

Rethinking Well-being Input for Creative Person

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Abstract: The strength of an organisation lies predominantly in her personnel as the creative person. However, limited studies on well-being input exist in developing countries. Also, the scope and methodological gap in a previous study conducted on flexible well-being and smart-head necessitated this study. Thus, the paper determined the effect and sensitivity relationship of redefined well-being dimensions on creative person. A cross-sectional survey research design was used while a validated questionnaire was distributed and 532 retrieved from academic staff ranked as Senior Lecturer, Associate Professor and Professor. The multi-stage random sampling technique was applied to eight selected private universities in South-West Nigeria. Findings from multiple regression analysis conducted revealed that redefined well-being had a combined positive significant effect on creative person [(Adj. $R^2 = 0.331$ ($F(6, 525) = 44.877, p < 0.05$))] and the artificial neural network analysis showed technological work environment as the best individual predictor. The paper strengthens the Person-Environment (P-E) Fit Theory assumptions and the position to consistently redefine well-being input as a maxim to stimulate academics' creativity for a novel knowledge-based economy, patent, and ranking.

Keywords: creative person; life satisfaction; mental health; redefined well-being input; work environment

Abstrak: Kekuatan sebuah organisasi terutama terletak pada personelnnya sebagai pribadi yang kreatif. Namun, penelitian masih terbatas pada kontribusi kesejahteraan ada di negara berkembang. Juga, kesenjangan ruang lingkup dan metodologi dalam penelitian sebelumnya yang dilakukan pada kesejahteraan dan kecerdasan melatarbelakangi penelitian ini. Dengan demikian, tulisan ini hendak menentukan hubungan efek dan sensitivitas dari dimensi kesejahteraan yang didefinisikan ulang pada individu yang kreatif. Penelitian ini menggunakan desain survei *cross-sectional*, sementara kuesioner yang telah divalidasi didistribusikan dan 532 sampel diambil dari staf akademik yang diklasifikasikan sebagai Dosen Senior, *Associate Professor* dan *Professor*. Teknik pengambilan sampel acak multi-tahap diterapkan pada delapan universitas swasta terpilih di Nigeria Barat Daya. Temuan dari analisis regresi berganda yang dilakukan mengungkapkan bahwa faktor kesejahteraan memiliki efek signifikan positif gabungan pada individu yang kreatif [(Adj. $R^2 = 0,331$ ($F(6, 525) = 44,877, p < 0,05$))] dan analisis menunjukkan lingkungan kerja serba teknologi sebagai predictor yang terbaik. Makalah ini memperkuat asumsi teori *Person-Environment Fit Theory* dan posisinya untuk secara konsisten mendefinisikan kembali kontribusi kesejahteraan sebagai prinsip untuk merangsang kreativitas akademisi untuk perekonomian, paten, dan peringkat berbasis pengetahuan terkini.

Kata Kunci: individu kreatif; kepuasan hidup; kesehatan psikologis; kontribusi kesejahteraan; lingkungan kerja

INTRODUCTION

The discussion on creative person in the creativity multidimensional phenomenon (Corazza, 2016; Suh, 2019; Umukoro & Egwahke, 2019) has received limited attention from scholars and practitioners in various sectors and developing countries (Ekechukwu & Isiguzo, 2016; World Economic Forum, 2018). More so, the emergence of the novel Coronavirus disease in 2019 (Covid-19) and its ravaging effect globally has further brought to the limelight the need to progressively modify and rethink well-being responses (Coates et al., 2020; Crawford et al., 2020).

Scholars have claimed that redefining well-being efforts could enhance idea creation, reflective and critical thinking, and transmitting ideas into actions in the creative person (Kenetta et al., 2017; Paek & Summers, 2017). Thus, since the activities of academics and researchers include the production of knowledge largely through research and publication for use by the labour force and the business community (Zhou & Shalley, 2018); studies on well-being dimensions is an emerging area of research in all sectors (Gareth & Wilson, 2017; Guest, 2017; Taylor, 2015; Tov, 2018).

In light of these observations, studies on well-being and creative person have engendered commentary and debate with more research on the personality and characteristics of the individual (Chua et al., 2018; Kim & Choi, 2017); but limited studies on the quality of ideas. Nevertheless, the majority of these works were conducted in the health, telecommunication, banking, construction, and education industry. Also, most studies in the education sector have either applied correlational techniques, qualitative methods, or used academics from one department in conducting these studies (Ahmed et al., 2018; Lovell & Beckstrand, 2015; Steenkamp & Roberts, 2018). For instance, Gorondutse and John (2018) and Steenkamp and Roberts (2018) found that workload pressure had a significant effect on creativity among educators; however, these studies were carried out in developed countries using a limited unit of analysis.

Joo et al. (2013) and Jovanović and Joshanloo (2019) found a significant relationship between factors such as impractical anticipations, extreme datelines, environment distraction, and quality of life one's life as a whole and creative person. Still, this study concentrated on the relationship among the variables and not the effect. Studies conducted in Nigerian universities focused more on job effectiveness, performance, and output by applying a largely qualitative method, descriptive and correlational studies (Olofin & Aniede, 2016; Osaat & Ekechukwu, 2017). Another study in Nigeria concentrated on three private universities with a sample size of eighty-five (Umukoro & Egwahke, 2019), thereby creating a scope gap. Therefore, this paper would contribute to research on creative person by determining beyond correlates of well-being variables' effect and sensitivity relationship on creative person in selected private universities in South-West Nigeria.

LITERATURE REVIEW

Conceptually, a creative person refers to originality, flexibility, fluency, and elaboration of ideas (Kanematsu & Barry, 2016; Kenetta et al., 2017). In addition, the creative person possesses a desire to grow and be puzzled, spontaneous, a divergent thinker, open to new experiences, and persistent (Krippner & Arons, 1973; Runco, 2014). On the other hand, Umukoro and Egwahke (2019) and a report by Mercer (2015) stated that well-being captures the principle of what drives success in the workplace both internally and externally, encompassing physical, emotional, and financial health, but not limited to wellness and health management. Furthermore, other scholars claimed that well-being is achieved when there is a match between the equilibrium level of the workers' resource pool and demands (Ahmed et al., 2018; Suh, 2019). As such, well-being could promote mental, physical, and psychological health (Bücker et al., 2018) and support creativity in novelty, fluency, flexibility, and originality of ideas and solutions to problems (Diener et al., 2018). Therefore, well-being variables in this paper were measured by workload, mental health, life satisfaction, physical, technological, and psychological work environment as applied by Umukoro and Egwahke (2019).

Redefined Well-being and Creative Person

Previous works by Lovell and Beckstrand (2015) and Gorondutse and John (2018) found that improved well-being influenced employees and their work output in terms of creativity. Similarly, a number of scholars have found that well-being supports productivity and creativity in terms of novelty,

fluency, flexibility, and originality (Bücker et al., 2018). Other scholars established that well-being correlates with organisational outcomes and novelty (Chau et al., 2018; Guest, 2017; Lovell & Beckstrand, 2015), smart-head (Umukoro & Egwahke, 2019). Further empirical evidence reported that the availability of fine-tuned well-being measures shapes employees' attitudes on the job and impacts their output and creative skills (Iqbal et al., 2018; Oludeyi et al., 2018). Likewise, Gajda et al. (2017) and Alabi et al. (2017) found that since lecturers experience excess workload in academic activities, their job output was negatively influenced by psychological and behavioural work stress. On the other hand, Bakker (2015) affirmed that the effect of workload on creative people could be positive or negative, contingent on the demands and resources made available daily.

Similarly, scholars have argued that it could adversely affect creative person if the workload is excessive (Alabi et al., 2017; Gareth & Wilson, 2017). Consistent with these submissions, scholars postulated that the main barriers to creativity were high work pressure, fear of risk-taking, and time pressure (Blomberg et al., 2017; Omole, 2018). Scholars also found that workplace happiness and work climate directly affect creative behavior (Lambert et al., 2018; Naseem, 2018). Bücker et al. (2018) also affirmed that accruing effects of academic success combined with factors such as resources and an environment conducive to work have a long-term connection with a person's well-being and effect on academic achievement. Accordingly, Ogenyi et al. (2018) hypothesized that a positive and significant relationship existed between worker emotion as a result of well-being and creativity, as pleasant emotions and psychological state bring out the best in workers to be creative.

The paper was anchored on the Person-Environment (P-E) Fit theory by Kaplan (1950) as reviewed by French et al. (1974). The theory proposes that the levels to which a person and environmental contextual factors and characteristics match are integrated and regularly revamped to meet changing business environments that influence performance and creativity (Joo et al., 2013; Umukoro et al., 2020; van Vianen, 2018). Therefore, the theory is beneficial to the individual's mental and physical well-being. However, a mismatch could result in stress, mental, psychological, and physical tensions.

RESEARCH METHODOLOGY

The paper's scientific, architectural design was anchored on the cross-sectional survey research design as implemented by earlier studies conducted to deepen understanding of a specific population at a particular time and to focus on facts and information (Zikmund, Babin, Carr & Griffin, 2015, Umukoro & Egwahke, 2020). The justification for the choice of the survey design is consistent with Umukoro & Egwahke's (2019) study on flexible well-being and smart-head.

Other works such as ElMelegy, Mohiuddin, Boronico, and Maasher (2016) on fostering creativity in creative environments, and Gorondutse and John (2018) work on the effect of workload pressure on creativity in private higher education institutions.

The study population was 2,376 full-time academic staff in eight selected private universities in South-West Nigeria. Full-time academic staff in the rank of Senior Lecturer, Associate Professor, and Professor, were used as the target population since these academics research a high level for national and international profile, ranking, patent, and grant (Mate-Siakwa, 2014; University of Salford, 2016). South-West Nigeria was selected as the geo-political location because it has the highest number of private universities in Nigeria (National Universities Commission [NUC], 2019).

According to NUC (2019), 36 of the 79 private universities in Nigeria are in the South-West implying that 46 percent of the total number of private universities in Nigeria is in South-West Nigeria. Also, four (4) of the best private universities in Nigeria are located in the South-West (NUC, 2019). Academics are required to produce novel and effective ideas, and useful through teaching, research, and publication as creativity in academics' output is a key criterion for ranking tertiary institutions, accessing grants and patents, but this is at a low level in Nigeria. In addition, private universities are offshoots of public universities and comprise 48 percent of the total number of universities in Nigeria hence the choice of private universities.

More so, private universities were set up to expand access to higher education, increase the quality of education, service, and productive capacity, and encourage both internal and external efficiency of the system (Oludeyi et al., 2018; NUC, 2019). Consequently, as a result of private universities' rapid growth in Nigeria, it became important to ensure that fine-tuned well-being factors that would enhance and strengthen creative person in academics are given adequate attention. Therefore, the criterion used

to select the private universities from the 36 private universities in the South-West was private universities licensed between 1999 and 2009 (within the first 10 years of licensing private universities in Nigeria).

These private universities have survived the formative phases of university establishment (Alfonso, 1993; Salvioni et al., 2017). Thus, 17 private universities were initially selected; thereafter a proportion of the sub-population was selected from the 17 private universities. Eight (8) private universities were eventually selected based on (i) year of establishment (accredited/licensed universities from 5 years and above - 1999 to 2011 by NUC, 2019), (ii) ownership (partnership, individual and faith-based), (iii) ranking on Joint Admissions Matriculation Board (JAMB) 2017 statistics and (iv) the six (6) States in South-West Nigeria (Lagos, Ogun, Ondo, Osun, Ekiti, and the Oyo States). The private universities that met the minimum threshold criteria earlier stated were Achievers University in Ondo State, Afe Babalola University in Ekiti State, Babcock University and Covenant University in Ogun State, Lead City University in Oyo State, Redeemer's University, and Bowen University in Osun State, and Caleb University in Lagos State.

A sample size of six hundred and twenty-one (621) which included an additional 30% sample size to reduce the number of either unreturned data, missing data and or take care of non-response occurrence (Zikmund et al., 2015), constituted the sample size determined by applying Krejcie and Morgan (1970) sample size determination formula. As earlier presented, the paper adopted the multiple-stage stratified random sampling technique, while a well-structured questionnaire was used as the research instrument with items adopted and adapted. The pilot test was conducted on the questionnaire and validity and reliability test to ensure the instrument had the capacity to measure what it was intended to measure in the study, considering how well the concept was defined by the measure(s). A pilot test result of 0.7 and higher was achieved.

From the result of the fallout from the pilot study, the number of question items was reduced after applying factor analysis to eliminate question items that either reduced the suitability of the data (Kaiser-Meyer-Olkin [KMO]) and strength of the relationship among the variables (Bartlett test). In addition, some question items were reconstructed without interfering with the significance of the question item(s) needed for the study. Finally, content, criterion, and construct validity were established (Griffie, 2012) to determine the validity of the instrument.

The construct validity was carried out by measuring the extent to which each measure adequately evaluated the construct it was supposed to assess. This was implemented by ensuring that observed relations with measures of other variables align with theoretical expectations about the association with other variables used in this work.

Consequently, the following statistical validation scores were achieved: (Creative Person (α) = 0.96, Workload (α) = 0.79, Mental Health (α) = 0.78, Life Satisfaction (α) = 0.85, Physical Work Environment (α) = 0.97, Technological Work Environment (α) = 0.82, Psychological Work Environment (α) = 0.71) (Amabile et al., 1995; Diener et al., 2018; Khalid & Zubair, 2014; Rotich & Tugumisirize, 2017; Shimomitsu et al., 2000; Zhou & Shalley, 2018).

The validated reliability result through Cronbach's alpha coefficients from the internal consistency revealed; Creative Person (α) = 0.85 and Redefined Well-being Dimensions ranged 0.72-0.87. The data obtained from respondents were analyzed using Multiple Regression analyses to study the effect and Artificial Neural Networks (ANN), which belongs to the statistical learning algorithms group to analyze the complex relationships in the data by the simulation to detect patterns in data through Statistical Package for Service Solutions SPSS 22.0. Therefore, the multiple regression equation was established based on the dimensions of redefined well-being. Hence the model was formulated with reference to the research objective:

$Y = f(X)^n$ that is:

$Y = f(x_1, x_2, x_3, x_4, x_5, x_6)$

$Y = \alpha_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \mu_i \dots \dots \dots$ eq. 1

Where:

- Y = Creative Person (CPE)
- X = Redefined Well-being Dimensions (RWBD)
- x_1 = Workload (WKL)
- x_2 = Mental Health (MEH)
- x_3 = Life Satisfaction (LIS)
- x_4 = Technological Work Environment (TEHWKE)

x_5 = Physical Work Environment (PHWKE)
 x_6 = Psychological Work Environment (PSYWKE)

The functional relationship of the model is presented as:

$$\sum(WKL + MEH + LIS + TEHWKE + PHWKE + PSYWKE) = RWBD$$

$$\text{Hence: } CPE = a_0 + \beta_1 WKL_i + \beta_2 MEH_i + \beta_3 LIS_i + \beta_4 TEHWKE_i + \beta_5 PHWKE_i + \beta_6 PSYWKE_i + \mu_i \dots \text{ eq. 2}$$

Where: β_0 = Constant term

$\beta_1 - \beta_6$ = Coefficient of Redefined Well-being Dimensions

μ = Error term (Stochastic variable)

The hypothesis was tested at 95% confidence interval, using multiple regression and Artificial Neural Networks analysis. The study expects that a positive and significant effect will be observed between redefined well-being dimensions and creative person. The paper adherence to ethics of research was strictly followed regarding confidentiality, anonymity, respect for human dignity, and non-falsification of data, non-data manipulation was applied in the data collection and collation process. In addition, sources obtained from the works of other scholars were duly acknowledged.

RESULTS AND DISCUSSION

Hypotheses statement:

1. redefined well-being dimensions (*workload, mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment*) has no significant effect on creative person
2. there is no significant sensitivity relationship between redefined well-being dimensions (*workload, mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment*) and creative person

Table 1. Summary of Multiple Regression Analysis for Fine-tuned Well-being Dimensions and Creative Person in Selected Private Universities in South-West Nigeria

N	Model	B	Sig.	T	ANOVA (Sig.)	R	R ²	Adjusted R ²	F (df)
	(Constant)	1.357	0.000	5.999					
	Workload	0.084	0.071	1.807					
	Mental health	0.122	0.001	3.314					
	Life satisfaction	0.090	0.044	2.020	0.0001	0.582	0.339	0.331	44.877 (6,525)
532	Physical work environment	0.155	0.000	3.791					
	Technological work environment	0.181	0.000	4.985					
	Psychological work environment	0.081	0.010	2.573					
Predictors: (Constant), Psychological Work Environment, Life Satisfaction, Mental Health, Workload, Technological Work Environment, Physical Work Environment									
Dependent Variable: Creative Person									

Source: Field Survey, 2020

Multiple regression analysis and artificial neural network analysis were carried out to investigate whether redefined well-being dimensions have no significant effect on and sensitivity relationship with creative person. The independent variable was redefined well-being dimensions, while the dependent variable was creative person. Data from five hundred and thirty-two (532) respondents were collated and analyzed. According to the rule of thumb, for behavioural sciences, adjusted R^2 values equal to or greater than 0.10 were deemed adequate for explanatory power; as such, adjusted R^2 values for endogenous variables we reassessed as follows: 0.26 (substantial), 0.13 (moderate), 0.02 (weak) (Mertler & Reinhart, 2017; Moksony, 1990). The results of the multiple regression analysis are shown in Table 1.

Interpretation

The analysis in Table 1 revealed the result of the multiple regression analysis conducted to investigate the effect of fine-tuned well-being dimensions (workload, mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment) on creative person. Overall, the results of the analysis revealed that fine-tuned well-being dimensions had a significant positive effect on creative person (adjusted $R^2 = 0.331$ ($F(6, 525) = 44.877, p=0.000$).

More so, results for individual multiple regression analysis revealed that mental health ($\beta = 0.122, t = 3.314, p = 0.001$), life satisfaction ($\beta = 0.090, t = 2.020, p = 0.044$), physical work environment ($\beta = 0.155, t = 3.791, p = 0.000$), technological work environment ($\beta = 0.181, t = 4.985, p = 0.000$), and psychological work environment ($\beta = 0.081, t = 2.573, p = 0.010$) had positive and statistically significant effect on creative person; while, workload ($\beta = 0.084, t = 1.807, p = 0.071$) had a positive but insignificant effect on creative person.

The result indicated that out of all the six dimensions of redefined well-being adopted in this work, only mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment had a positive and significant effect on creative person in selected private universities in South-West Nigeria. Also, results showed that the technological work environment was the best individual predictor.

The multiple regression aggregated results further revealed that the relationship between redefined well-being (workload, mental health, life satisfaction, technological, physical, psychological work environment) and creative person in selected private universities in South-West Nigeria was moderately strong and positive ($R = 0.582$). Moreover, the goodness of fit model presented in Table 1 showed that with adjusted $R^2 = 0.331$, indicated that redefined well-being dimensions explained 33.1% of the changes in creative person in selected private universities in South-West Nigeria, while the remaining 66.9% could be attributed to other factors not included in this model. Also, the F-statistics ($df = 6, 525$) = 44.877 at $p = 0.000$ ($p < 0.05$) indicated that the overall model is significant in predicting the effect of redefined well-being on creative person. This indicates that redefined well-being had a significant positive effect on creative person in selected private universities in South-West Nigeria. The multiple regression models are expressed as thus:

$$CPE = 1.357 + 0.122MEH + 0.090LIS + 0.155PHWKE + 0.181TEHWKE + 0.081PSYWKE \dots \dots \text{eq. i}$$

Where:

CPE = Creative Person

MEH= Mental Health

LIS= Life Satisfaction

PHWKE= Physical Work Environment

TEHWKE= Technological Work Environment

PSYWKE= Psychological Work Environment

The regression model equation indicated that β_0 is 1.357 when $X = 0$. The value 1.357 implied that statistically holding redefined well-being dimensions to a constant zero, creative person would be 1.357. Demonstrating that without redefined well-being, creative person in the selected private universities in South-West Nigeria would be 1.357, which is an indication of improvement. The analysis also showed that for the coefficient (parameter estimate) results, when mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment are improved by one unit, creative person would increase by 0.122, 0.090, 0.155, 0.181 and 0.081 units respectively (that is, statistically, creative person in terms of the rate of novelty in research would increase by 12.2%, 9%, 15.5%, 18.1 and 8.1% respectively with technological work environment having the highest rate of effect on creative person). This implies that an increase in mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment would lead to an increase in creative person.

Measurement of Well-being Dimensions in Neural Network Structure (Architecture)

The following model summary table displays information about the results of the artificial neural network based on the importance of the independent variable.

Importance of Independent Variables:

Table 2 and Figure 1 contained an analysis that computes each predictor's importance and normalized importance in determining the neural network. The analysis is based on the training and testing samples, including 363 (68.5%) cases assigned to the training sample and 167 (31.5%). The importance of an independent variable is a measure of how much the network's model-predicted value changes for different values of the independent variable. Likewise, the normalized importance represented the importance values divided by the largest importance values and stated as percentages. Hence in Table 2 and Figure 1, it is evident that "Technological Work Environment" contributed most in the neural network model construction, followed by "Mental Health," "Physical Work Environment," "Life Satisfaction," "Psychological Work Environment," and "Workload."

Table 2. Independent Variable Importance

	Importance	Normalized Importance
Workload	0.099	40.2%
Mental Health	0.195	79.0%
Life Satisfaction	0.156	63.1%
Physical Work Environment	0.191	77.4%
Technological Work Environment	0.247	100.0%
Psychological Work Environment	0.113	45.7%

Source: SPSS Output Independent Variable Importance

As shown in Figure 1, the independent variables' importance revealed that the technological work environment had the highest importance (0.247) on creative person. This was followed by mental health (0.195), physical work environment (0.191), life satisfaction (0.156), psychological work environment (0.113) importance respectively, while workload had the least importance (0.099) on creative person in selected private universities in South-West Nigeria.

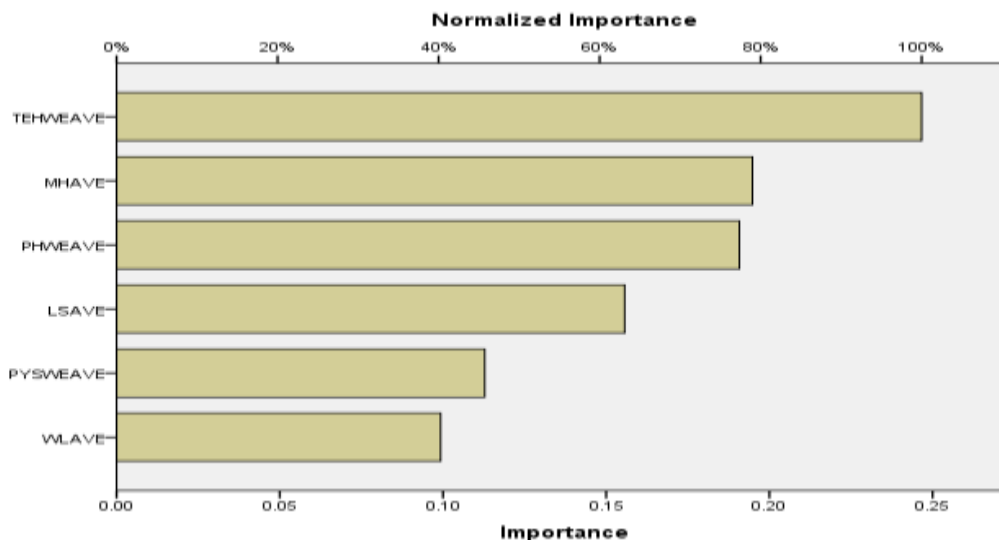


Figure 1. Importance Ranking of Studied Predictor Dimensions Influence on Creative Person

The data entered into the algorithm and the results obtained compared with that of the traditional multiple regression analysis method indicated some degree of similarity. Still, they differed in the area of mental health, life satisfaction, and physical work environment. Nonetheless, the observation does not suggest dual permeability; rather, it exhibited a lower level of importance among the tested parameters. Therefore, the use of the different statistical tools broadened empirical insight and extended the range of quantitative methodological analysis implemented by previous work on flexible well-being and smart-head. Consequently, the study expects a positive and significant effect and sensitivity relationship between redefined well-being dimensions and creative person is maintained.

Discussion

The findings in Tables 1 and 2 revealed that redefined well-being dimensions had a significant positive effect on creative person based on the aggregated result. The study findings are in line with the submissions of Lovell and Beckstrand (2015) and Gorondutse, and John (2018), and Umukoro and Egwahke (2019) that improved well-being had an influence on personnel, work output in terms of creativity. Further corroborating these submissions, conceptually, a number of scholars have claimed that the well-being of workers supports productivity and creativity in terms of novelty, fluency, flexibility, and originality (Bücker et al., 2018). In light of the benefits of well-being to academics, Bawuro et al. (2018) posited that since teachers play a significant role in promoting educational institutes' academic and social success, well-being positively affected teachers' capability to demonstrate the novelty of ideas.

Despite these findings, some previous works have also argued that not every person is affected by well-being due to its multi-dimensional constructs (Dietrich, 2014; Hassard & Cox, 2013). More so, why this position is debatable, it could be the reason this paper observed from the statistical coefficient constant result ($\beta_0 = 1.357$) that statistically, there was a positive effect on creative person when holding redefined well-being dimensions to a constant zero in selected private universities in South-West Nigeria. Correspondingly, it may be related to the position of some scholars that, while there is increase in research output, well-being measures have either halted or maintained a steady decline in most academia (Ahaneku, 2018; Gareth & Wilson, 2017; Omole, 2018). Indicating that the volume in research output from academics has remained unabated for several reasons not limited to promotion; nevertheless, most of this research output has neither broken new grounds nor expanded the frontiers of knowledge (Ahaneku, 2018; Odigiri et al., 2020; Omole, 2018; Usoro, 2018). Thereby supporting the position of Onyido (2018) on the lack of novelty in ideas from most academics research output and the increasing extent of replication of other scholars' ideas. Hence, suffice it to imply that there can be volume in research output without novelty. Thus, the submission by Lovell and Beckstrand (2015) that to a high extent, a worker who holistically well delivers quality output is germane.

Substantiating the submission by Lovell and Beckstrand (2015), Guest (2017), and Nielsen et al. (2017). Nielsen et al. (2017) posited that high well-being is replicated in quality health and novelty, while low well-being harms performance and critical thinking. More so, these submissions and the findings from this study are in consonance with earlier position by Muhammad and Nasreen (2015), that key determinants of well-being such as health and happiness, intellectual, physical, financial, environmental, occupational, emotional, social, and spiritual wellness had a significant relationship with creative person. Therefore, as well-being input increases, its positive effects resonate throughout the organisation resulting in teams and individuals becoming more productive, collaborative, and creative (Kinman & Wray, 2020; Lovell & Beckstrand, 2015; Ogenyi et al., 2018). Further corroborating other scholars' works, previous empirical studies found that well-being multi-dimensional measures are linked with employee's output and novelty (Blomberg et al., 2017; Chau et al., 2018; Guest, 2017; Lovell & Beckstrand, 2015).

Despite the overall aggregated results, the individual coefficient results in the multiple regression analysis revealed that, while redefined well-being dimensions such as mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment have a positive and significant effect, the workload has a positive but insignificant effect on creative person in selected private universities in South-West, Nigeria. The fact that statistically, workload had a positive but no significant effect on creative person buttressed Usoro's (2018) position that the actual amount of work and the worker's perception of the workload are two different things. On the one hand, while some individuals classify workload into the amount of work to be done, others focus on the difficulty of the work. Hence, although academics require workload to be creative, different individuals in varied sectors perceive workload differently.

More so, according to Usoro (2018), when there is a standard workload, there is the tendency that a worker would achieve required outcomes, but when the workload is much or excess in quantity and quality, there is the likelihood that the worker may not perform well. Therefore, the workload could either result in a positive or negative link with a worker depending on the individual's personality and perception (Fakir, 2010; Gorondutse & John, 2018). Similarly, the positive and insignificant effect of workload in this paper is in consonance with the position of previous scholars' argument that individual

creativity may be influenced positively by the presence of either workload and or a higher workload (Hon & Kim, 2007; Joo et al., 2013).

Corroborating previous studies with this paper result that the individual multiple regression results such as, mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment had a positive and significant effect on creative person, previous conceptual and empirical studies reported that the availability of these well-being measures shape employees' attitude on the job and impact their output and creative skills (Iqbal et al., 2018; Oludeyi et al. 2018). Furthermore, scholars also found that workplace happiness and work climate directly affect creative behavior (Lambert et al., 2018; Naseem, 2018). Strengthening the support for these findings, Bückner et al. (2018) affirmed that accumulating effects of academic success combined with resources and an environment conducive to work have a long-term connection with a person's well-being and effect on academic achievement. Accordingly, Ogenyi et al. (2018) hypothesized that a positive and significant relationship existed between workers' emotions resulting from well-being and creativity; as pleasant emotions and psychological state bring out the best in workers to be creative in an organisation.

Similarly, findings from previous works revealed that the provision and proper use of technology tools or assets has a link with creative person in organizations (García-Sánchez et al., 2018; Nwachukwu & Asom, 2015); although the provision of technology facilities only will not promote creativity if the users are not skilled or willing to adapt (Abdulbaqi et al., 2018; Runco, 2014). Likewise, well-being in terms of psychological work environment has shown a significant relationship with work content, workers' output (Gyawali, 2015), and creativity (Ogenyi et al., 2018; Rubenstein et al., 2018).

Therefore, theoretically, P-E Fit theory in support of redefined well-being and creative person will result in benefits such as, increased effectiveness and innovative capacity. For employees, the benefits encompass their creative performance and personal consequences, such as well-being (Perry-Smith & Mannucci, 2017; van Vianen, 2018; Zhou & Shalley, 2018). This is the reason Bukoye (2017) advanced that a healthy person thinks clearly. Thus, there is a need for redefined well-being in institutions to stimulate, improve, achieve, and sustain novelty in academics.

Based on the results from this study and previous studies discussed, the researchers concluded that although not all the dimensions of redefined well-being for this work had a significant effect on creative person, which could be as a result of individual personality, values, characteristics, expectations and perception on well-being (Deloitte Global Survey, 2019), the aggregated result showed that well-being dimensions had a significant positive effect on creative person. Thereby buttressing Ahmed et al.'s (2018) position, well-being could be achieved when there is a match between the equilibrium level of the workers' resource pool and the demands. Hence, well-being dimensions should be in terms of financial and non-financial investments to support the creative person (Sadi, 2019); a healthy person/worker thinks clearly (Bukoye, 2017).

CONCLUSION

The aggregated result for this paper supports an earlier study conducted on flexible well-being and smart-head despite the differences in the sample size. However, the individual dimension results varied. Summarily, redefined well-being had a statistically significant positive effect on creative person. Nevertheless, the coefficient results revealed that out of the six well-being dimensions, mental health, life satisfaction, physical work environment, technological work environment, and psychological work environment had a positive and significant effect on creative person, while workload had a positive but insignificant effect on creative person in selected private universities in South-West Nigeria.

The paper presented three recommendations. Firstly, the future requires people who can problem-solve issues and adapt to increasingly complex workplaces and environments. The academic staff consists of these people since academics are the greatest assets and major stakeholders in the university industry. Thus, academics' creativity is a key pillar for a novel knowledge-based economy, patent, and top ranking. Hence, factors such as unrealistic expectations, extreme datelines, environmental distraction, and disproportionate remuneration, which can depreciate novelty, should not be glossed over in any organisation, much less in the education environment. More so, though the workload is crucial for academics to be functional, appropriate measures should be implemented in ensuring that workload does not become excessive as it could negatively impede academics' novelty.

Secondly, the paper findings showed that rethinking well-being measures adapted to fit the dynamic changing environment were momentous on creative person. This is important since well-being measures could result in negative outcomes if the well-being features do not fit and or respond to the dynamic and changing environment and worker's job demands. Therefore, there should be policies to ensure workers' resource pool matches with the creativity drive expected through institutionalized practices that progressively and continuously respond to the business environment. Thirdly, the need for modern technological facilities and skills in the workplace cannot be overstated. Thus, management and human resource specialists should be proactive and rethink well-being policies that would continuously fit and match workers' creative demands to stimulate originality and novelty in research beyond Covid-19. This is paramount since, in the world of works, no matter the sector, it cannot be isolated from any pandemic, whether it is Covid-19 or another pandemic in the future.

On the scope of the study, though it focused on eight (8) selected private universities in South-West Nigeria, additional results would have been achieved if the study spanned across more universities in other geographical zones in Nigeria to obtain a broader perception of university employees on the study. Therefore, future studies should be extended to other sectors and higher institutions and expand well-being dimensions for creativity.

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