

EMPLOYEES EMOTIONS AND CREATIVITY IN ADVERTISING AGENCIES IN PORT HARCOURT

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ABSTRACT

This study examined the relationship between employee emotion and creativity in advertising agencies in Port Harcourt. Cross sectional research design was found suitable for the study as a subset of quasi-experimental research study. The accessible population consists of 240 employees from 10 advertising agencies in Port Harcourt. The simple random sampling technique was used to select the sample representative from the accessible population. 150 respondents as sample were drawn by applying Taro Yamene's formula. 150 copies of questionnaire were sent to these firms but 110 copies were returned and analyzed. Spearman's Rank Correlation Coefficient was used to test the hypotheses with the aid of SPSS (22.0). The study found a positive and significant relationship between employee emotion and creativity. Organizational culture also moderates the relationship between employee emotion and creativity on a high level in advertising agencies. Therefore, it was concluded that employee emotion that is predicted by joy and gratitude enhances employees' creativity in advertising agencies in Port Harcourt. The recommendation was made that; Advertising Practitioners Council of Nigeria (APCON) should make a policy that will build and improve employee emotions using joy and gratitude as means for enhancing creativity in advertising agencies in Port Harcourt.

Keywords: *Creativity, Creative Thinking Skills, Employee Emotions, Expertise, Gratitude, Joy, Organizational Culture, Task Motivation*

1. INTRODUCTION

In the light of today's need for fast-paced decisions, firms' capacity to develop the creativity and innovativeness of its employees is becoming increasingly necessary (Kreitner & Kinicki, 2003). Progressive enterprise cannot do without creativity to satisfy customers. Li-Yueh and Emmelia (2012) contended that being creative is important to organizations because creativity enable firms to grow and assists in making quick response to threats, and grants organizations to adjust to changing circumstances, and occupy favorable position to compete in market globally.

Creativity brings new initiatives. Employee creativity has made small firms to become large conglomerates today (Fredrickson, 2001). In Nigeria for instance, Dangote Group is one conglomerate that is creative in diversification. firms are now moved from cement production to household products and petroleum products. Most advertising agencies in Nigeria have also advanced their businesses using multimedia advertising channels at major strategic points. Apart from radio and televisions, some practitioners have started using residential buildings walls for advertisement.

Creativity provides ways for firms to survive. Stimulating creativity and exploring absolutely new and unknown ways leads to productivity improvement. Encouraging the workers in the area of creativity by giving them time and assets to explore new areas for innovative ideas is the most important thing for enterprise.

Siyana (2015) perceived creativity as mechanism in solving problems. In this aspect, firms are concerned with developing new strategy or an innovative means in gaining competitive advantage. Creative problem solving gives competitive edge that any business is operations. Creativity concept and approaches may emanate from customers, partners, shareholders, target groups or even employees (Siyana, 2015). In furtherance, Johnson and Fredrickson (2005) claim that firms globally rest their back on creativity as a driver for growth. Tangney, Stuewig and Mashek (2007) contended that positive emotions always assist organizations in goals achievement.

Positive emotions enhance individuals' perception and increases intuition decision making (Bolte, Goschkey, & Kuhl, 2003). Positive emotions also enhance effectiveness of the organization in a high complex decision-making (Isen et al., 1987; Isen & Baron, 1991) Isen & Means, (1983) and Fredrickson (1998) further argued that personal resources is improved by positive emotions and provide lasting benefits as it increases and ensure cognitive processes, including physical and mental performance (Bryan & Bryan, 1991).

In the study by Isen (2001), it was found that, positive emotion has positive relationship with helpfulness which increases generosity. Moore, Underwood, and Rosenhan (1973) assert that it ensures cooperativeness. While, Carnevale and Isen, (1986), claimed graciousness and Emmons and McCullough (2003), include trust, and integrative negotiation outcomes (Anderson & Thompson, 2004). Robins, Judge and Sanghi (2009) posit that joy and gratitude represents the constituents of employees' positive emotions.

However, the way employee creativity will thrive solely depends on the degree of which emotions will be handled by their employers. For instance, an employee can be creative but without joy, such employee may discard the concept of creativity which on either way could have assists the firm to have new product or service. When an employee is shown gratitude especially for good works, such individual will start thinking of what he/she need to do to uplift the enterprise he/she works with.

Studies on employee emotions have been conducted by researchers over the years. For instance, Wong, et al (2013) did a research on expressing and amplifying positive emotions facilitate goal attainment in workplace interactions. The result indicates authentic display of positive emotions supported goal attainment throughout. Secondly, Bostanci (2013) examined positive emotion, its role towards work, organizational responsiveness and teachers' isolation in professional life. The result indicates that positive emotion serves as an ingredient which complements organizational responsiveness and moderates teachers' isolation in professional life. Other scholars have found positive results on variables which affect employees' creativity such as; leadership, rewards systems, etc.

However, despite stream of research on employee creativity, much attention has not been drawn to employee emotion as a factor that can militate against employee creativity in advertising agencies.

Again, the little research studies that examine employee emotions only limit it to other variables other than creativity (see; Moore, Underwood, & Rosenhan, 1973; Robins, Judge & Sanghi, 2009; Isen, 2001; Wong, et al., 2013; Bostanci, 2013). Therefore, to find out more influence of employee emotions on other variables including employee creativity, this study examined the how employee emotions and creativity are related in advertising agencies in Port Harcourt with a view to create awareness for employees to develop positive emotions on employee creativity.

Some major problems in Advertising agencies include inability to motivate employees, to develop positive emotions through joy and gratitude which affects employees' level of creativity evidence in lack of expertise, poor creative thinking and poor level of task motivation (Ebr, 2016).

Lack of joy and gratitude leads to stressful situations, and made many employees developed the feeling of sadness and anger which adversely affects employee creativity when looking at expertise, creative thinking and task motivation (Ebr, 2016). Ebr (2016) also found factors responsible for poor employee creativity to emanate from the internal and external environment. As Ebr (2016) noted, the internal factors include poor leadership, lack of timely payment or rewards. While the external factors focused mainly on family issues and personal life (Ebr, 2016). The family problem that follows workers to the firm also overcrowds their emotion and affects their thinking and creative reasoning. While poor leadership (internal factors) distorts the ideas of workers on creativity.

It is certain that negative emotions effect performance including work overload poor rewards systems and employees social relationships. Again, it is observed that lack of creativity is responsible factors that create stress, aggressive behavior, anger, or conflicts. These variables culminate and encroached on the employees' productivity in advertising agencies. These problems were earlier noted by Goleman (1998), as he stated that "nowadays, emotional intelligence of employees and creativity decreases due to inability of management to provide effective training program for their workers".

In this present time, employees' work performance and commitment also decreased which has made many individuals to have less confidence in their organizational expectations. Goleman (998) posited that employees that are highly motivated will continue to raise their performance expectations of their team, their organization and for themselves to a high extent.

Findings have proven that overall employees' performance decreases based on their emotional feelings that are low (Goleman, 1998). Findings also indicate that low emotional intelligence is traced to lack of profession derailment of interpersonal problems and relationships difficulties in adapting to situations when there is a change. Maximum training programmes are distant from the worker's goal, which does not help in removing the challenges that employees face. Therefore, in regards to the mentioned problems, this study examined the relationship between employee emotions and creativity focusing on advertising agencies in Port Harcourt in order to provide suggestions that will improve employee emotions and also facilitate employee creativity in advertising agencies in Port Harcourt.

Conceptual Framework

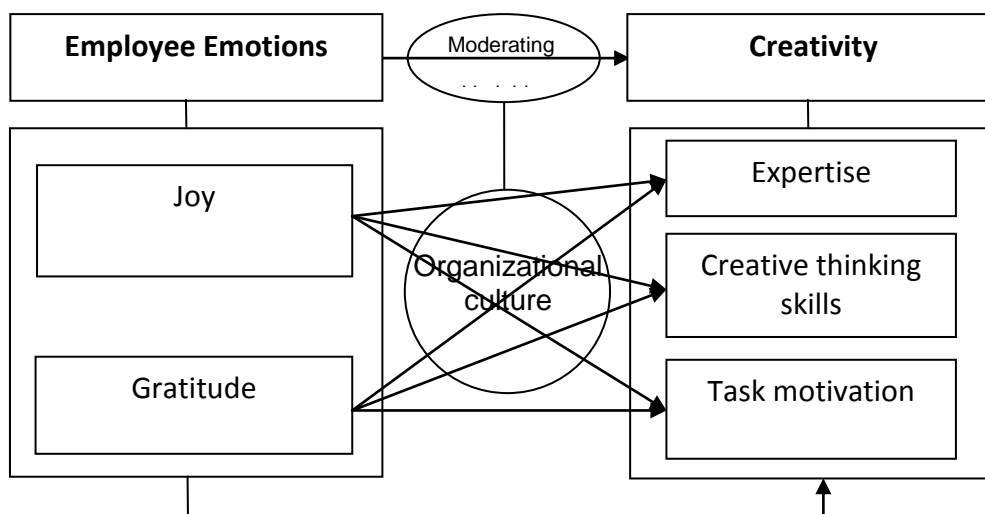


Figure 1.1: Conceptualized from Robbins, Judge and Sanghi (2009).

1.1 Aim of the Study

The main purpose of this study is to examine the relationship between employee emotions and creativity in advertising agencies in Port Harcourt.

1.2 Research Hypotheses

The following null hypotheses were formulated:

HO₁: There is no significant relationship between joy and expertise in advertising agencies in Port Harcourt.

HO₂: There is no significant relationship between joy and creative thinking skills in advertising agencies in Port Harcourt.

HO₃: There is no significant relationship between joy and task motivation in advertising agencies in Port Harcourt.

HO₄: There is no significant relationship between gratitude and expertise in advertising agencies in Port Harcourt.

HO₅: There is no significant relationship between gratitude and creative thinking skills in advertising agencies in Port Harcourt.

HO₆: There is no significant relationship between gratitude and task motivation in advertising agencies in Port Harcourt.

HO₇: Organizational culture does not moderate the relationship between employee emotions and creativity in advertising agencies in Port Harcourt.

2. LITERATURE REVIEW

Several research works have been done on employee emotions with little regard to creativity. According to Wharton (2007), employees' moods, emotions, and overall dispositions affects job performance, decision-making, creativity, turnover, teamwork, negotiations, and leadership. People are not isolated (emotional islands) rather; they bring all of themselves including their traits to workplace. Other scholars, for instance, Malik and Akhtar (2017) examined how emotional intelligence affects employee creativity in hospitality sector in Pakistan. Result revealed that employee who developed positive emotions will be creative than others. This shows that employees must develop the right positive emotional feeling in creative thinking skills.

Wong, et al (2013) conducted a study on expressing and amplifying positive emotions facilitate goal attainment in workplace interactions. Result of the study shows that authentic display of positive emotions supports goal attainment. This means that when employee develops the right and positive emotions, it enables quick realization of objectives. A study

through Bostanci (2013) tested the position of positive emotion toward work and organizational responsiveness toward teachers and isolation in expert. The end result shows that emotion closer to paintings “in part” mediated the relationship between organizational responsiveness closer to instructors at colleges and social isolation in professional existence. This also provides basis for acceptance that tremendous employee emotion complements work overall performance.

Concept of Employee Emotions

Emotions occupied a totally good sized position in our running environment, in which we regularly spend the maximum of our day. Initially we need to separate the meaning of feelings of emotions and moods as they are associative and operate in compensated senses (Ebr, 2016). Feelings of emotions relates to specific occasions that occur which is capable of disorganize our concept.

Alternatively, moods are emotional scenario that cannot break the drift of mind. Notion of emotions is vital as each employee operates thru his mind and feelings which can affect his co-workers through expression. Emotions are feelings that involve both worries and happiness (www.europeanbusinessreview.european). Similarly, feelings of emotions are of huge variety (i.e. joy, pressure, unhappiness, anger) and they depend on inner and external factors. The inner factors may be referred to management, payment, rewards and others. While the external elements may specifically include circle of relative environment and personal lifestyles (Ebr, 2016).

Every employee possessed different character and attitude. Based on this, the web of experience and feeling of emotion are not always the same to all persons. Emotions are labeled generally into positive or negative feelings. Positive feelings come from both non-public life and workplace. Every worker needs to feel delight from his/her job and the surroundings of work. Co-workers must be possessed group or team work spirit. This positive feeling ensures creativity and productivity, and enhances drive for willingness to work. Furthermore, as managers reward employees positively after employee performance evaluation, employees put more efforts to achieve greater success than those who lacks skills.

Gratitude

Gratitude correlates with happiness in a strongest form. It is when workers become genuinely grateful for their achievements and rewards that made them to focus and develop positive feelings, instead of being unhappy about far unattainable goals. Expressing gratitude reinforces the internal high-quality of employee positive behavior and gave them altruistic satisfaction of helping others.

If top organizational members can display positive emotions towards their employees’ by showing gratitude to employees’ contribution, it will bring out the best from the workers and this will ensure creativity. Gratitude has to do with gratefulness of achievement which

motivates employees to be innovative in their respective departments. Actively practicing gratitude is noticing excellence and catching people doing right! Being intentional about telling people who have made a significant change in our lives, what they have done and the impact this have had on our lives improves the emotional feelings positively. Great leaders prioritize their relationships, build, strengthen and sustain them by noticing the value others bring, and are intentional in reaching out to acknowledge, thank, honor, and celebrate them. Good managers know that employee is an asset and hence if not well harnessed, will affect the organizational negatively. Gratitude was described to involve warmly or deeply appreciative mindset for advantages received (Fitzgerald, 1998). Fitzgerald (1998) notified three aspect of gratitude. The first one focuses on appreciation when someone carries out a generous kind act towards others. Secondly, appreciation is extended towards the person that performed the preferred act (Kerns, 2005).

Joy

Joy is a positive emotion and sadness is a negative emotion. Joy refers to an acute, short-term experience of well-being and contentment, and also means a high level of happiness. Joy is a foreground acute emotion; happiness, a background baseline sentiment (Ben-Ze'ev, 2000). Employees that are always happy with their supervisors will be creative in everything they do. Happiness is the most general positive emotional sentiment, comprising an evaluation of significant aspects of life, and of life as a whole. The happy person evaluates his or her overall situation in life as basically both right and good (Averill & More, 2004).

Layard (2003) defines happiness as feeling good – enjoying life and feeling it is wonderful. In other words, unhappiness implies feeling bad and wishing things were different. He adds that happiness and unhappiness are not separate dimensions, but different points along a continuum. The opposite of happiness, then, is not unhappiness but misery and loneliness, just as the opposite of acceptance is not un-acceptance but disgust. There is currently a growing interest in research on happiness, which psychologists and others tend to place under the broader rubric of “subjective well-being, which includes in its meaning both level of happiness and satisfaction with life” (Diener, et al, 1999). Research on joy and happiness revealed that people who are motivated not only avoid misery and unhappiness but they react favorably to positive situations (Robbins, Judge & Sanghi, 2009). Compared with unhappy and depressed people, happy humans cultivate idea of well-being, less self-focused, less hostile, not abusive, and less vulnerable to disease and illness (Sandvik, et al, 1993). They are loving, trusting, forgiving, creative, energetic, decisive, helpful, and sociable (Myers, 1992), and possess a global sense of life satisfaction.

Concept of Creativity

Creativity is described as the development of helpful thoughts concerning products, administrations, procedures and systems by a worker (Amabile and Muller, 2008). A creativity individual or employee think dissimilarly, take a gander at things from alternate

view points, and consolidate beforehand random subjects into new perspective (Zhang & Bartol, 2010).

Creativity could be defined as the ability to identify new perspective of something (Pirola-Merlo & Mann, 2004). Creativity could also be looked at as the ability to identify new connections, look at subjects from new view points, from existing facts (Forgionne & Newman, 2007). When all is said and done, creativity will involve the generation of new ideas and development of positive thoughts or arrangements that helps the organizational in achieving goals (Zhou & George, 2001; Malikeh & Elaheh, 2013).

Sue (2016) prescribes some ways to enhance creativity which incorporates; get inquisitive, prepare to fail but develop positive feelings. Get inquisitive is one of the major piece of creativity interest which starts up the official consideration system and creative energy systems, helping you to concentrate as you investigate dynamic mental recreations based on individual past encounters, musings about future and investigation of elective view points and situations as relates to present situations.

Creative Thinking Skills

Robins, Judge and Sanghi (2009) opines that creativity or imaginative reasoning aptitudes includes identity qualities related with inventiveness, the ability to utilize analogs, and to recognize fact from an alternate perspective. Research suggests that humans are more creative when we're in good moods. So to be creative, we should do things that make us happy, such as listening to music we enjoy, eating foods we like, watching funny movies, or socializing with others (Isen, 2001). Creative thinking can be stimulated both by an unstructured process such as brainstorming, and by a structured process such as lateral thinking.

Creative thinkers bring a fresh and sometimes unorthodox perspective to their work. They widening their thinking faculty help departments and organizations to move in more productive directions. Employers seek applicants with creative thinking skills for many different jobs. Importantly, there is need to share those skills when applying for jobs, and during interviews. Creative thinking takes on many shapes and forms, and expertise is inclusive of forms of creativity.

Expertise

In Cognitive Psychology, the trial investigation of aptitude includes applying ideas and strategies from various zones: critical thinking, learning, and ergonomics, to give some examples. The investigation of aptitude gives a spotlight to essential research on numerous marvels of cognizance, for example, memory constraints and thinking inclinations. It additionally gives a concentration for exchange of issues in intellectual hypothesis, for example, those including information portrayal.

The mental investigation of mastery has been fortified in later a long time by the coming of master frameworks, however investigations of mastery can be found even in the soonest mental research. Besides, a lot of the examination in the custom of Judgment and Decision-production can be respected, looking back, as investigations of mastery (e.g., direct choice models of the thinking of business analysts). Obviously, the writing of mental investigations of skill is tremendous.

Task Motivation

The term task-motivation is used when task characteristics are the focus of attention in motivation. Robins, Judge and Sanghi (2009) defined task. Motivation as a want to take a shot at something since it's fascinating, including, energizing, fulfilling, or specifically difficult. They contended that task motivation is what transforms inventiveness potential into real innovative thoughts. Task-motivation was first researched by Julkunen (1989) who claimed that students' motivation consists of trait motivation and task specific motivation that determine how far students are devoted to complete a task. Individuals in the organization perform at more elevated amounts when requested to meet a particular superior objective.

Requesting that organization individuals need to enhance ability to work harder, or to do best is not useful, on the grounds that such sort of objective does not give them an engaged target. Particular objectives when frequently evaluated let organizational individuals to realize what to go after and enable them to quantify their own particular advancement. Research shows that participating in objective setting helps realize other attractive organizational objectives such as lessening non-attendance, lateness, and turnover (Locke & Latham, 2002).

Organizational Culture

There are numerous definitions of culture from the organizational context but the fundamental elements include collection of values, beliefs, and behaviors. These might be generated and preserved by the business leaders and carried forth employees behaviour which differentiates one company from the other. Organizational culture involves the manner one firm handles matters, the rituals of the corporation, the organization weather of climate, the simple values agree with which entails organizational lifestyle.

Balogun and Veronica (2004) viewed organizational culture as "the way we do things around here". While this is a nice way to capture a complex concept, it is not detailed enough to assess the way "how we do things around here" affects leadership. A more precise definition include a pattern and basic assumptions which the firm has discovered and agreed upon, or developed in studying to address its issues of external model and inner integration (Schein, 1986).

However, this may be correct, but it is difficult to apprehend in real day-to-day terms. Therefore organizational culture means a "pattern of shared values, norms, and practices that differentiates one firm from others (Higgins, Craig, Samuel & James, 2006).

3. METHODOLOGY

3.1 Research Design

Research design is a framework or plan used as a guide for collecting and analyzing the data (Baridam, 2001). Cross-sectional survey which is one aspect of quasi-experimental research design was used in this study. It involves the use of a structured questionnaire in collecting data from the respondents. Ezejelue, Ogwo and Nkamnebe (2008) posit that in studies involving survey, data are gathered from sample elements across the population of interest.

3.2 Population of Sampling Procedure

According to Anyanwu (2000), the study population is the aggregation of the elements from which the sample of the population of interest is drawn. Therefore, the target population includes employees in advertising agencies operating in Port Harcourt. However, the accessible populations for the study consist of 240 employees drawn from ten advertising agencies in Port Harcourt using convenient sampling techniques which is non probability in nature. This number (240) was obtained from the head offices of these advertising agencies in Port Harcourt.

The study adopts a simple random sampling technique to select the ten advertising agencies. Taro Yamane's formula was used to determine the sample size from the accessible population. Taro Yamane formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size (number of employees that will be given questionnaires)

N = Population (total of number of employees in the firms)

e² = level of significance (0.05)

1 = power of coefficient

$$\begin{aligned} &= \frac{240}{1 + 240(0.05)^2} \\ &= \frac{240}{1.6} \end{aligned}$$

$$n = 150 \text{ Employees}$$

3.3 Data Collection Method

Both primary and secondary sources of data were used. Primary source of data was by means of questionnaire. While the secondary source of data was through internet, journals and periodicals.

Questionnaire was used as means for data collection, to enable the researcher find out the attitude, belief knowledge and feelings of respondents on the subject investigated as first hand data. The researcher personally distributed the copies of questionnaire to the organizations involved and retrieved them as well.

The questionnaire was designed into sections i.e. A, B, C and D.

Where section A; covers respondents' profiles. Section B covers questions on employee emotions; Section C contains questions on creativity while Section D elicits response on organizational culture. The questions were designed with the view of Likert point five scales. Where 5 was assigned to a very great extent, 4= to a great extent, 3= to a moderate extent, 2= to a low extent and 1= to a very low extent.

3.4 Data Analysis Techniques

The study applied the Spearman's Rank Order Correlation Coefficient (Rho) statistical tool to test hypotheses 1 to 6, while partial correlation was used to test hypothesis seven. The formula for the spearman's Rank-Order Correlation Coefficient is given as:

$$r_s = 1 - \frac{6\sum d^2}{N(N^2 - 1)}$$

Where: $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = is number of subjects being ranked;

4.0 RESULTS AND DISCUSSION

This section present test of hypotheses formulated using the Spearman Rank Order Correlation Coefficient with the aid of SPSS (22.0).

Hypothesis One: There is no significant relationship between joy and expertise

Table 4.1 Relationship between joy and Expertise
Correlations

			Joy	Expertise
Spearman's rho	Joy	Correlation Coefficient	1.000	.807**
		Sig. (2-tailed)	.	.000
		N	110	110
	Expertise	Correlation Coefficient	.807**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows the correlation analysis between joy and expertise. From the table, $p < 0.05$, while correlation is at .807 which indicates that null hypothesis is rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship between joy and expertise in advertising agencies in Port Harcourt.

Hypothesis Two

There is no significant relationship between joy and creative thinking skills

Table 4.2: relationship between joy and creative thinking skills

Correlations

			Joy	Creative thinking skills
Spearman's rho	Joy	Correlation Coefficient	1.000	.812**
		Sig. (2-tailed)	.	.000
		N	110	110
	Creative thinking Skills	Correlation Coefficient	.812**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output above shows the correlation analysis between joy and creative thinking skills. From the table, $p < 0.05$, which means that null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship between joy and creative thinking skills in advertising agencies in Port Harcourt.

Hypothesis Three

There is no significant relationship between joy and task motivation

Table 4.3: relationship between joy and task motivation

Correlations

			Joy	Task motivation
Spearman's rho	Joy	Correlation Coefficient	1.000	.722**
		Sig. (2-tailed)	.	.000
		N	110	110
	Task motivation	Correlation Coefficient	.722**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows the correlation analysis between joy and task motivation. From the table, $p < 0.05$, which indicates that null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship between joy and task motivation in advertising agencies in Port Harcourt.

Hypothesis four: There is no significant relationship between gratitude and expertise

Table 4.4: relationship between gratitude and expertise

			Gratitude	Expertise
Spearman's rho	Gratitude	Correlation Coefficient	1.000	.806**
		Sig. (2-tailed)	.	.000
		N	110	110
		Expertise	Correlation Coefficient	.806**
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows the correlation analysis between gratitude and expertise. From the result above, $p < 0.05$, which shows that null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship between gratitude and expertise in advertising agencies in Port Harcourt.

Hypothesis five: There is no significant relationship between gratitude and creative thinking skills

Table 4.5: relationship between gratitude and creative thinking skills

			Gratitude	Creative thinking skills
Spearman's rho	Gratitude	Correlation Coefficient	1.000	.753**
		Sig. (2-tailed)	.	.000
		N	110	110
		Creative thinking skills	Correlation Coefficient	.753**
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows the correlation analysis between gratitude and creative thinking skills. From the result above, $p < 0.05$, which implies that null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant

relationship between gratitude and creative thinking skills in advertising agencies in Port Harcourt.

Hypothesis six: There is no significant relationship between gratitude and task motivation

Table 4.6: Relationship between gratitude and task motivation

Correlations			Gratitude	Task motivation
Spearman's rho	Gratitude	Correlation Coefficient	1.000	.813**
		Sig. (2-tailed)	.	.000
		N	110	110
		Task motivation	Correlation Coefficient	.813**
		Sig. (2-tailed)	.000	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows the correlation analysis between gratitude and task motivation. From the result above, $p < 0.05$, which shows that null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship between gratitude and task motivation in advertising agencies in Port Harcourt.

Hypothesis seven: Organizational culture does not moderate the relationship between employee emotions and creativity

Table 4.7: Partial Correlation of Organizational Culture moderating employee emotions and creativity

		Partial Correlations		
Control variables		Employee emotions	Creativity	Culture
-none ^a Correlation Sig. (2-tailed) Df	employee emotions	1.000	.802**	.725**
		.000	.000	.000
		0	110	110
Correlation Sig. (2-tailed) Df	Creativity	.802**	1.000	.821**
		.000	.	.000
		110	0	110
Correlation Sig. (2-tailed) Df	Culture	.725**	.821**	1.000
		.000	.000	.
		110	110	0
Culture Correlation Sig. (2-tailed) Df	Employee emotions	1.000	.802**	
		.	.000	
		0	110	
Correlation Sig. (2-tailed) Df	Creativity	.802**	1.000	
		.000	.	
		110	0	

a. Cells contain zero-order (Pearson) correlations.

SPSS output above shows the partial correlation of organizational culture, employee emotions and creativity in advertising agencies in Port Harcourt. From the output, $p < 0.05$, which means null hypothesis will be rejected and alternate hypothesis accepted. Based on this decision, the study states that organizational culture moderates the relationship between employee emotions and creativity in advertising agencies in Port Harcourt.

Discussion of Findings

Based on the test of hypotheses above, the study found that employee emotions has a positive significant relationship with creativity in advertising agencies in Port Harcourt. This chapter presents the relevant discussions of findings drawn from empirical review.

Hypothesis one results show that there is a positive significant relationship between joy and expertise in advertising agencies in Port Harcourt. This means that as joy increases, expertise also increases. This is in line with Li-Yueh and Emmelia (2012) findings. Results of their study show that psychological empowerment contributes significantly to employee creativity and performance.

Hypothesis two results show that there is a positive significant relationship between joy and creative thinking skills in advertising agencies in Port Harcourt. This implies that as joy increases, creative thinking also increases in the organization. This is in line with Masood et al (2013) finding. Their finding shows that employee creativity has significant positive relationship with organization innovation capability and firm performance.

Hypothesis three results indicate that there is a positive significant relationship between joy and task motivation in advertising agencies in Port Harcourt. This means that as joy increases, task motivation also increases in the workplace. This is in line with the findings of Obiora and Okpu (2015). Their findings show that organizations conducive for creativity tend to promote extra discretionary employee behaviour.

Hypothesis four results show that there is a positive significant relationship between gratitude and expertise in advertising agencies in Port Harcourt. This revealed that as gratitude increases, expertise also increases in the advertising agencies. This is in line with the finding of Ibrahim, et al. (2015). Findings of their study revealed that creativity is an integral part of organizational process.

Hypothesis five results show that there is a positive significant relationship between gratitude and creative thinking skills in advertising agencies in Port Harcourt. This means that as gratitude increases, creative thinking skills also increases in the advertising agencies. This is in line with the findings of Asadollah and Saeed (2016). Results of their study prove that intrinsic motivation has a significantly positive effect on an individual employee's creativity.

Hypothesis six results revealed that there is a positive significant relationship between gratitude and task motivation in advertising agencies in Port Harcourt. This indicates that as gratitude increases, task motivation also increases. This is in line with the findings of Qingguo and Wang (2009). Findings of their study show that positive emotion increases usage intention and decrease perceived risk.

Hypothesis seven results show that organizational culture moderates the relationship between employee positive emotions and creativity in advertising agencies in Port Harcourt. This means that since employee positive emotions has a relationship with creativity, organizational

culture moderates their relationship. This is in line with the finding of Aina, Adeyeye and Ige (2012). Their study found that organizational culture has a strong relationship with employees' commitment in public tertiary institutions in Lagos State.

5.0 Conclusion

Based on the discussion of findings, the study concluded that employee emotions that are predicted by joy and gratitude enhance the creativity of employees in advertising agencies in Port Harcourt.

Joy affects Expertise in Advertising Agencies in Port Harcourt

The study concludes that lack of joy affects employees' expertise, creative thinking skills and task motivation. Furthermore, lack of gratitude affects employees' expertise, creative thinking skills and task motivation. According to Fox and Zauderer (1987), positive behavior is desirable and it is the first step to growth of professions. Positive and negative emotions are working together to affect the thinking, adaptation, and changes (Howard, 2006). Every individual suppose to be clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines (Hodgetts & Luthans, 2003).

Joy affects Creative Thinking Skills in Advertising Agencies in Port Harcourt

Employees that are not always happy with their supervisors will not be creative in everything they do because happiness is the most general positive emotional sentiment that comprises of an evaluation of significant aspects of life, and of life as a whole. Joyful people experience primarily positive emotions, which rests on positive appraisal of ongoing events or activities. A good number of findings have shown that common fluctuations in positive feelings, which most people experience daily, improves creativity and problem solving skills, facilitates memory, and have positive impacts on strategies used in decision-making on tasks, but this is lacking as shown by employees in Advertising Agencies in Port Harcourt as result of low creative thinking skills. Thus, not being joyful has affected employees' level of creativity in Advertising Agencies in Port Harcourt.

Joy affects Task Motivation in Advertising Agencies in Port Harcourt

Joy affects task motivation in the sense that research on joy and happiness revealed that people are motivated not only to avoid misery and unhappiness but also to react favorably to positive situations compared with unhappy and depressed people, happy humans cultivate idea of well-being, and are less self-focused, less hostile and abusive, and less vulnerable to disease and illness (Sandvik, et al, 1993). They love, trust, forgive, they are creative, energetic, decisive, helpful, and sociable but lack of this has affected task motivation advertising agencies in Port Harcourt.

Gratitude affects Expertise in Advertising Agencies in Port Harcourt

If top organizational members can display positive emotions towards their employees' by showing gratitude to employees' contribution, it will bring out the best from the workers and this will ensure expertise. Being grateful enhance level of achievement which will motivates employees to increase their level of expertise. It was noted that great leaders prioritize their relationships, build, and strengthen their value and increase acknowledge. But this is lacking in Advertising Agencies in Port Harcourt which affected the level of expertise.

Gratitude affects Creative Thinking Skills in Advertising agencies in Port Harcourt

No employees can be creative under a condition that does not motivate him/her. Gratitude correlates with creative thinking skills in a strongest form. It is when workers become genuinely grateful for their achievements and rewards that made them to focus and develop positive feelings, and think creatively.

However, being unhappy about far attainable goals achieved by employees without gratitude do not reinforces the internal high-quality of employee positive behavior and do not gave them altruistic satisfaction of helping others. This has not improved employees' sense of real worth which can led to decrease in thinking skills and performance.

Gratitude affects task motivation in advertising agencies in Port Harcourt

Individuals need gratification. Hence, to whom appreciation is communicated, detecting the altruism, is slanted to act emphatically as well as thankfully toward the individual offering thanks. Lack of appreciation appears to contain the inability to accomplish task. It might not even encourage volunteering behavior, because there is gratification that motivates him/her. In addition, task motivation needs a strong feeling of gratification because the person expressing gratitude advantages from that expression, which additionally can also positively affect the bevahiour. However, this is not the case as found in advertising agencies in Port Harcourt

Organizational culture moderates the relationship between employee emotions and creativity in advertising agencies in Port Harcourt

Organizational culture which has to do with the way we do things around here moderates the relationship between employee emotions and creativity in advertising agencies in Port Harcourt. In other words, affects the relationship between employee emotions and creativity in advertising agencies in Port Harcourt. Organizational culture supposed to be seen as a "pattern of shared values, norms, and practices that differentiates one firm from the other. However, in advertising agencies in Port Harcourt, reverse is the case. Lack of embracing shared values, ideals, or perceptions as held by personnel has violated values, ideals and behavioral norms as evidenced in lack of motivating employees to develop positive motions that improve creativity in the organizations. Employers in advertising agencies in Port

Harcourt do not give meaning to the conditions that employees encounter which has a negative effect on the way workers conduct themselves in the firm. This might be the cause of low employee creativity, lack of expertise and low level of task motivation.

5.1 Recommendation

Based on the conclusion, the following recommendations were made:

1. Managers in advertising agencies should be trained on the application of emotional intelligence concept to improve on their management of workers' emotions.
2. Managements in advertising agencies should increase pay level in order for staff to meet up with some of their major needs that affects their emotions as this will motivate them to develop positive emotions that will enhance task performance and improve creativity in the organization.
3. Managements in advertising agencies should make sure that task assigned to employees are not above expectation as this may affect employees' joy and will not make them improve creativity level in the workplaces.
4. Managements of advertising agencies should provide recreational activities or avenue off work since the employees may not afford the cost on their own, as regular exercise will assists in minimizing problems that encroaches the mind or emotions of employees for positive thinking.
5. Managements of advertising agencies should increase pay level and also provide fringe benefits that will make their employees show gratitude and improve their emotions and creativity.
6. Managements of advertising agencies should promote organizational culture that encourages shared vision and teamwork that will enable staff derives joy and gratitude in developing positive thinking.

5.2 Contribution to Knowledge

This study has contributed to knowledge based on the following:

1. Employee emotions promotes creativity in the organization
2. Manager's that display gratitude to employees for a job well done will make the employees to be creative.
3. When there is joy amongst the employees, it will bring out their best to be creative in the organization.

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