Opportunity for creativity is significantly and positively correlated to conscientiousness (*CSC*)(r= 0.460, *p* 0.000<0.01). Furthermore, Opportunity for creativity is significantly and positively correlated to civic virtue (*CIV*) (r = 0.422, *p* 0.000<0.01). Opportunity for creativity is also significantly and positively correlated to courtesy (*CSY*) (r = 0.419, *p* 0.000<0.010). Finally, Opportunity for creativity is significantly and positively related to sportsmanship (*SPT*) r = .417, *p* 0.000<0.01). Consequently, the relationship between Opportunity for creativity and measures of organizational citizenship behaviour is thus significant and positive at the 0.01 level of significance.

4. Discussion of Findings

In a bid to determine the relationship between creative climate and *OCB as the purpose of this study*, the results indicate that there is a strong and positive significant relationship between opportunity for creativity and *OCB* in the Nigerian Hospitality Industry. The findings suggest that changes in the creative climate of the organisation are positively associated with changes in *OCB* exhibited in the organization. This finding therefore implies that when there is a conducive climate for worker creativity, there are high chances that it will be associated with high levels of *OCB*. This relationship between opportunity for creativity and *OCB* as established by this study is in support of other studies (Amabile *et al*, 2005; Shalley *et al* (2004),). The emphasis on opportunity for creativity was reiterated by Raja and Johns (2010) who assert that there must be a conducive work environment in order for creativity to flourish in organizations. Scholars have in this vein reported that creativity seeks the generation of novel ideas that can be used to reengineer the production of goods and services (Stokols *et al*, 2002).

This is quite imperative especially in a competitive business environment, as that in the hospitality industry, where organizations need creative employees that will carry out more than their usual job duties and provide performance that is beyond expectation. How well companies can use the creative talent available to them will judge how they will succeed in the future. Nwachukwu (2006) reiterates that an ideal environment that is supportive and promotes creative thinking is necessary for individuals to challenge their imagination. In line with this, Perry-Smith and Shalley (2003) argued that opportunity for creativity is the basis for workers to be motivated to elicit voluntary behaviour. Thus, as a result of the high level of opportunity for creativity, it appears that majority of them have over time, in addition to accomplishing their individual job requirements, have translated to eliciting extra work related behaviours which go above and beyond the routine duties prescribed by their job descriptions.

Our results show a widespread expression that in the Nigerian Hospitality industry, there is opportunity for the worker to exhibit his creative capabilities and this inspires the organizational members to elicit acts of selflessness. Our findings suggest strongly that this is so because a climate conducive for creativity has a positive relationship with altruism. It has therefore become apparent from this study that as creative opportunity is enhanced within the organisation; it bears a direct and positive consequence on worker discretionary extra role behaviour toward one another. This view, which is borne out of our finding in this study that as the organization presents a climate that encourages the worker to take risks to improve his work processes, to come up with new ideas to improve performance and other distinguishing characteristics of creativity, their sense of belonging to the organization is enhanced and they are therefore better positioned to go the extra mile for the organisation by assisting colleagues with heavy workloads. This finding is supported by that of Yen and Neihoff (2004), when they empirically validated that when the work system encourages creativity, discretionary worker behaviours that exceed nominal job requirements are elicited for the overall benefit of the organisation.

Alge *et al* (2006) also argue that employees that feel empowered to be creative are likely to perceive the link between their actions and broader organizational outcomes and feel more responsibility for helping others over and above what is specified in their job requirements. As hypothesized, we found that with a creative climate, employees are more likely to demonstrate helping behaviours.We therefore argue that as the organisation encourages the suggestion of new ways to increase quality and problem solving, due to the climate of creativity, the workers psychological attachment with the organisation is strengthened and as a consequence the worker goes beyond the minimum role requirement. This act of conscientiousness we have found is present in the Nigerian hospitality industry. This argument is supported by the finding of Ahmadi *et al* (2010) when he empirically posits that workers perception of the climate for creativity strengthens workers that exceed nominal job requirement input that may not ordinarily be reached. Consequently, workers, who go above and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with enhanced workgroup efficiency. *OCB* impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie *et al*, 1999).

We have also established in this study on the Nigerian hospitality industry that as workers perceive the climate of the organization to be conducive to creativity increase due to the level at which they are encouraged to solve problems outside the norm and take risks to improve their work processes, they substantially develop a sense of obligation to voluntarily go above and beyond the routine duties prescribed by their job descriptions in terms of exhibiting concern for the image of the organization. In this regard, Turnipseed and Rassuli (2005) assert that values of civic virtue are triggered off by the climate of the organisation. Consequently, we find from this study that workers who exhibit civic virtue attends meetings that are not mandatory, attends function that are not required but help the company image, keeps informed of changes in the organisation and is willing to protect the image of the organisation. This finding is also supported in literature (Stokols *et al*, 2000 and Sutton, 2002). They posit that a climate conducive for creativity would enhance positive behaviours that are not formally recognised by the organisation. Unsworth *et al* (2010) have advanced that when individuals perceive the environment amenable to creative outcome, when they feel they are capable of being successfully creative, they would have positive emotions about their work and embark on voluntary behaviours toward their colleagues

and invariably assisting in achieving organisational objectives. This view is supported by Tang and Chang (2010), who are of the view that a climate conducive for worker creativity can engender positive emotions which would result in more positive organisational behaviours. Such values we have found in this study is seen in the majority of opinion of workers that there is a climate conducive for creativity in the Nigerian hospitality industry and this triggers off extra discretionary polite gestures to prevent work related problems among workers. This implies therefore that in the Nigerian Hospitality industry, workers are mindful of how their behaviour affects their colleague's jobs and takes steps to prevent work related problems. This finding is corroborated by Cardona *et al* (2004), who argue that courtesy establishes the mindfulness of the effects of one behaviour on others by avoiding abusing others' rights and preventing problems with others. This act of extra discretionary worker courtesy has been empirically validated by scholars (Dalal, 2005; Coyle-Shapiro *et al*, 2004).

We also find in the Nigerian Hospitality Industry a situation where a climate conducive for worker creativity do not only trigger off altruism, conscientiousness, civic virtue, courtesy among workers but also a willingness by the worker to tolerate annoyances at work without complaining. This confirms the empirical study of Bergen and Badnow (2010). The authors argue that promoting tolerance is a key weapon in battling prejudice and bias within the workplace and this would consequently prompt the organization-man to utilise their competences outside their stated job requirements. In other words, workers in the Nigerian Hospitality Industry, apart from achieving stated job requirements, appear to go beyond the call of duty, because they feel that the organisation has ample opportunity for them to be creative. This is in line with Turnipseed and Rassuli (2005) who argued that having workers highly engaged in *OCB* may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters.They are more likely to conform to organizational rules and to be obedient to their bosses and thus more prone to exhibiting citizenship behavior at the workplace (Luthans and Youseff, 2007). From our findings, we believe that individuals who feel that there is a climate conducive for creativity will be more likely to step out of their customary roles and be responsible for the outcome of events around them that are for the good of the whole. Such workers would take notice of opportunities to help colleagues with heavy workloads and Bishop et al (2006) assert that they give constructive job related advice to co-workers.

The result of personal interview with some of the workers revealed that despite the educational barrier between top management and workers, the climate of support has encouraged creativity through the fair judgement of ideas and recognition of creative work. Workers therefore are encouraged to solve problems creatively. Such climate therefore encourages behaviour that go outside the norm of stated job requirement.

5. CONCLUSION AND IMPLICATION

In this study, a climate of creativity shows a positive and significant relationship with job satisfaction We there concluded that (1) The workers extra discretionary behaviour to go above minimum job requirement is influenced by the opportunity for creativity allowed in the organization (2) As organizational members feeling of concern toward the image of the organisation increase due to the opportunity for creativity in the organisation, they substantially exhibit extra discretionary behaviours to protect their organisation (3) As workers perceive that they have a conducive climate for creativity, they go the extra mile in discretionary behaviours to prevent work related problems in the organisation (4) The presence of a climate conducive for creativity substantially triggers off extra discretionary behaviours that would cause a willingness to tolerate annoyances at work without complaining.

The results of this study recommend that opportunity for creativity of hotel employees strongly influences OCB and management can enhance their creativity by developing favorable climate for the generation of new ideas in organizations..

This research essentially helps the organizations and individual to develop a theoretical and practical framework in understanding how important it a climate of creativity can stimulate and influence work responses. As for theoretical contribution, numerous researchers have explored the influence of employee creativity on various job outcomes. Yet, seldom research has been done to examine its relationship with OCB in Nigeria. This study hypothesizes relationships between

various constructs to address these issues. Practically, this research may help managers enhance extra discretionary behaviour by developing strong culture of creativity within organization which is likely to reduce turnover and absenteeism. Such efforts by management concurrently support employees to engage in OCB. As a result organization gets a global positive reputation, and business will remain viable.

This study provides an enhanced understanding regarding the relationship between creativity and OCB. The results highlight the importance of creativity, with particular emphasis management's ability to create opportunity for creativity, which is very essential for encouraging and maintaining OCB. In other words, the findings are very important for hotel professionals to keep their workforce cheerful.

Despite the rigorousness of this study, it still has various limitations. The study lacks generalizability because this study was done on hotels only in the capital cities of the South-South geopolitical region of Nigeria, whereas, in other regions and other hospitality outlets, the results might be different, because these regions and hospitality outlets have significant impact on society. They are likely to have virtually different approaches to work compared to those of the present study.

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AUTHORS' BIOGRAPHY

Mrs. JudipatNkiru Obiora (PhD), is a lecturer in the department of Hospitality Management and Tourism, University of Port Harcourt, Nigeria. She holds a PhD in Management with area of specialization in organizational behavior from the University of Port Harcourt, Nigeria. Her current research interest revolves around critical approaches to organizational behavior, research in behavioral sciences and business ethics in general and hospitality and tourism industry in particular.

Mrs. TarelaOkpu (PhD), is a lecturer in the department of Business Administration, Niger Delta University, Bayelsa State, Nigeria. She holds a PhD in Management with area of specialization in Human Resource Management from the University of Port Harcourt, Nigeria. Her areas of research interest critically explorehuman resource management issues, organizational behavior and Entrepreneurship.