
The Effect of Organizational Structure on Employee Creativity: A Study of Lafarge Africa Plc, Calabar

Dr Aneozeng Awo Egbe Esq.^[1], Odumusor, Charles Joseph Ph.D^[2],
Ozah, Jonathan P. Ph.D^[3], Abiji, Emmanuel Abiji^[4]

^[1]Department of Business Administration,
University of Cross River State, Calabar, Nigeria

^[2]Department of Accountancy,
University of Cross River State, Calabar, Cross River State, Nigeria

^[3]Department of Business Administration,
Federal University Wukari, Taraba State, Nigeria

^[4]Department of Business Administration,
University of Cross River State, Calabar, Nigeria

Abstract. The main objective of the study was to conduct an analysis of Lafarge Africa Plc, located in Calabar, with a specific emphasis on employee creativity and organizational structure. The study's specific objectives were to examine the relationship between centralization and employee creativity at Lafarge Africa Plc, Calabar, the number of management levels present, and the effects of formalization on creativity at that organization. The descriptive research method was utilized for this investigation. The subjects of this study comprised 410 employees of Lafarge Africa Plc in Calabar, consisting of both managers and regular personnel. The data for this study was collected from primary sources through the utilization of a structured questionnaire. We conducted an ordinary least square regression analysis using SPSS 27.0 in order to derive significant insights from the data. The regression results, with $\beta_1=0.750$, $p=0.000$, and $t=1.186$, indicated that there is a significant and positive relationship between the number of organizational strata and employee creativity. As demonstrated by the model results ($\beta_1=0.355$, $p=0.000$, $t=4.288$), there is a significant relationship between the degree of formalization and employee creativity. The regression analysis reveals that employee creativity is considerably and positively impacted by centralization ($\beta_1=0.722$, $p=0.000$, $t=11.562$). Establishing a corporate environment that encourages and acknowledges innovative thinking is imperative for the company to achieve global dominance, substantial financial success, and development.

Keywords: organizational structure, employee creativity, hierarchy, centralization, formalization

Introduction

Background to the Study

Almost every firm is inherently driven by the quest of profit and growth. The primary metrics of a company's success are the increase in its market share and the level of customer satisfaction. The organisation may implement its aims and strategies by assigning workers to different strategic roles, taking into account the approach towards markets and customers. The structure of an organisation is crucial for its existence since it dictates the allocation of responsibilities and authority among its members in order to accomplish the organization's objectives. Creating a structure that aligns with the needs of a company is a challenging task, since the success of an organisation is closely tied to its structure. Williams (2017) confirms a favourable association between organisational structure and strategic management. In contrast, Jordan (2019) discovered that enterprises with well-designed structures were more financially

successful compared to those without such structures. However, the structure of the organisation is contingent upon the kind of organisation and has both advantages and disadvantages.

In the current highly competitive business environment, characterised by the need for groundbreaking ideas and concepts as the driving force behind the success of leading firms, creativity has become more crucial. The creative capacity of an organisation is closely tied to its distinctiveness. In this context, Nwosu (2020) proposes a novel domain of competition centred on the cultivation of originality and ingenuity in the process of creating new products. The expectation is for product designers and engineers to demonstrate exceptional creativity, generating novel and inventive concepts that will distinguish the business from its competitors. Organisations that possess the ability to restructure themselves in a way that promotes creativity among their employees see significant enhancements in their performance and productivity, along with the constant achievement of their established objectives. Significant links exist between employee productivity, organisational structure, performance, and creativity. The most successful organisations are those that excel in innovation and creativity.

Each day brings out novel alterations, and the always shifting realm of employment entails that the desires, anticipations, and contentment of workers are constantly developing. Consequently, it is frequently necessary to reinterpret organisational cultures in order to adapt to these developments. Fostering an organisational structure that promotes and facilitates employees' performance, productivity, and creativity may lead to their improvement. According to Schein (2014), the organisational structure is the main factor that influences productivity and creativity in the workplace. Different companies have different effects on employee performance due to their unique atmosphere, emotions, policies, style, personality, attractiveness, and uniqueness. Okafor, Agboeze, and Obi (2017) argue that a meticulously planned organisational structure not only enhances overall performance but also has a substantial influence on the individual performance of employees in all areas. Companies who have achieved remarkable success via effective coordination of their organisational structure, even while operating several branches, offer as an outstanding example (Lunenburg, 2022). The framework significantly contributes to cultivating a climate of trust among management, personnel, and external stakeholders. Costigan, Ilter, and Berman (2018) argue that management must demonstrate trust in workers' ability to fulfil their responsibilities due to the organisational framework. Likewise, a well constructed organisational framework promotes the exchange of ideas and emotions among individuals, which may then be used as means to cooperate. According to Jordan (2019), the absence of trust might lead people to refrain from expressing their ideas, thereby hindering creativity.

Statement of the Problem

Every firm, regardless of its size, will have challenges with the organisational framework they use. The structure of an organisation has a significant impact on employee creativity, productivity, and the overall success of the firm. An organisational structure is a prominent method that organisations use to manage and coordinate their workers. Prior research has shown a robust association between the arrangement of an organisation and the creativity of its personnel. Organisational structure has a crucial role in determining the current and future efficiency of firms by influencing the creative behaviour of employees (Child, 2015). An employee's actions and inactions inside an organisation are influenced by both economic and psychological factors. An employee is a whole individual. The amount of formality, complexity, and concentration of structure inside an organisation may elicit feelings of contentment or frustration among employees. The structure has the capability to either promote ineffective organisational practices or cultivate an environment that stimulates and sustains creativity among employees. These factors eventually impact the worker's productivity

(Askenas, 2022). The attainment of heightened employee creativity is greatly contingent upon the organisational structure.

The main challenge faced by every organisational structure striving for success is the coordination of activities among a varied set of individuals. The present organisational structure of Lafarge Africa Plc has numerous impacts on employees' capacity for innovative thinking. Based on the existing data, it is evident that workers have encountered barriers to progress, including isolation and confinement to monotonous and mundane tasks. Specialised workers have limited skill sets compared to non-specialized workers. Furthermore, employees are rarely given opportunities to go beyond their current responsibilities, leading to burnout and negatively affecting performance and creativity.

Within the Lafarge Africa Plc Calabar framework, several aspects of the current structure impede innovation and creativity, reduce teamwork and cooperation, diminish job satisfaction and advancement opportunities, lower dedication and productivity, and create a sense of being unwanted and unstable among employees within the organisation. This encompasses challenges related to the process of making decisions, the act of accepting something, and the sense of responsibility and control over something. There is widespread dissatisfaction with the existing organisational framework at Lafarge Africa Plc Calabar. This is primarily due to problems such as inefficient management and coordination, a lack of authority for employees to make immediate decisions, unequal distribution of workloads, rotational work assignments, ambiguous roles and communication channels, slow decision-making processes that may result in conflicts, and other related issues (Lafarge annual bulletin, 2021). The study aimed to examine the impact of Lafarge Africa Plc's organisational structure on the creative levels of workers in Calabar.

Objectives of the Study

The main objective of the study was to examine the relationship between organizational structure and employee creativity: a study of Lafarge Africa Plc, Calabar. The specific objectives were;

1. To examine the relationship between number of layers in organizational hierarchy and employee creativity in Lafarge Africa Plc, Calabar
2. To determine the relationship between nature of formalization and employee creativity in Lafarge Africa Plc, Calabar
3. To examine the relationship between centralization and employee creativity in Lafarge Africa Plc, Calabar

Research Questions

This study was guided by the following questions;

1. To what extent does number of layers in organizational hierarchy affect employee creativity in Lafarge Africa Plc, Calabar?
2. To what extent does nature of formalization affect employee creativity in Lafarge Africa Plc, Calabar?
3. To what extent does centralization affect employee creativity in Lafarge Africa Plc, Calabar?

Statement of Hypotheses

The following hypotheses guided the study;

Ho1: There is no significant relationship between number of layers in organizational hierarchy and employee creativity in Lafarge Africa Plc, Calabar.

Ho2: There is no significant relationship between nature of formalization and employee creativity in Lafarge Africa Plc, Calabar.

Ho3: There is no significant relationship between centralization and employee creativity in Lafarge Africa Plc, Calabar.

Literature Review

Conceptual Review

Organizational structure

Organisations depend on a well-defined system of authority connections and activities, referred to as organisational structure, to achieve their goals (Zheng, Yang & Mclean, 2020). More precisely, it elucidates the manner in which management implements policies and procedures, the allocation of authority and accountability, and the formal structuring of positions and operations inside an organisation (Tran & Tian, 2013). The framework refers to the structure in which organisations function, including the essential components of the firm. Nnabuike (2019) contends that organisational structure may be most effectively comprehended as the act of establishing or improving a system to fulfil an organization's requirements in connection to its technological surroundings.

Furthermore, according to Funmini (2018), a well defined organisational structure enhances collaborative cooperation by providing explicit clarity on everyone's responsibilities and obligations. The organisational structure has an impact on processes. Different designs and structures may either facilitate or hinder different strategic objectives and people roles (Lunenburger, 2022). Similarly, the framework delineates the techniques used to evaluate the proficiency of individuals. The organisational structure of a corporation has an impact on the internal flow of work. Different designs and structures may either facilitate or hinder strategic objectives and the performance of individuals. The development of strategies may also be influenced by the organisational framework.

Dimensions of organizational structure

Number of layers in the hierarchy

The presence of layers in a company's structure increases its complexity, hence impeding the collaboration and integration among its members. The complexity of an organisation, which is concealed in the present shift towards flatter structures, might impede its ability to react to a dynamic market (Nahm, 2019). Decisions are more manageable in lower echelons of an organization's hierarchy. The individuals responsible for making decisions in the operation are more inclined to possess a comprehensive understanding of the actual conditions that necessitated the option, hence facilitating the decision-making process. Involving lower-level workers in the decision-making process promotes a feeling of inclusion. Certain experts contend that simpler systems provide more benefits compared to more complicated ones. Macduffie (2015) argues that enterprises need a flat organisational structure to facilitate extensive member integration, decentralised decision-making, and quick responsiveness due to their operations in a dynamic environment.

The coordination and integration of the organisational system become more difficult as the complexity of the structure develops in proportion to the number of layers in an organisation. A more streamlined organisational structure facilitates decision-making and enhances employee performance (Okafor, Agbaeze, & Obi, 2017; Nahm, 2019).

Nature of formalization

Formalisation, as defined by Robbin and DeCenzo (2015), refers to the degree to which tasks are standardised. Excessive provision of rules and procedures to workers hinders their ability to engage in learning, autonomous work, and creativity, hence discouraging such activities. The organisation structures work units based on core processes to enhance customer value, and it encourages the development of knowledge, innovation, and independence by minimising constraints. Nnabuike (2019) states that a mechanistic system encourages inflexible

bureaucracy. Within this particular company, responsibilities are explicitly defined, individual competencies are segregated, and authority is allocated in accordance with established procedures. Compared to a mechanical structure, an organic structure prioritises the use of work abilities in group settings, fosters open communication across all levels of the organisation, and reduces emphasis on the exercise of command and control.

Formalisation, as defined by John (2019), refers to the extent to which policies and procedures impact the everyday duties of workers. The level of formalisation within an organisation is influenced by its size. Certain businesses make extensive efforts to establish regulations, while others are actively working to relax their policies due to the fear that strict regulations may hinder employee initiative, creativity, and innovation (Shabbir, 2017).

Centralization

Centralization refers to the concentration of decision-making authority at the highest levels of an organisation, as stated by Al-Qatawneh (2014). Daft (2015) states that in a decentralised organisation, decision-making is delegated to lower levels, but in a centralised organisation, it is retained at the top. Centralization is composed of hierarchies of authority and engagement (Al-Qatawneh, 2014). The concept of "hierarchy of authority" refers to a system in which specific duties and the ability to make decisions are centralised at the highest level (Jones, 2013). When workers are granted autonomy to make decisions on the job, they are less inclined to seek direction from their superiors (Hage & Aiken, 2017). According to Al-Qatawneh (2014), a worker is said to be "participating" when they are involved in the process of making decisions inside the company.

Decentralisation has been shown by Subramaniam and Mia (2021) to be linked to various attitudes and behaviours exhibited in the workplace. Organisations possess an intricate and distinctive organic structure, marked by the division of work into specialised subunits with defined responsibilities and obligations (Robert & Olive, 2013). Tolbert and Hall (2019) suggest that these organisations exhibit a high level of complexity. There are diverse persons involved, each with distinct abilities and experiences, and they are dispersed throughout the nation or maybe the globe. Extensive periods of training are required for personnel in this framework because of the elevated degree of job specialisation (Hage, 2015).

Employee creativity

The capacity to generate novel ideas constitutes creativity, as defined by John (2019). Creativity is demonstrated when an individual or a small group generates novel and practical concepts (Amabile, 2018). Every definition of creativity emphasizes the correlation between all types of creative endeavors and the presence of novelty. When employees participate in creative initiatives that require them to generate and implement new ideas, the organization benefits. In the contemporary workplace, where competition among colleagues is intense, employees will be motivated to enhance their personal value through engagement in this activity. Creative thinking is characterized by the generation and execution of novel concepts in the absence of premeditation, coordination, or information (Hirst et al., 2019). Consequently, creative processes have earned a reputation for generating unforeseen outcomes such as increased costs, more challenging assignments, and extended schedules (Janssen & Van Yperen, 2020). Tang et al. (2017) discovered that for delegated management to be effective, employees require more autonomy and authority to act creatively.

Researchers Tang et al. (2017) discovered that employees are more likely to be innovative when they feel supported by their employer. From this perspective, it is argued that creativity is not a solitary occurrence, but rather the outcome of a complex system whose operations must be examined in their entirety in order to attain an accurate understanding of the creative process. People are capable of producing exceptional works of art through the use of a complex and constantly evolving developmental process; developing systems theory provides a formal framework for understanding this process.

Employee creativity indicator

The ingenuity of workers is on generating and executing innovative ideas that lack established structures, methods, and norms. Here are the indicators for assessing the originality of personnel, as provided by Farmer et al. (2019):

1. When faced with challenges, aggressively seeks innovative ideas and answers, displaying a keen interest in investigating other viewpoints.
2. Displays a preference for pursuing other approaches when confronted with challenges, and exhibits a lack of fear in doing so.
3. It has the capability to provide practical advancements and generate groundbreaking ideas in the sector.
4. Exemplifying exceptional creative production is a means of serving as a role model for creativity.

Theoretical Framework

This study was anchored on Contingency theory.

Bureaucracy theory

This perspective was proposed by Max Weber in 1922. Max Weber's ideal bureaucracy included six fundamental principles: hierarchy of authority, impersonality, written laws of conduct, promotion based on performance, specialised division of work, and efficiency (Malik, 2017). There is disagreement among sociologists on the last principle of Weberian bureaucracy, which claims that bureaucracies are very efficient. There are strong reasons both in favour of and against the effectiveness of bureaucracies, and the implementation of this technique has both positive and negative elements. Weber asserts that bureaucracy is the optimal organisational framework due to its exceptional level of efficiency. Moreover, bureaucracies are indispensable for the efficient functioning of contemporary society, which has significantly progressed and gotten more complex over the last century. A complex society would suffer significant disadvantages in the absence of bureaucracy's structured system. In such a scenario, individuals would exhibit inefficient and wasteful behaviour. From his perspective, bureaucracies were just organisations with well stated objectives that could be efficiently executed. The members of a bureaucratic organisation will also get advantages from the stringent regulations and rigorous organisation that govern its activities. Bureaucracy guarantees that hiring and promotions are mostly determined by merit, preventing the execution of arbitrary and unfair personal favours (Lunenburg, 2022).

Contingency theory

Fiedler introduced the contingency concept in 1964. Contingency theory acknowledges that each organisation has unique internal and external obstacles, and so there is no universally optimal leadership approach. Contingency theory posits that a manager's ability to adapt to changing conditions directly influences the amount of productivity. In organisations characterised by significant volatility, management authority plays a vital role. Managers may thereafter respond promptly based on the current circumstances. The contingency theory takes into account the individual circumstances and determines when a more concentrated attention is necessary.

This strategy is a reaction to the preceding schools' assertive positions. Rather than simply dismissing prior approaches, the contingency approach integrates them into a "blend" that might be advantageous for a corporation in a certain scenario. In accordance with Nahm's (2019) findings, the most effective structure for an organisation is dependent on its specific circumstances. Several eminent academics have made significant contributions to the subject of situational or contingency theory of organising: In 2021, Burns and Stalker conducted a study on the correlation between management methods and external environmental conditions. They devised both biological and mechanical types of organisation. The mechanistic system is

characterised by a hierarchical structure, where superiors and subordinates interact vertically. Instructions and choices come from higher levels, and there are clearly defined rights and duties. Tasks are specialist, and the emphasis is on the whole system rather than individual sections. These align with the formal framework of classical theory (Nwosu, 2020). In contrast, inside an organic system, individuals exhibit enhanced performance due to their comprehensive comprehension of the whole work, duties being continuously redefined as a consequence of interactions with others, and a substantial amount of lateral communication and consultation. This bears resemblance to the informal-participative approach of the human relations school.

The study's results indicate that organic structures thrive in dynamic and chaotic settings, whereas mechanistic structures excel in more stable ones. Lawrence and Lorsch (1967) provided more data that supports the contingency theory. The study focused mostly on ensuring environmental stability. In addition, they examined the impact of changes in the environment on a company's performance by analysing how its degree of integration and differentiation respond. In a diverse and unpredictable setting, an organisation with a rather informal structure and a high level of shared authority among management personnel had the highest performance. Organisational structures should be flexible enough to adapt to stable and diverse surroundings. However, they should also include sophisticated integrating mechanisms to manage highly divergent internal environments and externally diversified environments.

Empirical Review

An investigation was conducted by Alipoor, Ahmadi, Pouya, and Ahmadi Mowlaei (2021) to examine the impact of organizational structure on employee productivity within a private hospital located in Ahvaz. Correlation survey methodology is employed in this descriptive study in accordance with its objectives and data collection methods. All 589 employees of the institution were included in the population of June 2021 statistics. By employing the Cochran method, a sample size of 239 employees was ascertained. The research employs two questionnaires to evaluate job performance and organizational structure: the 15-question Patterson questionnaire and the 24-question Stefan Robbins questionnaire. We evaluated the reliability of the questionnaires using Cronbach's alpha for organizational structure at 0.86 and for job performance at 0.81. Content validity was employed to ascertain the validity. Various statistical methods were employed to analyze the data, such as one-sample T-tests, Pearson's correlation coefficient, and multivariable regression. Normalization of the data was the initial stage in implementing these statistical procedures. The findings indicate that the organizational structure of a private hospital in Ahvaz has a substantial effect on the performance of its employees. Decreased worker productivity is attributable to bureaucracy, formal procedures, and degrees of complexity (horizontal, vertical, and geographical).

A study conducted by Nosike and Okoye (2021) investigated the production levels and management philosophies of banks in Anambra State, Nigeria. Our primary objective is to determine the level of job performance exhibited by bank employees in Anambra State, Nigeria, as well as the impact that organizational structure and formalization structure have on that performance. For this investigation, the researchers utilized survey research. The researcher assessed the three hypotheses derived from the study's data using SPSS version 20.0 and the regression analysis statistical tool, with a 5% significance threshold. Employees of commercial banks in the state of Anambra were notably impacted by the level of formalization and the organizational hierarchy, according to the research. Bank managers may benefit from hybrid job assignment strategies, which combine regularity and variability in the organization of personnel to complete tasks, according to the findings of the study.

The main objective of Nwosu's (2020) study on Nigerian brewing companies was to determine the extent to which organizational structure influences employee performance. In assessing hypotheses concerning the data under consideration, descriptive statistics, correlation

analysis, and t-tests were applied. Employee performance at brewing companies improved after the implementation of formal procedures, according to the research. It was also demonstrated that internal and external boundaries had a positive impact. Furthermore, it was ascertained that the hierarchical structure of the organization yielded a substantial and advantageous influence.

Muhammad (2019) investigated the correlation between the efficacy and productivity of manufacturing firms and the organizational structure of those companies. The study encompasses various subjects, such as the influence of technology on business outcomes, hierarchical structure, formalization, and complexity. To ascertain the extent to which the performance of a company is impacted by its structure, collect pertinent data through a survey. Using the SPSS program, data processing is performed. The study concludes that formalization and technology have a significant and positive impact on business performance. The organizational structure exhibited a marginally positive influence on elements of complexity and hierarchy. In addition, the remaining 40.9% of the adjusted R square is attributable to additional factors not accounted for in this study, while the four parameters account for 59.1%.

On Sunday, Adenike, and Anthony's (2017) research, the correlation between output and organizational structure was examined. To gather numerical data, the research utilized a quantitative methodology and implemented surveys employing the mono technique. Both employees and customers of Covenant Micro Finance Bank are incorporated into the demographic sample of the study. Out of the 354 participants in the study, 301 were Covenant Micro Finance Bank customers and 51 were employees. Principal suppositions of the investigation are as follows: There are four reasons why formalization of an organization does not result in profit, as follows: (1) customer satisfaction is not enhanced by centralization of an organization; (2) profit is not generated through formalization of an organization; and (4) profit is not increased through formalization of an organization. Additional perspectives from scholars in the field of management are incorporated into the secondary data. Based on primary and secondary sources, the study's findings indicate that organizations would benefit from workplace decentralization and reduced formalization.

Methodology

Research Design

The researchers used a research design, which is a plan or blueprint, to address the study's unique research problem. This study used a descriptive research methodology. The chosen research approach was very suitable for accurately determining the current status of the population under study and establishing strong connections between the variables.

Population of the Study

The target population for this study comprised 401 management and non-management employees of Lafarge Africa Plc, Calabar.

Sample and Sampling Technique

The sample size of this study was determined using Krejcie and Morgan (1970) table. The table gave a sample size of 196. The simple random sampling technique was adopted for the study.

Sources of Data Collection

The data for this study was collected from primary source with the aid of structured questionnaire.

Instrumentation

The study used a well-structured questionnaire to gather data from the respondents. The questionnaire was designed using five-point Likert scale and was administered using a drop and pick method.

Validity and Reliability

This study made use of content validity. This was done with the aid of experts to ensure that the questions were structured in line with the objectives. To test the reliability of the instrument, the study used test-retest method. The questionnaire was administered to 5 staff of the studied firm and 2 weeks later it was readministered, the responses were computed using Cronbach Alpha technique with the aid of Statistical Package for Social Sciences (SPSS 27.0).

Table 1: Reliability Statistics

Cronbach Alpha	No. of Items
0.88	18

Source: SPSS 27.0

The table showed that the reliability was 0.88, thus the instrument was reliable.

Method of Data Analysis

To derive useful meaning for the data collected, the ordinary least square regression analysis was used with the aid of SPSS 27.0. The findings were presented using descriptive and inferential statistics. The null hypothesis states that the variable is not statistically significant in explaining the dependent variable, which is acceptable if the significant value of t-statistics is greater than the 5% significance level, and rejected if the p-value is less than the 5% significance level.

Model Specification

The functional model was:

$$EC = F(NL, NF, CN) \quad (1)$$

Where:

EP = Employee Creativity

NL = Number of Layers

NF = Nature of Formalization

CN = Centralization

In a regression form:

$$EP = \beta_0 + \beta_1 PR_{it} + \beta_2 RN_{it} + \beta_3 CS_{it} + \mu \quad (2)$$

β_0 = Constant Term

β_1 - β_3 = Coefficient of model parameters

μ = Error Term

Results and Discussion

Data Presentation and Analysis

Table 2: Descriptive Statistics

	Mean	Std. Deviation	N
Employee creativity	4.18	1.247	180
Number of layers	4.29	1.198	180

Nature of formalization	4.23	1.173	180
Centralization	4.22	1.203	180

Source: SPSS 27.0

The data on Table 2 showed that out of the 196 administered questionnaire, 180 were properly filled and returned and thus used for the study. This data showed that the response rate for the questionnaire was 91.84 per cent showing that the questionnaire had a good response rate.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.948a	.900	.898	.398	1.368
a. Predictors: (Constant), Centralization, Number of layers, Nature of formalization					
b. Dependent Variable: Employee creativity					

Source: SPSS 27.0

Table 3 showed that there is strong positive relationship between organizational structure and employee creativity (R- coefficient = .900). The adjusted R square, (the coefficient of determination), showed that 89.8% of the variation in employee creativity can be explained by the organizational structure with no autocorrelation as Durbin-Watson (1.368) was less than 2. With the linear regression model, the error of estimate is low, with a value of about .398.

Table 4. Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	250.383	3	83.461	525.959	.000 ^b
	Residual	27.928	176	.159		
	Total	278.311	179			
a. Dependent Variable: Employee creativity						
b. Predictors: (Constant), Centralization, Number of layers, Nature of formalization						

Source: SPSS 27.0

The F statistic table reveals the overall significance of the model, the probability value of 0.000, which is below the level of significance indicate that we reject null hypothesis and conclude that organizational structure has a significant effect on the employee creativity.

Table 5. Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.055	.114		.484	.000
	Number of layers	.750	.063	.072	1.186	.002
	Nature of formalization	.355	.083	.334	4.288	.000
	Centralization	.722	.062	.697	11.562	.000
a. Dependent Variable: Employee creativity						

Source: SPSS 27.0

Test of Hypotheses

Test of hypothesis one

H₀: There is no significant relationship between number of layers in organizational hierarchy and employee creativity in Lafarge Africa Plc, Calabar.

H₁: There is a significant relationship between number of layers in organizational hierarchy and employee creativity in Lafarge Africa Plc, Calabar.

The regression results revealed that number of layers in organizational hierarchy has a significant and positive effect on employee creativity as indicated by $\beta_1=0.750$, $p=0.000$, $t=1.186$. Based on this result, we reject the null hypothesis and accept the alternative hypothesis which that there is a significant relationship between number of layers in organizational hierarchy and employee creativity in Lafarge Africa Plc, Calabar.

Test of hypothesis two

H₀: There is no significant relationship between nature of formalization and employee creativity in Lafarge Africa Plc, Calabar

H₁: There is a significant relationship between nature of formalization and employee creativity in Lafarge Africa Plc, Calabar

As demonstrated by the model results ($\beta_1=0.355$, $p=0.000$, $t=4.288$), there is a significant relationship between the degree of formalization and employee creativity. This discovery offers corroboration for the alternative hypothesis, which posits that the degree of formalization within Lafarge Africa Plc, Calabar has a significant impact on the creativity of its employees. As a result, the null hypothesis is refuted.

Test of hypothesis three

H₀: There is no significant relationship between centralization and employee creativity in Lafarge Africa Plc, Calabar

H₁: There is a significant relationship between centralization and employee creativity in Lafarge Africa Plc, Calabar

The results of the model indicate that centralization has a significant and positive effect on employee creativity ($\beta_1=0.722$, $p=0.000$, $t=11.562$). This discovery offers corroboration for the alternative hypothesis, which posits a significant relationship between centralization and employee innovation at Lafarge Africa Plc, Calabar. In doing so, it refutes the null hypothesis.

Discussion of Findings

Research indicates a favourable correlation between the level of employee creativity at Lafarge Africa Plc in Calabar and the number of layers in organizational hierarchy. Nwosu (2020) discovered that Nigerian brewing firms had a sufficient organizational framework, which has had a discernible impact on the productivity of their employees to some extent. This outcome corroborates the aforementioned results. Analyzed data was subjected to descriptive statistics, correlation analysis, and t-tests to assess hypotheses. The research revealed that implementing formalization has a beneficial impact on employee performance. Additionally, both internal and external barriers were shown to have a favorable influence on employee performance. Moreover, the hierarchical levels within brewing firms were found to have a substantial and positive effect on workers' performance.

The creativity of Lafarge Africa Plc, Calabar personnel is strongly associated with the level of formalization in their job. This corroborates the findings of Nosike and Okoye (2021) about the relationship between management style and productivity in select banks located in Anambra state, Nigeria. We want to ascertain the performance of commercial bank workers in Anambra State, Nigeria, in fulfilling objectives, and to determine the influence of varying degrees of formalization and organizational structure on their performance. The study used a survey research design. The researcher used SPSS version 20.0 and the regression analysis statistical tool to investigate the three hypotheses derived from the study's data, using a

significance level of 5%. The study revealed that the amount of formalization and the hierarchical structure of the organization had a substantial influence on personnel working in commercial banks in Anambra state. The study's findings suggest that bank managers might gain advantages by adopting a hybrid strategy to job assignment, which combines both regularity and variety in organizing people to carry out duties.

A link between centralization and creativity among workers was found in the study conducted at Lafarge Africa Plc, Calabar. The findings of Sunday, Adenike, and Anthony (2017), who examined the impact of organizational structure on performance, contradict this claim. The research used a quantitative methodology and utilized the mono technique to gather numerical data using questionnaires. The study population comprises both the clientele and staff members of Covenant Micro Finance Bank. The research has a total of 354 participants, consisting of 301 customers and 51 personnel from Covenant Micro Finance Bank. This study is grounded on the following hypotheses: there is no correlation between organizational formalization and either customer satisfaction or profit; there is no correlation between organizational formalization and any of the other three variables. The secondary data incorporates many viewpoints from management researchers. The conclusion drawn from doing research utilizing both primary and secondary sources is that organizations would experience advantages from adopting a decentralized structure and reducing bureaucratic elements in the workplace.

Conclusions and Recommendations

Conclusion

The study primarily aimed to analyse the organizational structure and employee creativity of Lafarge Africa Plc in Calabar. The study's results indicate a strong correlation between employee creativity at Lafarge Africa Plc, Calabar and the number of layers of management. The findings indicate a significant association between the amount of formalization of workers and their level of creativity at Lafarge Africa Plc, Calabar. The study concludes that there is a substantial correlation between the centralization of Lafarge Africa Plc in Calabar and employee creativity.

Recommendations

The study made the following recommendations:

1. To attain global dominance, generate significant profits, and attain maturity, organizations should cultivate an environment that incentivizes and acknowledges innovative thinking.
2. Emphasizing the development of an appropriate framework that is in harmony with all organizational entities and components would be advantageous for the company to improve employee ingenuity.
3. Employees ought to be capable of operating at their maximum capacity so long as the system's framework and parameters remain unaltered.

References

- Alipoor, H., Ahmadi, K., Pouya, S. Ahmadi, K., & Mowlaie, S. (2021). The Effect of Organizational Structure on Employees' Job Performance in Private Hospitals of Ahvaz *Journal of Ecophysiology and Occupational Health*, 17(3&4), 119- 123.
- Al-Qatawneh, M. I. (2014). The Impact of Organizational Structure on Organizational Commitment: A Comparison between Public and Private Sector Firms in Jordan. *European Journal of Business and Management*, 6(12), 30-3.
- Amabile, T. M. (2018) Motivating creativity in Organizations: On doing what you love and loving what you do.
- Ashkenas, R. (2022). *The Boundary less Organization*. San Francisco: Jossey-Bass Publishers.
- Burns, T., & Stalker, G. M. (2021). *The Management of Innovation* (3rd ed.). Oxford: Oxford University Press.
- Child, J. (2015). Organizational structure, environment and performance: The role of strategic choice. *International Journal of Sociology*, 6(1), 1-22.
- Costigan, R.D., Ilter, S.S., & Berman, J.J. (2018). A Multi-Dimensional Study of Trust in Organizations. *Journal of Managerial Issues*, 10(3), 303-317.
- Daft, R.L. (2015). A dual-core model of organizational innovation. *Academy of Management Journal*, 21(2), 193-210.
- Farmer, S.M., Tierney, P., & McIntyre, K.K. (2019). Employee creativity in Taiwan: An application of role identity theory. *Academy of Management Journal*, 46(5), 618–630.
- Funminiyyi, A. K. (2018). Impact of Organisational Structure on Employee Engagement: Evidence from North Central Nigeria. *International Journal of Advanced Engineering, Management and Science*, 4(8), 579-589.
- Hage, J. (2015). An axiomatic theory of organizations. *Administrative Science Quarterly*, 10(3), 289–320.
- Hage, J., & Aiken, M. (2017). Relationship of centralization to other structural properties. *Administrative Science Quarterly*, 12(2), 72-92.
- Hirst, G., Van Knippenberg, D., Chen, C. H., & Sacramento, C. A. (2019). How does bureaucracy impact individual creativity? A cross-level investigation of team contextual influences on goal orientation creativity relationships. *Academy of Management Journal*, 54(3), 624–641.
- Jansen, J. J. P., & Van Den Bosch, F. A. J., (2020). Exploratory innovation, exploitative innovation, and performance: Effects of organizational antecedents and environmental moderators. *Management Science*, 52(11), 1661-1674.
- John, S. (2019). How Does Organizational Structure Affect Performance Measurement? Retrieved on 15th July, 2023 from <https://bizfluent.com/>
- Jones, G. (2013). *Organizational Theory, Design, and Change* (7th ed.). Pearson, Harlow, England
- Jordan, S.A. (2019). Innovative cultures + empowered employees = high performance organizations. *Public Productivity and Management Review*, 23, 109-115.
- Krejcie, R.V & Morgan, D. N., (1970) Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Lawrence, P. R., & Lorsch, J. W. (1967). Differentiation and integration in complex organizations. *Administrative science quarterly*, 1-47.
- Lunenburg, F. C. (2022). Organizational Structure: Mintzberg's Framework. *International Journal for Scholarly, Academic, Intellectual Diversity*, 14(1), 1–8. Retrieved from <https://platform.europeanmoocs.eu/users/8/Lunenburg-Fred-C.-Organizational-Structure-Mintzberg-Framework-IJSAID-V14-N1>

- Macduffie, J.P. (1995). Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry. *Industrial and Labor Relations Review*, 48, 197-221.
- Malik, S. (2017). Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. *American Research Journal of Business and Management*, 3(11), 1-16.
- Muhammad, D.M. (2019). Effect of Organizational Structure on Company Performance in Manufacturing Industry. *International Journal of Research and Innovation in Science (IJRISS)*, 3(10), 265-270.
- Nahm, A. (2019). The impact of organizational structure on time-based manufacturing and plant performance. *Journal of Operations Management*, 21(3), 281-306.
- Nnabuiife, E. (2019). *Organizational Behaviour and Management Theory*. Nimo: Rex Charles & Patrick 13. Limited.
- Nosike, C.J., & Okoye, N.J. (2021). Effect of Organizational Structure on Employee Performance of Commercial Banks in Nigeria. *Research Journal of Management Practice*, 1(7), 32-41.
- Nwosu, H. E. (2020). Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. *International Journal of Innovative Research & Development*, 9(2).
- Okafor, N.C; Agboeze, E.K & Obi, H.O. (2017). Effect of Organisational Structure on Organisational Performance. *The International Journal of Business and Management*, 5(5).
- Robbin S. P. & DeCenzo D. A. (2015). *Fundamentals of Management: Essential Concepts and Applications*. Prentice Hall, Upper Saddle River, NJ.
- Robert, F., & Olive, K. (2013). The Structure and function of human capital emergence. *Academy of Management Journal*, 1(2), 17-26.
- Schein, E. M. (2014). *The corporate culture survival guide> sense and nonsense about culture change*. Josey-Bass.
- Shabbir, M.S. (2017). Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. *American Research Journal for Business and Management*, 3(1), 1-16.
- Subramaniam, N, & Mia, L. (2021). Enhancing Hotel Managers' Organizational Commitment: An Investigation of the Impact of Structure, need for achievement and participative budgeting, *Hospitality Management*, 21, 303–320.
- Sunday, C.E., Adenike, O.B., & Anthony, T.A. (2017). The Effects of Organizational Structure on the Performance of Organizations. *European Journal of Business and Innovation Research*, 5(6), 46-62.
- Tang, G., Yu, B., Cooke, F.L., & Chan, Y. (2017). High-performance work system and employee creativity: The roles of perceived organisational support and devolved management. *Personnel Review*, 46(7), 1318-1334.
- Tolbert, & Hall. (2019). Effect of organizational structure on firm performance. *Academy of Management Journal*, 4(2), 31-43.
- Tran, Q., & Tian, Y. (2013). Organizational Structure: Influencing Factors and Impact on a Firm. *American Journal of Industrial and Business Management*, 03(02), 229–236
- Williams, S.D. (2017). Personality, attitude, and leader influences on divergent thinking and creativity in organizations. *European Journal of Innovation Management*, 7(3), 187-204.
- Zheng, W., Yang, B., & McLean, G. N. (2020). Linking Organizational Culture, Structure, Strategy and Organizational Effectiveness: Mediating Role of Knowledge Management. *Journal of Business Research*, 63(2), 763-77.