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DOES ORGANIZATIONAL CREATIVITY DRIVE EMPLOYEES' SATISFACTION OF HEALTHCARE FIRMS IN NIGERIA?

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Abstract

In this study, we investigated whether organizational creativity drives employee satisfaction of healthcare firms in Nigeria. The study used survey design and questionnaire was the main data collection instrument. Two (2) levels of creativity in healthcare firms were employed (individual and group). Questionnaire was administered to eighty-four (84) employees of selected healthcare firms in Delta State, out of which seventy-six (76) were retrieved and found useable for data analyses. Data obtained were analyzed by means of descriptive, diagnostic and inferential statistical techniques. The multiple regression results revealed that individual creativity (t-value=6.11; p-value=0.000 < 5 percent) and group creativity (t-value = 7.24; p-value = 0.000 < 5 percent) significantly positively influence employee satisfaction. Remarkably, it was found that group creativity had more predictive ability when compared with individual creativity. The study concludes that organizational creativity drive employee satisfaction. The study, therefore, recommends, among others, that healthcare firms should incessantly act in response to and promote creativity at individual and group levels so as to enhance the level of employees' satisfaction. Furthermore, the management of healthcare firms needs to focus more on group creativity by ensuring and encouraging teamwork among the workforce; this would in turn enhance employee satisfaction.

Keywords: *Individual creativity; Group creativity; Employee satisfaction; Healthcare; Organizational creativity*

JEL Classification: *M12; M19*

1. INTRODUCTION

In today's fiercely competitive and quickly evolving world, innovation and creativity are still major concerns for organisational management. Augustina, Afrin and Fandi(2023)assert that innovation is essential to the growth and development of the nation's economy as well as its workforce. According to Bogar(2023), organisations in both the public and commercial sectors are characterised by low added value and inadequate personnel capacity development. Medase and Ivan (2023) opined that firms can increase productivity and generate value through creativity and creative procedures in order to guarantee the long-term capacity development of their workforce.

As observed by Yohannes, Getahun and Asemamaw(2024), management's ability to foster organisational innovation in order to provide high-value added goods and services is a major factor in employee capacity development. Qian and Kee(2023) observed that innovation begins with creative ideas. Therefore, the successful implementation of new services primarily depends on an individual(individual creativity) or team(group creativity) coming up with a novel idea and seeing it through to its completion (Yohannes, Demis&Asemamaw, 2023). Roth, Conradty and Bogner (2022) assert that as creativity is essential, it can be regarded as "pre-innovation." Hence, organisational creativity - whether it be group or individual, may support the implementation and growth of an innovative process within an organisation that can improve the capacity development of its workforce.

Studies on organizational creativity have sprung from numerous academic disciplines like education, psychology, organizational behaviour, sociology among others.

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Organizational behaviour studies (which this current study hinges on) on creativity focuses on individual and intra-individual dynamics like personality, abilities, experiences and thought processes (Shao, Nijstad&Täuber, 2019; Qian&Kee, 2023). According to Yohannes et al. (2023), organisational innovation is typically envisioned as the result of exceptional individuals experiencing fleeting epiphanies. When a group of people collaborate in a complex social system to create new and valuable products, services, or processes, this is known as organisational creativity.

While studies focusing on creativity from micro or macro viewpoints have made noteworthy advances, the two (2) approaches have remained separate (Zhang, Wang & Li, 2021). Significant theoretical progress in connecting intra-individual elements of organisational creativity with micro and macro levels has just lately been made (Yohannes et al., 2024). Previous research on organisational creativity has shown that creating an atmosphere that fosters creativity is just as important as hiring creative workers (Zhang, et al 2020; Inam, et al 2021). Accordingly, research on organisational creativity has found a variety of dynamics at several levels, including those involving individuals and group that promotes employee satisfaction (Siyal, et al 2021). The ability of an organization to make employees happy, contented, and fulfilled is referred to as employee satisfaction.

Due to their vast locations, sizes, cumbersome work and workload, healthcare firms find it demanding to improve employee satisfaction. Furthermore, most healthcare firms seek to build employees' ability in order to boost added value, compete in the market, and become sustainable because the healthcare industry is rife with fierce rivalry. Belias, Rossidis, Papademetriou, and Mantas (2022) demonstrated that businesses might guarantee long-term employee satisfaction via a thorough, creative process. As previously mentioned, it is now crucial to determine whether or not creativity, whether it be individual or group-related, contributes to employee satisfaction.

Furthermore, this study responded to it by using both individual and group creativity to thoroughly examine the effects on the degree of employee satisfaction. Therefore, this study's justification is not limited to its empirical analysis of the internal path mechanisms and cross-level antecedents to address gaps in the literature on organisational creativity and employee satisfaction; it also incorporates the ways in which individual and group creativity can impact employees' satisfaction of healthcare firms in Delta State of Nigeria. For this reason, the study looked into how organisational creativity (individual and group) relates to the degree of employee satisfaction of healthcare firms in Delta State of Nigeria.

Research Hypotheses

The following research hypotheses were formulated:

H_o1: Individual creativity has no significant relationship with employee satisfaction in healthcare firms

H_o2: Group creativity has no significant relationship with employee satisfaction in healthcare firms

2. REVIEW OF RELATED LITERATURE

2.1 Organizational Creativity

Creativity is often cited as a starting point for innovation in scientific literature. There are numerous definitions and methods for evaluating creativity. Therefore, the researcher must describe organisational creativity in order to comprehend it clearly and how it might boost employee capacity in an organisation (Afshar, Brem&Hoerauf, 2020).The Latin word "creō," which meaning to make or create, is the root of the word "creativity." In modern literature, creativity is perceived as having emanated from the individual employee abilities. Creativity research has grown in the 21st century; however, Shumpeter introduced economic theory of creative destruction, describing it as a means through which old ways of doing things are endogenously altered and replaced by new ways (Chen, et al 2021).

Since organisational creativity has been shown to be a relatively marginal subject in management and the sciences in a number of studies, creativity and innovation are typically used interchangeably. Tan, Lau, Kung and Kailsan (2019) defined organisational creativity as the process by which organisations generate new and practical ideas. In a similar vein, Kim (2019) defines organisational creativity as the creation of answers by an organisation that can be consistently evaluated as unique or innovative. Creative individuals are distinct and dynamic systems, as demonstrated by Doran and Ryan (2017).

Organisational creativity, as defined by Yohannes et al. (2024), is the process by which a single employee in an organisation creates a valuable, culturally and contextually unique product or service in a particular field that results from the interaction of the micro, meso, macro, and exo-systems. Employee experience makes up meso-system, whilst personality traits, abilities, and strategies make up the micro-system. The macro-system refers to a social environment, whereas the exo-system comprises of organisational dynamics pertaining to the job of individual employees (Jia, Chen &Ruan, 2021). Jia, Chen and Ruan (2021) see organizational creativity as a kind of capacity integrating numerous novel ideas for products, services, procedure and processes by an organization.

It is clear from examining the range of definitions of organisational creativity that the idea is more akin to people, things, and procedures. Hence, a wide definition of organisational creativity is goal-oriented individual/group cognitive processes that produce what are considered new goods, processes, and individuals (Lace, Buldakova&Rumbinaite, 2015). Since organisational creativity is a shared asset that arises from individual or group creativity, organisational stakeholders are becoming more and more concerned about it (Yohannes, et al 2024).

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The ability to innovate in the workplace, both individually and collectively is a critical attribute that can assist an organisation achieve and/or develop a competitive edge, producing high performance and boosting employee capacity development (Tan,et al 2019).According to Bogar(2023),"organisational creativity is very vital to support and develop employee capacity and concurrently solve problems rapidly in circumstances that are usually dynamic." Firms require creativity to thrive in an increasingly dynamic environment because of the fast shifting landscape they face. According to Augustina, et al (2023), individual and group creativity can help firms expand their business prospects and build staff capability.

According to Medase and Ivan (2023), when applied properly, organisational creativity will improve employee capability in addition to organisational performance. Furthermore, organisational creativity is crucial to the effectiveness of processes, the process of organisational change, and an organization's capacity to endure in the face of fierce competition (Qian&Kee, 2023). Since employee satisfaction and organisational creativity are closely linked, it is crucial to evaluate the relationship between; this study identified two (2) dimensions of organizational creativity – individual and group

2.2 Individual Creativity

The development and growth of scientific thinking on creativity has been accompanied by a trajectory; an emphasis on isolated individual employee and the internal capabilities and traits which are accompanied by interaction between the individual employee and the environment (Yohannes, et al, 2024). Hence, the main focus on organizational creativity has been on the individual creativity and how it can influence employees' satisfaction. Individual creativity is value-neutral and may have positive or negative influence on employee satisfaction (Bogar, 2023).

Individual creativity emanates from the individual-employees' talents(El-Kassar, et al, 2022). Individual creativity or employee creativity varies as a function of the attributes of tasks and work (Chen, et al, 2021). Kim (2019) sees individual creativity as production of responses by an employee which can be evaluated as being novel. Augustina, et al (2023) examined organizational creativity and showed that individuals exhibited the greatest creativity when they have goals for all tasks and discretion to switch between these tasks.

Inam et al (2021) showed that individual creativity positively influence employee satisfaction. On the other hand, Jia, et al(2021) found that individual creativity negatively affects employee satisfaction; hence, there is mixed findings on the interactions between individual creativity and employee satisfaction and most of these results were obtained from other countries. In view of the above, a gap exists in the management literature on what is known about creativity at individual level and its impact on employee satisfaction in Nigeria.

2.3 Group Creativity

Several studies examined how the characteristics of a team as creative actor affect employee satisfaction. For instance, Roth, et al (2022) found that group creativity greatly influence employee satisfaction and performance. Similarly, Qian and Kee (2023) showed that group or team creativity influences learning orientation as well as transformational leadership. Other studies point to the likelihood that creative benefits of a group or team require certain member behaviours to be realized. Hence, Yohannes, et al (2024) found that group creativity is contingent on members engaging in team-creativity relevant processes such as conflict management and team citizenship behaviours.

Appu and Sia (2017) see group creativity as a creation of novel ideas by employees working as a group in an organization Inam et al (2021) showed that group creativity positively affects employee satisfaction. Contrarily, Jia, et al (2021) found that group creativity negatively influences employee satisfaction; thus, there is mixed results on how group creativity interacts with employee satisfaction and most of the results were obtained from other countries. In view of the above, a gap exists in the literature on what is known about group creativity and its impact on employees' satisfaction in Nigeria.

2.4 Employee Satisfaction

In the literature, employee satisfaction has been extensively studied. According to Alkhaldi, Mgbemena and Alghamdi (2021), employee satisfaction is a positive and pleasant emotional state that is generated by employees' evaluation of their work, and it has an impact on work efficiency and service quality. There are a number of factors that influence employee satisfaction, and some research found that organizational creativity and motivation have impact on employee satisfaction (Almuzaini&Alfallaj, 2020). According to Son and Jang (2017), employee satisfaction is defined as assessments of the work performed by employees that do not highlight their positive emotional states. There are several ways to look into how satisfied employees are.

Recent studies have demonstrated that a worker's morale will decline if they encounter difficulties in their daily job routine (Chen & Wang, 2019). On the other hand, AbdRahman (2019) linked employees' satisfaction with interpersonal treatment in organization and showed that negativity in the workplace (such as uncivil behaviour and de-motivation) leads to lowered satisfaction among employees. According to earlier research, there is a connection between employees' happiness and uncivil behaviours (such as bullying, hostile interpersonal behaviour, harassment at work, and abusive supervision) (Guidetti et al., 2021).

According to Bashir (2021), and Jamal and Siddiqui (2020), employees' interactions with supervisors and co-workers may suffer as a result of workplace rudeness. Additionally, studies have demonstrated that the main causes of employee discontent are rudeness or negative treatment from managers, supervisors, or co-workers (Khan, Elahi&Abid, 2021). Therefore, rude behaviour among co-workers may be a

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significant factor that negatively impacts workers' satisfaction. Given the lack of empirical studies that had documented the interactions between organizational creativity and employee satisfaction of healthcare firms in Delta State of Nigeria; we conceptualized a model showing the relationship between organizational creativity(individual and group) and employee satisfaction as follows:

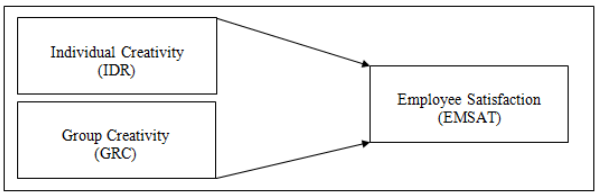


Figure 1: Conceptual Model of Study
Source: Researcher's Conceptualization (2025)

2.5 Theoretical Framework

The theoretical framework of this study was hinged on the Dynamic Componential Model of Creativity advocated by Amabile and Pratt (2016); Liu, Gong, Zhou and Huang (2017) (as cited in Dahri& Hamid, 2018). Dynamic componential model of creativity showed that organizational creativity is a development of novel and practical ideas by an individual or group (Liu et al., 2017). AbdRahman (2019)believed that organizational creativity is driven by domain-relevant skills such as the technical know-how, factual information and distinctive skill in a specific field.

Furthermore, those domain-relevant skills can be creatively produced via self-discipline, social abilities, persistence, risk-taking, experiences and personal tactics assisting the employee in adopting fresh view on a work. The dynamic componential model of creativity demonstrates how employee satisfaction is impacted by these dynamic elements of organisational creativity. Employee satisfaction is reliant on individual/group creativity as, according to Liu et al. (2017), organisational creativity is a powerful driver of employee satisfaction. This study adopted dynamic componential model of creativity as its theoretical framework since it has been widely used as a strong theoretical foundation in the management literature and has been applied in a variety of situations.

2.6 Empirical Studies

Using a sample of 302 respondents in Ethiopia, Yohannes et al. (2024) examined the effects of work-environment and family-work resource spillover on employees' creativity. Employee creativity was found to be positively impacted by work-group support and family-work resource spillover, according to the results of partial least squares and structural equation modelling. However, the findings did not support a direct correlation between employee creativity and the dynamics (enough resources, workload pressure, independence, demanding job, and managerial encouragement).

The dynamic impacting employees' creativity and the mediation effect of intrinsic incentives were also evaluated by Yohannes et al. (2023) with 307 respondents in Ethiopia. The results of the partial least squares route modelling indicate that employee creativity (processes, career-orientation, and calling-orientation) has a considerably positive direct impact on decision-making. Additionally, it was demonstrated that intrinsic motivation impacted creativity and domain-relevant skills.

Augustina et al (2023) investigated how open innovation and organisational creativity affected the success of SMEs in Malaysia. It was demonstrated using the results of partial least square and structural equation modelling that organisational creativity and open innovation had a positive and significant impact on the performance level of SMEs. Additionally, it was shown that the main factors affecting SMEs' performance were knowledge development, internal environments, groups, and individuals.

Medase and Ivan (2023) used data from the World Bank Enterprise Survey and Innovation Follow-up Survey of 9,503 enterprises in 11 countries from 2012 to 2015 to examine the relationship between creativity and innovation and employment development in sub-Saharan Africa. The results of Heckman's two-stage estimator showed that innovation and creativity had a positive and significant impact on firm-level employment growth in sub-Saharan Africa.

Bogar (2023) used a sample of 78 civil personnel in the SITARO District to investigate the factors influencing employee creativity. The results of the multiple regression analysis demonstrated that organisational obligations and work culture significantly hinder employee innovation. However, it was shown that organisational responsibilities and work culture both partially and simultaneously affect employee creativity.

Jia et al. (2021) used high-internet companies to investigate how calling affected employees' creativity. With data obtained from a sample of 218 respondents, the results of regression showed that calling significantly positively impact on employees' creativity. In addition, the structural equation modelling result showed a moderating-mediating relationship calling, employee creativity and employee commitment.

Zhang (2021) used the person-organization fit model to evaluate how employees' perceptions of over-qualification affect creative performance. Regression analysis of data involving 170 supervisor-subordinates in Chinese manufacturing companies revealed that organisational identification is positively and significantly correlated with perceived over-qualification, but that organisational identification is negatively correlated with strong organisational cultures that prioritise employee development.

Afshar et al. (2020) used survey data from 81 recently established small-sized businesses in Afghanistan to investigate how employee creativity affects small business success in combat zones. The results of the structural equation modelling showed that the relationship between the internal-market orientation culture and workers' creative work

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involvements was mediated by their perception of psychological safety.

Using a survey of 324 SME employees in India, Bhawna et al. (2019) investigated the moderating-mediating role of organisational climate between employees' training and organisational innovation. Employee learning and creativity improve organisational climate, according to the results of structural equation modelling. In addition, it was found that organizational climate has a varied mediating effect on employee creativity and learning; however, organizational creativity was partially mediated but learning has insignificant effect on organizational climate.

In India, Gosh (2014) examined how organisational creative climate influenced the impact of self-leadership on workers' creativity and innovative orientation at work. The results of the structural equation modelling showed a strong correlation between workplace innovative-orientation, organisational creative atmosphere, employee creativity, and self-leadership. It was also found that, organizational creativity climate moderates on employee creativity and workplace innovative-orientation in India.

3. METHODOLOGY

This study used descriptive survey research design; the justification for descriptive survey research design is hinged on the fact that it allowed the researcher to show the relationship between organizational creativity and employee satisfaction The study population consists of the entire workforce of six (6) healthcare firms in Delta State. As at 31st December 2024, the entire workforce in the selected healthcare firms were eighty-four (84) (The Human Resource Departments of the Healthcare Firms, 2024). Furthermore, the categories of employees include nurses, doctors and other medical personnel. The entire population was employed as the size of the study given the small nature of the study population

The main instrument of data collection is the questionnaire; the instrument was used because it is a firsthand source of information and offers the researcher the opportunity in assessing a wide-range of respondents (employees of the healthcare firms) with diverse view on organizational creativity and employee satisfaction in Nigeria. The questionnaire consists of the bio-data of respondents and thematic questions on organizational creativity dimensions (individual and group) and employee satisfaction

The questionnaire was designed on 4-point scale of strongly agree (4), agree (3), disagree (2) and strongly disagree(1). Items on organizational capacity dimensions and employee satisfaction were adapted from Yohannes, et al (2024); Augustina, et al (2023); and Bogar, (2023). The questionnaire was administered by the researcher alongside one (1) research assistant on a face-to-face basis to the respondents to ensure adequate retrieval of the research instrument.

In this study, the researcher depended on scales and items previously developed by prior researchers. Cronbach alpha reliability test was carried out to determine the internal consistency of research instrument. The instrument yielded Cronbach alpha coefficients above the recommended benchmark of 0.5 in all sections; this being within the range recommended by Cronbach as a reliable instrument. The Cronbach alpha reliability results are shown in Table 1

Table 1: Results of Cronbach Alpha Coefficients

Items	Alpha Index
Employee Satisfaction	0.82
Individual Creativity	0.74
Group Creativity	0.81

This study builds on the models of organizational creativity of Yohannes, et al (2024); Augustina, et al (2023); and Bogar, (2023). On the basis of this, the following multiple regression models were specified to ascertain the relationship between organizational capacity (individual and group) employee satisfaction as follows:

emsat= f(idr, grc) - eq. 1

Equation 1 is the implicit form of the models; hence equation 2 was expressed in its explicit form as follows:

$emsat_i = \beta_0 + \beta_1 idr_i + \beta_2 grc_i + u_i$ - eq. 2

Where:

emsat is employee satisfaction (dependent variable); idr is individual creativity; grc is group creativity; $U_i$is error term; B is intercept; while β_1-β_2 is coefficient of independent variables.

The study used descriptive statistics (simple percentage, frequency count, mean, standard deviation &Pearson correlation); regression diagnostic statistics (variance inflation factor) and inferential statistics (multiple regression models) in analyzing data obtained in the study.

Research hypotheses were validated using the results of multiple regression models. The decision rule is such that if F-probability is greater than F-tabulated, null hypothesis is rejected while alternate hypothesis is accepted, vice-versa.

4. RESULTS AND DISCUSSION

In this study, we distributed eighty-four copies of the questionnaire; however, 76 copies of the questionnaire were retrieved, hence representing 90.5 percent response rates

Table 2: Bio-Data of Respondents

S/N	Variables	Parameters	Frequency = 76	Percent (%)
1	Gender	Male	36	47.4%
		Female	40	52.6%
		Total	76	100%
2	Marital Status	Single	28	36.8%
		Married	44	57.9%
		Others	4	5.3%

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		Total	76	100%
3	Educational Qualification	OND/NCE	22	28.9%
		BRNs	51	67.1%
		Others	3	4.0%
		Total	76	100%

Source: Compiled by the Researcher, 2025

The bio-data of respondents in Table 2 revealed that 36(47.4%) and 40(52.6%) were males and females respectively, indicating that there were more females in the studied healthcare firms in Delta State. The marital status revealed that majority of the respondents 34(57.9%) were married while 28(36.8%) were single and 4(5.3%) were either divorced or separated. The educational qualifications of respondents showed that majority of the respondents had obtained a Bachelor of Nursing (Registered Nurses - BRNs) degree; thus they may be knowledgeable on the items in the questionnaire.

Table 3: Summary of Descriptive Statistics

S/N	Items	Mean	Std. Dev	Obs.
1	Employee Satisfaction (emsat)	3.0113.200	0.306	76
2			0.403	76
3	Individual Creativity (idr)	2.944	0.514	76
	Group Creativity (grc)	3.052	0.407	
	Aggregate Mean			

Source: Compiled by the Researcher, 2025

Table 3 revealed that individual creativity (idr) and group creativity (grc) and employee satisfaction scored above 2.5 cut-off point; the grand mean of 3.052 and standard deviation of 0.407 indicate that respondents agreed that when organizational creativity is effectively put in place by management, it tends to influence employee satisfaction.

Table 4: Pearson Correlation

	Employee Satisfaction	Individual Creativity	Group Creativity
Employee Satisfaction	1.0000		
Individual Creativity	0.0373	1.0000	
Group Creativity	0.04023	0.0223	1.0000

Source: Compiled by the Researcher, 2025

Table 4 showed that organizational creativity dimensions (idr and grc) were positively correlated with employee satisfaction; hence, there is positive link between organizational creativity and employee satisfaction of the healthcare firms in Delta State of Nigeria.

Table 5: Variance Inflation Factor

	VIF	1/VIF
Individual Creativity	1.04	0.9615
Group Creativity	1.01	0.9900
Aggregate VIF	1.03	

Source: Compiled by the Researcher, 2025

Table 5 showed that the aggregate VIF is 1.03 which is less than the accepted mean VIF of 10.0, suggesting nonexistence of multicollinearity in the model of organizational creativity and employee satisfaction of the healthcare firms in Delta State, Nigeria.

Table 6: Multiple Regression Result

Estimator(s)	Predictor(s) T-Values		Prob.T
R-Squared	0.747	idr = 6.11	0.000
Adjusted R-Squared	0.646	grc = 7.24	0.000
F-Ratio	16.38	idr Coefficient	0.551
Probability F	0.0000	grc Coefficient	0.627

Source: Compiled by the Researcher, 2025

Table 6 showed the multiple regression models for organizational creativity dimensions and employee satisfaction. The R-squared of 0.747 suggests that organizational creativity variables jointly explained about 75% of the systematic variation in employee satisfaction of the healthcare firms and that the unexplained variation is just 25%. The F-ratio (16.38; Prob. F = 0.0000) indicates that organizational creativity variables jointly have significant influence on employee satisfaction. The t-values for individual creativity (idr) is 6.11; Prob. = 0.000) while group creativity (grc is 7.24; Prob. = 0.0000). The results indicated that the organizational creativity variables significantly positively influence the level of employee satisfaction. On the basis of the above results, the null hypotheses (hypotheses 1 and 2) were rejected while the alternate hypotheses were accepted.

Discussion of the results derived from the descriptive and inferential statistics was the focus of this section. According to the results, the study demonstrated that majority of the items are useful indicators for evaluating the connection between organisational creative dimensions (individual and group) and employee satisfaction of healthcare firms located in Delta State. Second, the findings of the Pearson correlation

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analysis showed that employee satisfaction and organisational creativity variables were positively connected. Third, the results of variance inflation factor indicated that the organisational creativity and employee satisfaction models do not exhibit multicollinearity.

Fourth, all of the independent factors (individual and group creativity) had a substantial impact on employee satisfaction, according to multiple regression models). As a result of the aforementioned, the alternative hypotheses were accepted and the null hypotheses were denied, indicating that organisational creativity determinants significantly positively impact employee satisfaction in the chosen healthcare firms. The results partially support those of Yohannes et al. (2024); Yohannes et al. (2023); and Augustina (2023), who discovered a strong positive correlation between organisational creativity and worker productivity, performance, satisfaction and development. However, our finding contradicts the results of Bogar (2023) and Bhawna et al. (2019), who discovered a negligible inverse association between organisational creativity and worker productivity, performance, and satisfaction.

5. CONCLUSION AND RECOMMENDATIONS

Whether organisational creativity at the individual and group levels might affect employee satisfaction is one of the most contentious topics in management literature. Notably, earlier research found that organisational creativity is vital for enhancing employee satisfaction. The reality is that, given the dynamic nature of the business environment, the need to continuously adapt to current trends and fierce competition in Nigeria's healthcare sector, where firms compete to increase their market share, creativity in the organisation is an issue that cannot be avoided.

In this study, we used two (2) organisational creativity variables - individual and group creativity and employee satisfaction to investigate the link between organisational creativity and employee satisfaction of certain healthcare firms in Delta State, Nigeria. The study concludes that individual and group creativity significantly positively influence employee satisfaction. On the other hand, the study concludes that group creativity had more predictive ability when compared with individual creativity. Based on the findings, the researcher made the following recommendations:

1. That healthcare firms should incessantly act in response to and promote creativity at individual and group levels so as to enhance the level of employees' satisfaction.
2. That management of healthcare firms need to focus more on group creativity by ensuring and encouraging teamwork among workforce; this would in turn enhance employee satisfaction the more.

The study contributes to knowledge by revealing that while individual and group creativity significantly positively affects employee satisfaction, group creativity was found to affect employee satisfaction the most. Also, the study contributes to knowledge by filling the gap in the literature on organizational creativity and employee satisfaction of healthcare firms in Delta State, Nigeria.

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