GC7405 Research Methods

Research Title:

# Influence of organisational culture on creativity of graduate employees and commitment to their organisations

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organisational culture, creativity, organisational commitment, graduate employees

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**Abstract**

In a world of highly competitive business, to be able to survive and attain success as an organisation understanding organisational culture components which have a notable impact on attitudes and behaviours of employees at work is considered as the key requirement. For the sustainable growth and outstanding success, it has commonly been assumed that creativity and organisational commitment are one of the most aspired attainments in an organisation. There have been only a few studies looking at the relationships between organisational culture, employee creativity and organisational commitment, yet the results looking at the relationship between organisational culture and organisational commitment are inconsistent. Current study investigated how organisational culture impacts graduate employee's creativity in respect of producing innovative ideas as well as employees' commitment to their organisation by assessing their desire to remain there. Hence, it was intended to investigate to what extend organisational culture affects employee creativity and organisational commitment. It was hypothesized that creativity and commitment of fresher employees can be predicted through organisational culture. These variables were analysed with quantitative assessment and data was collected by online questionnaire technique. 85 newly graduated fresher employees who have been employed in a wide range of organisations across the private and public sector from 1 month, to 24 months were collected from 12 nations. Participants were asked to rate 23 statements using 5-point Likert scale (1= Strongly disagree to 5= Strongly agree). Multiple regression analyses were conducted to investigate our hypotheses. The findings of the study indicated that creativity of employees can be predicted only through consistency dimension of organisational culture whereas organisational commitment is not predicted through organisational culture at all as there was no statistically significant relationship. Investigating the relationship between these variables among graduate employees was a novel exploration. However, it is noteworthy that the greater sample size and focusing on a precise industry may provide significant findings for future cross-cultural research to investigate influence of organisational culture.

**Introduction**

As Kummerow & Kirby (2014) states, organisational culture has been found to be a fundamental structure for success and development of an organisation regarding the financial growth and individual achievements. A well-established culture where employees share effective set of values is closely linked to work performance and engagement. Tunstall (1986) suggests that being able to adapt dynamic corporate metamorphosis requires a strong organisational culture that promotes regularly excited and enhanced organisational objectives and performance. It has been indicated that oftentimes organisational culture and organisational climate are confusing phenomena and refer to same meaning due to they have been used interchangeably in the literature but also in the social setting of the organisations (McLean, 2005). Martin (2002) in his book called *Organizational Culture: Mapping the Terrain,* claims that organisational culture has been revolved around sustained assumptions, beliefs and values whereas McLean (2005) suggests that organisational climate is a manifestation of activities and patterns of attitudes grown out of assumptions, beliefs and values that form the culture itself. It is important to be aware of the difference between these concepts during carrying out a study predicated on organisational context (McLean, 2005). Furthermore, Alvesson (2002) expresses this organisational subject matter in his publication *Understanding Organisational Culture* as followed:

> "Culture is not primarily 'inside' people's heads, but somewhere 'between' the heads of a group of people where symbols and meanings are publicly expressed." (pg. 4)

Hence, Martin (2002) claims that culture refers to being aware of the structure, social circumstances and processes of the organisations. Furthermore, it is falsely believed that corporates will be successful as long as they accompany the right individuals that have been considered as talented, creative or hard-working. Nevertheless, corporate success is a positive outcome of both human and organisational force (organisational culture). Based on what he experienced in the professional life, it has been widely assumed that individual behaviour is not affected by norms and organisational culture (Claridge, 2018). He also notes that, it was no expected that there have been great number of senior executives that undervalue the significance of organisational culture. However, the way members of the organisation perform is highly influenced by shared norms, belief systems and values. Although these individuals' personal characteristics, skills and abilities strongly determine to recruit employees, the way these new recruiters will behave in the corporate environment is barely taken into account. He particularly focuses on the significance of organisational culture on new promising recruits by interrogating if individual with coveted qualifications are still able to perform successfully while being adversely affected, weakened or incapacitated by poor organisational culture and non-productive norms. Claridge (2018) also claims that the being aware of the importance of organisational culture is essential

for each individual who enters to an organisation. Because whenever a new employee joins to an organisation, they are an outsider who has to 'learn the ropes' of how things are carried out in their new organisation. They will wish to behave properly and manifest appropriate views and beliefs. Once new employees understand them, they will be more likely to prepared to devote time and effort in exploring about their new organisation. Most of the organisations contain an induction process which provides information about the values, proper procedures and behaviours of organisation to fresher employees. It aims to initiate them on the right foot (Claridge, 2018).

In addition to fresher employees, Hay et al., (2012) states that newly graduated employees run into some sort of difficulties when they enter upon a new career. The expectation of knowing the structure of the organisation, social work role or regular responsibilities is addressed as one of these challenges. Even though, they may already have a substantial capacity or skills to perform their tasks successfully in their organisations, a helpful assistance is able to move these employees' practices and actions forward. It is suggested that if new graduates are provided sufficient amount of support and knowledge about the organisation's values from either their managers or different third parties, they might aid these employees to stay conscious about organisational culture and fit into organisation.

Considering the influence of values of organisational culture and the way that can have an impact on organisational performance, Denison (1984, 1990) addressed as four distinct hypotheses: the consistency hypothesis- the concept that a shared perspective, beliefs and common values among the members of organisation will improve internal coordination and encourage meaning and a sense of belonging to the organisation; the mission hypothesis – common sense of purpose, direction, and approach is able to organise and inspire participants of the organisation toward mutual objectives; the involvement/participation hypothesis – involvement and participation will provide a sense of responsibility; thereby organisational commitment; the adaptability hypothesis – norms and beliefs which promote capability of organisation to get, interpret, convert signals from the environment into internal organisational and behavioural shift will enhance its survival and development. These hypotheses emphasize various patterns of culture and focus on various roles of culture. Organisational culture and its characteristics are found to be associated with positive strong organisational culture. However, these missions cannot be related to practical implications in the absence of organisational performance (Miroshnik, 2013).

*Organisational culture and creativity*

Mumford (2011) states that organisations can survive and succeed only with employees that are capable of producing novel ideas and unique implementations. Creativity and innovation have been falsely viewed as interchangeable terminologies by corporate leaders (Hunter, 2013). Creativity shows

up when imagining original and unlikely ideas, yet innovation is the production and application of new suggestions to real-world problems or challenges (MmcLean, 2005). In other words, innovation stands for a process of putting any problem-solving idea into application (Van deVen &Angle, 1989). Hence, they are considered as overlapping structures between two phases of the creative process- idea generation and idea implementation (Hellriegell et al., 1998). Once the difference is well understood, leaders can encourage both, by constructing a culture which promotes creativity and consequently innovation (Iya, 2015). Bruno-Faria (2003) looked into creativity in occupational context and defined it as a production of ideas, goods or services to either individual or group, or in a context where noteworthy contribution has been made to for organisation or for the well-being of individuals who perform in that context and hold crucial features to their executions.

Even though creativity is an outcome of cognitive functioning at the individual level, it comprises determinants beyond individual level. There is also a social aspect of creativity influenced by social settings. This is precisely the reason why creativity cannot be isolated from its context. However, there are not enough amount of research have focused on the significance of the association between creativity and organisational culture (Taha et al., 2016). Ellen and Nico Martins (2002) investigated the type of organisational culture which may promote creativity and innovation. It is discovered that organisational culture assists and encourages creativity within an organisation. Creativity and innovation can be determined by some of the organisational culture dimensions; strategic vision and mission, employee needs and goals, management processes (support), interpersonal relationships such as trust. Taha and colleagues (2016) also highlights that organisations should draw their attention more on creating an organisational culture with favourable mutual interpersonal relationships between the employees and their supervisors. The necessity to build a psychologically safe zone that is designated by absence of the fear of expressing new opinions are needed to be considered to enhance creativity and innovation in organisations. Furthermore, Aman and colleagues (2016) claims that strategy, structure and support mechanism regarded as key determining factors of organisational culture that influences creativity and promotes open communication. However, even though, various factors may determine creative behaviour in an organisation, constituents of the organisational culture and climate are the ones mostly debated. Since these organisational phenomena's have an influence on creativity in the employment setting, difference of these elements should be taken into account. While constituents of organisational culture are beliefs, values and feelings, organisational climate refers to behaviour and attitudes of employees (Mumford, 2011). Both phenomena have been strongly linked to each other, and exerted to address the organisational framework that make an effect on behaviours of the employees in the work setting. Therefore, in the majority of cases they have been seen as synonymous, yet, the fact they are dissimilar. It should be noted that being aware of the difference between these two terms is critical for further research in the field since their research

design will be strongly affected and most of the recent studies have been examined the association between organisational climate and creativity, but not organisational culture (McLean, 2005). Tekin and Çidem (2017) investigated the relationship between organisational culture perceptions of kitchen staff at hotels and their creativity processes. They concluded that organisations' explicit and consistent values, open door policy positively linked to kitchen employee's creativity processes. Having clear mission and vision, and positive evolutions in the adaptation to external changes as an organisation are significantly related to employee's creativity. Moreover, they suggested that when employees in the hospitality business are given opportunities to get involved in decision-making processes, their creativity performances are significantly influenced in a positive way.

*Organisational culture and commitment*

Meyer and Allen (1984) specifies organisational commitment as a psychological attachment of employees to their organisations, which would persuade individuals to remain within their organisations and, employees would not prefer any withdrawals or voluntary turnovers. Likewise, Mowday and colleagues (1982) identified commitment as a strongly believed state and fostering organisational objectives and values; eagerness to devote considerable effort to an organisation; a persistent desire to maintain their presence in that organisation. According to them, organisational goals and values are major components of organisational culture which strongly influence and determine an individual's attachment to the organisation. In order words, commitment can be perceived as a social functioning demonstrating the level of engagement to the organisation. Most of the study designs which investigate the relation between organisational commitment and organisational culture have looked into the creation of organisational commitment through the organisational culture (Miroshnik, 2013). Therefore, since values matter as fundamental elements that are in fact affecting behaviours of individuals working in the organisation, organisational culture can be represented in terms of values. An organisational culture with a strong value system might produce organisational effectiveness (Kotter and Heskett, 1992; Cameron and Quinn, 1999) and this might give rise to competitive benefits of an organisation by producing unique resources such as productive knowledge (Porter, 1985; Barney, 1986; Barney and Clark, 2007).

Hunt and colleagues (1989) found that there is a positive relationship between organisational ethical values and organisational commitment. Nevertheless, surprisingly, Pavett and Morris (1995) could not find any relationship between organisational culture and commitment. Meanwhile, Palich, Horn and Griffith's (1995) cross sectional quantitative research indicated that commitment is able to undergirded by a supportive managerial style, job role and external rewards. Nevertheless, both previous studies and their study did not give adequate consideration to psychological value system underlying in the organisational culture and psychological facets of commitment (Miroshnik, 2013).

Future research needs to consider it since the value system of varying levels of culture promotes activities of enterprises to cultivate organisational growth. It has been claimed that organisational culture with a strong value design might generate effectiveness of an organisation as values of an organisation play a decisive role in individual's behaviour (Basu & Miroshnik, 2018).

Apart from the recent research, the correlations have been on the front burner for the practitioners in the field. Namely, understanding this relationship in an organisational setting have become a significant focus for professionals to move their organisations forward. Today's multinational organisations refer well-established organisational culture as an organisational setting where organisational policies, objectives are well understood; organisational values and belief systems are mutually shared; and organisational socialization is supported (Kummerow & Kirby, 2014; Miroshnik, 2013). For example, Japanese system of management aspire to enhance performance by promoting commitment among members of the organisation. Performance of an organisation can be raised via set of values, beliefs and attitudes that are successfully and effectively integrated into the organisation. Hence, in modern Japanese corporations, organisational culture has been employed as a tool to shape psychology of the employees to infuse commitment into them (Aoki, 2008). For this reason, organisational culture has been considered as a strategic resource and need for organisations. It is assumed that it improves organisational performance through attaining commitment. It is crucial to explore the dimensions of organisational culture which may influence the way superiors can create such organisational context to their subsidiaries (Miroshnik, 2013). On the other hand, Rashid and colleagues (2003) found that corporate culture has a remarkable influence on organisational commitment and yet organisational commitment has an influence on financial performance in Malaysian companies. They suggest that there is a congruency between the type of organisational culture and type of organisational commitment need to inspire the members of the company. For instance, enhancing the performance in an organisation is linked to continuance type of commitment in a competitive type of organisational culture.

Despite finding the correlation between organisational commitment and organisational culture, it is also claimed that in some studies this association is either weak or there is no association at all (Miroshnik, 2013). Therefore, there is a controversy of conclusions derived from differences in methodology; countries carried out the research and the quantity of respondents (Al-Shurafat & Halim, 2018).

Based on the aim of this study, organisational culture has been addressed as a combination of shared values, belief systems and norms which are exchanged by the participants of an organisation (Denison & Mishra, 1995); creativity as the generation of novel and applicable suggestions in the work environment (Rice, 2006); organisational commitment as enthusiasm to remain within the current organisation that members feel belong (Meyer, Allen & Smith 1993). Therefore, the proposed research

intended to investigate the link between organisational culture and employee creativity; organisational culture and organisational commitment. To what extend organisational culture and its dimensions have an impact on creativity of graduate employees and commitment to their organisations were explored. Recent studies have been discussed on specific industries based on a country, instead of conducting a cross-cultural study that explores and samples variety of organisations from numerous nationalities at once. Current research investigated organisational culture, creativity and organisational commitment concepts from a broad perspective, which means they were examined within a global context. Discovering the association of these phenomena among graduate employees thought to be a crucial subject matter for professionals to revise culture of their organisations.

Organisational culture has been considered as a predictor variable throughout the previous conceptual research whereas creativity and organisational commitment defined as the outcomes. Organisational commitment viewed as a product of organisation and organisational culture as core structure of the organisation, which has great impacts on behaviours (Miroshnik, 2013). For instance, according to Mitić and colleagues' (2016) research on Serbian companies, there is a statistically significant predictive effect of organisational culture's dimensions such as future orientation and performance orientation, on organisational commitment. Moreover, previous research demonstrated an evidence that organisational culture has a direct influence on creative behaviour. It has been found that any changes in organisational culture influence creativity of members of an organisation (Marzuki et al., 2019).

Regarding previous research, it was hypothesized that there was a positive relationship between organisational culture, creativity and organisational commitment; and graduate employees' creativity and organisational commitment could be predicted through organisational culture. Moreover, considering our hypothesis and concepts, it was decided that quantitative approach is the most suitable for the current research since the main reason is that the researcher focused on the links between mentioned variables and it was aimed to test specific hypotheses. Additionally, it was a cross-cultural research and both accuracy and objectivity were significant in favour of the study as examining the effect of organizational culture on creativity and organizational commitment. In addition to these considerations, quantitative research is the most prevalently resorted tool in corporate culture studies (Alvesson, 1992). As Jimenez (2015) also claims, the reason behind employee creativity within the organisational culture can be explained by individual, organisational and cultural characteristics could be clarified only through quantitative research. Given all that, it was decided to adopt quantitative approach as it was the most reasonable for the current research.

## Methodology

*Participants*

There were 85 participants, 38 female and 47 males between the ages of 21 and 31(*M*= 25). All participants were newly graduated fresher employees who have been working in a wide range of organisations across the private and public sector from 1 month, to 24 months. Our inclusion criteria were participants with less than 2 years of experience to consider them as freshers. The sample included 54 Undergraduate, 22 Masters and 3 PHD graduates in 12 nations from North America, Europe and Asia continents. Total sample comprised participants with various amount of work experience (36.4% 1-6 months; 34.1% 7-12 months; 8.2% 13-18 months; 21.1% 19-24 months), and with various graduation periods (%24.7 1-6 months; %31.7 7-12 months; %14.1 13-18 months; %29.4 19-24 months).

*Design*

Organisational culture, employee creativity and commitment to the organisation were assessed and the association among these variables were investigated. Since it was a correlational research, organisational culture was a predictor variable while the outcome variables were employee creativity and commitment in this research. Current study was premised on quantitative methodology undertaken by a self-administrated questionnaire survey. Even though organisational culture could be investigated qualitatively, the relationship between these variables could be analysed by quantitative research. Additionally, the advanced examination of the level of association between undetected factors and their value-components or dimensions of organisational culture might be investigated through a quantitative study. Therefore, it was not feasible to conduct the research qualitatively. The survey of this research was regarded as cross-sectional and cross cultural due to all of that data was displayed during a specified period and was obtained from various industries and countries.

*Measures*

There were 29 questions that participants were asked to answer. We first provided participants with the 8-item Organisational Culture Inventory using 5-point Likert scale (1= Strongly disagree to 5 = Strongly agree) developed by Denison and Mishra (1995). 8 items measure four dimensions of organisational culture (involvement, consistency, adaptability and mission; see Appendix A, Table 1). Participants were requested to respond statements such as “There is a shared vision of what this organisation will be like in the future”. The scale indicated good reliability; Cronbach Alphas were .76 Involvement, .79 Consistency, .63 Adaptability, .81 Mission for Organisational Culture Items.

Creativity was measured with Gillian Rice's (2006) combination of various inventories: Ganesan and Weitz (1996), Amabile et al. (1996) and Oliver and Anderson (1994), Mumford and Gustafson (1988). Participants were asked to respond 9 items using a 5-point Likert scale (1= Strongly disagree to 5 = Strongly agree; see Appendix A, Table 2). Participants were asked to rate statements such as "I am on the lookout for new ideas from all the people whom I interact as part of my job". For the purpose of this research, the outcome variable, employee creativity was defined as "the perceived creation of ideas that are both novel and valuable in the work environment, putting emphasis on the meaning of creation as 'the activity of creation and production" (Jimenez, 2015). The scale demonstrated good reliability; Cronbach Alphas were 0.87 for 0.91 for Creativity Items.

The affective dimension of organisational commitment was measured using the 6 items referring to affective commitment towards one's organisation of Meyer, Allen & Smith (1993). Participants answered questionnaire using a 5-point Likert scale (1= Strongly disagree to 5 = Strongly agree; see Appendix A, Table 3) for conditions such as "This organisation has a great deal of personal meaning for me ". The scale indicated good reliability; Cronbach Alphas were 0.87 for Affective Commitment Scale Items.

At the end of these three measurements, socio-demographic information regarding their gender, age, highest degree was obtained as well the information about the country where they have been working.

*Procedure*

*P*articipants were sampled via snowball sampling method to access a large number of individuals who fit the criteria for "newly graduated and employed in an organisation". They were recruited from researcher's social personal network and online platforms such as Whatsapp, Instagram and Facebook. Later on, recruited participants were asked to invite other individuals with the same criteria into the study. Qualtrics, an online survey tool, was used to disseminate our questionnaire. Participation in the study was voluntary and all questionnaires were filled out anonymously.

Each participant was provided an invitation letter that presented detailed information about the study, the research aim and methodology via email. It also included participants' role in the study. Once they viewed the invitation letter, they were given the link of the survey which was assumed to take 10- 15 minutes in total. The survey initiated with a consent form and continued respectively with organisational culture, employee creativity and organisational commitment questionnaires. Completion of the questionnaires followed by socio-demographic questions. Participants received a debriefing form that conveyed information about the aim of the research and right of withdrawal was provided at the end of the survey.

*Data Analysis*

Once data were collected via Qualtrics online survey platform, they were exported into SPSS software to analyse the variables. Firstly item 3, 4 and 5 of organisational commitment were reversed, they were recoded. Then all of the identified variables were analysed via descriptive statistics (SD, mean, skewness and kurtosis). Later on, correlation between organisational culture, creativity and organisational commitment were computed accordingly via the Pearson product-moment correlation coefficient. Regarding this study's main hypotheses, the effect of organisational culture on 2 different outcomes, creativity and organisational commitment were investigated. Therefore, multiple regression analysis was run with the four organisational culture dimensions (involvement, consistency, mission and adaptability) as predictors and the creativity as the outcome for the first regression and organisational commitment as the outcome for the second regression.

**Results**

The descriptive statistics indicated that the mean scores of the organisational culture's four dimensions (involvement, consistency, mission and adaptability) were as followed: 3.61 (*SD* = .90), 3.41 (*SD* = .91*)*, 3.70 (*SD* = .96), 3.52 (*SD* = 1.06). The mean of the creativity was 3.84 (*SD* = 0.79) which has the highest mean compared to other variables, and the mean of the organisational commitment was 3.31 (*SD* = .81). Correlations were computed among organisational culture dimensions, creativity and organisational commitment on data for 85 employees. Based on the correlation's findings of the research (see Table 3), The correlation matrix reflected Pearson correlation coefficient which varied between .26 and 61, which indicates medium to large correlational effect, Cohen (1992). There were significant positive correlations among all the variables. Creativity and organisational commitment were consistently associated with involvement, consistency, adaptability and mission dimensions of organisational culture ($p < .01$) and among each other ($\alpha = .27$). However, all correlations were less than .9, thus suggesting there was no multi-collinearity between these variables (Tabachnick & Fidell, 2012).

A multiple regression was calculated to predict employee creativity and organisational commitment based on organisational culture. In this part, the researcher tested the main hypotheses which were as followed: "Creativity can be predicted by organisational culture dimensions" and "Organisational commitment can be predicted by organisational culture dimensions". To test these hypotheses the researcher used multiple regression to examine relationship between them. According to the regression results for employee creativity (see Table 4), a significant regression equation was found ($F(4, 80) = 9.39$, $p < .001$ with an $R^2$ of .320. Therefore, 32% of the variation in creativity can be explained by organisational culture. It means that 68% of the variation is still unexplained so adding other

variables that may affect creativity could improve the fit of the model. Consistency dimension of organisational culture contributed significantly to the model (β =.29, $p$ = .02). Other organisational culture dimensions which are involvement, adaptability and mission) did not have an influence on creativity since they were not statistically significant ($p$ > .05). This means, creativity could be predicted only by consistency dimension of organisational culture. On the other hand, based on regression results for organisational commitment (see Table 5), the analyses indicated that none of the organisational culture dimensions could significantly predict organisational commitment; ($p$ = .90) for organisational culture involvement, *(p* =.59) for organisational culture consistency, ($p$ =.29) for organisational culture adaptability, ($p$ =.24) for organisational culture mission. $R^2$ value of organisational commitment was .179 which indicated that organisational culture dimensions accounted for 17.9% of the variation in organisational commitment.

**Table 3.** ***Correlations between four dimensions of Organisational Culture as well as Creativity and Organisational Commitment***

| | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| **1. Creativity** | | | | | | |
| **2. Organisational Culture Involvement** | **.45**$^{**}$ | | | | | |
| **3. Organisational Culture Consistency** | **.51**$^{**}$ | **.50**$^{**}$ | | | | |
| **4. Organisational Culture Adaptability** | **.43**$^{**}$ | **.59**$^{**}$ | **.58**$^{**}$ | | | |
| **5. Organisational Culture Mission** | **.45**$^{**}$ | **.55**$^{**}$ | **.62**$^{**}$ | **.58**$^{**}$ | | |
| **6. Organisational Culture Commitment** | **.27**$^{*}$ | **.34**$^{**}$ | **.32**$^{**}$ | **.36**$^{*}$ | **.37**$^{**}$ | |

*Note. C*ronbach's alphas in the diagonal; * $p$ < .05, ** $p$ < .01, *** $p$ < .001.

**Table 4.** ***Regression Results for Employee Creativity***

| | *t* | *p* | β | *SE* | *F* | *df* | *p* | $R^2$ |
|---|---|---|---|---|---|---|---|---|
| **Overall Model** | | | | **.59** | **9.39** | **4** | **.000** | **.320** |
| **Organisational Culture Involvement** | **1.52** | **.13** | **.18** | **.09** | | | | |
| **Organisational Culture Consistency** | **2.35** | **.02** | **.29** | **.09** | | | | |
| **Organisational Culture Adaptability** | **.64** | **.51** | **.08** | **.08** | | | | |
| **Organisational Culture Mission** | **.88** | **.38** | **.11** | **.09** | | | | |

* (p < 0.01)

**Table 5.** ***Regression Results for Organisational Commitment***

| | *t* | *p* | β | *SE* | *F* | *df* | *p* | $R^2$ |
|---|---|---|---|---|---|---|---|---|
| **Overall Model** | | | | **.75** | **4.35** | **4** | **.003** | **.179** |
| **Organisational Culture Involvement** | **.90** | **.90** | **.12** | **.11** | | | | |
| **Organisational Culture Consistency** | **.53** | **.59** | **.07** | **.12** | | | | |
| **Organisational Culture Adaptability** | **1.05** | **.29** | **.14** | **.10** | | | | |
| **Organisational Culture Mission** | **1.17** | **.24** | **.16** | **.11** | | | | |

* ($p < 0.01$)

**Discussion**

The aim of the research was examining the creativity and organisational commitment of graduate employees in different organisations and occupations from various nationalities through organisational culture based on (involvement, consistency, mission and adaptability). Hence, the key research question of this study was whether or not organisational culture can influence employee creativity and organisational commitment. It was hypothesized that organisational culture can influence employee creativity and organisational commitment regarding previous studies (Aman et al., 2016; Bruno-Faria, 2003; Tekin & Çidem 2017; Hunt et al., 1989; Aoki 2008). That is to say, employee creativity and organisational commitment can be predicted by organisational culture traits.

From empirical findings, regarding our main hypotheses, this research suggests that creativity is statistically significantly associated only with consistency trait of organisational culture. However, the study findings also that demonstrate there is no statistically significant association between any of the organisational culture traits and organisational commitment. Hence, it can be concluded that creativity can be predicted only by consistency trait of organisational culture whereas organisational commitment cannot be predicted by any of the organisational culture traits. Organisations with consistent core and shared values, agreement and internal coordination are positively reflected in the self-perceived creativity of graduate employees. The evidence presented in this section suggests that our first hypothesis which proposed that organisational culture can predict creativity is partially supported since consistency trait of organisational culture has a significant influence on creativity. However, our second hypothesis which implied that organisational culture can predict organisational commitment is rejected. Although commitment is significantly correlated to all the dimensions of organisational culture, multiple regression analysis results for both creativity and organisational commitment does not indicate similar results. We did not find similar findings between correlational

analysis and multiple regression since we were only focusing on the relationship between our variables without controlling for the effects of other variables. That is to say, when we were doing multiple regression analysis, the effects of other variables were controlled. However, when doing our correlational analysis between the four dimensions of organisational culture and creativity, we found significant relationships as we were not controlling for the effects of the three other dimensions but when we entered all dimensions into the model, the relationships became non-significant as we were controlling for the effects of all of them.

The literature review stressed mostly on conceptual framework rather than mainly focussing on empirical demonstrations of organisational culture, creativity and organisational commitment. In order words, prior research investigated these phenomena's meanings, characteristics and their relationship with each other whereas small amount of empirical studies investigated these concepts in the work settings. Based on conceptual descriptions of these terms, employee creativity is seen as putting novel ideas into implementations and practices ((Hunter, 2013; McLean, 2005; Van deVen &Angle, 1989; Hellriegell et al., 1998), while organisational culture is regarded to affect organisational commitment through values and beliefs established within organisational policies and practices (Black 1999; Kummerow & Kirby, 2014; Miroshnik, 2013). This impact considered to be arisen once members of the organisation identify organisational values and beliefs to be either consistent or inconsistent with their own values and beliefs (Meyer & Allen 1997). Although previous literature and some empirical studies generally concluded that there is a significant positive relationship between organisational culture and creativity (Taha et al., 2016; Martins & Martins, 2002; Tekin & Çidem, 2017), and also for organisational culture and commitment (Hunt, Wood and Chonko, 1989; Black, 1999; Rashid et al., 2003), surprisingly, there are few studies found no association between organisational culture and commitment (Pavett & Morris, 1995). On the other hand, Lok and Crawford (2004) proposed that there is a weak positive relationship between age and commitment. Additionally, they claimed that employees' years in position and years of experience in the field failed to indicate any association with commitment. Taking into account of this research, it can be explained as a reason why this research could not find any significant relationship between graduate employees' organisational culture and commitment. Thus, previous literature suggested that organisational culture has an influence on commitment could not be supported in this research since the length of employment cannot be linked to the level of internalization of organisational values and employees' commitment.

*Limitations*

One of the limitations of this research is our reliance on cultural traits as a key structure in our analysis. In the classification of Denison and Mishra (1995) organizational culture has four traits: involvement, consistency, adaptability, and mission. Therefore, we have taken a narrow view of cultural context.

Arguing influence of organisational culture based on only four traits would be inappropriate. Instead, these four traits can be considered as summary of characteristics of an organisation's culture and the ways which culture might influence on creativity and organisational commitment. Therefore, a far broad model of culture would be more appropriate. Furthermore, these four traits were examined as behavioural patterns but not values (Denison & Mishra, 1995). Therefore, they were related to behavioural patterns not values to creativity and commitment. In order words, trying to analyse the behavioural patterns before understanding core values which have an influence on that behaviour considered as a premature move. Majority of the investigators have resorted to behavioural pattern as a level of analysis to evaluate organisational culture. Nevertheless, it might cause to mistaken assumptions because of focusing on culture in terms of behavioural patterns. Since behaviours at the level of organisational values are usually identified by individuals' values, it is essential to consider the level of value to be able to make assumptions at behavioural level (Miroshnik, 2013). If our four traits examined values as well as behavioural patterns, we might receive much more meaningful resu

Other limitation of our research is the sample size. Our research establishes empirical evidence after analysing data for a total number of 85 graduate employees from 12 nations and various organisations. Taking into account that cross-cultural perspective is considered as the aim of this study, generalization of the indicated results is needed to be made within caution. The fact that participants were not chosen randomly because of the researcher's accessibility to graduate employees from different countries, and the sample size might not represent majority of graduate employees around the world, it must be noted that this sample is on no account representative of the entire from 12 nations. Moreover, the lack of significance detected in the hypotheses of this study may be resulted by an inadequate size of the sample under research.

Moreover, this research might have found more meaningful evidence and interpretations if participants were chosen from particular industry. In this research, an inclusion criterion could be added regarding the type of job to have only participants who have been involved in creative jobs such as design, architecture, marketing and advertising. Since occupations and organisations were not narrowed, there may be different perceptions of organisational values, creative actions and commitment.

The other possible limitation could be use of only English instrument of measurement for participants whose native language is not English but have at least intermediate level of English. It would be much more meaningful to translate our survey into different languages since it would be easier and powerful for them to relate their values and beliefs to their organisational culture as well as interpreting their outputs in the workplace.

*Recommendations and Future Research*

For future research focused on the effect of organisational culture, it would be essential to expand sample size to be able to address representativeness of the population. However, while increasing the sample size, it may be quite meaningful to establish a multilevel research, to include not only the individual level, but also the organisational and society level of analysis. For future studies this direction may facilitate a greater understanding of the employee creativity and commitment eliminating variations defined by organisations, occupations and characteristics. Different industries might reveal different cultural contexts, and thereby, creativity and commitment might differ. Therefore, it would be better to narrow the industries and occupations to observe relationship of these variables. However, while narrowing the industries, it should be noted that a broader cultural context perspective focused on values should be taken into consideration to discover influence of organisational culture profoundly. Moreover, use of different language instrument of measurements should be taken into consideration for future cross-cultural research in this area.

*Practical Implications*

In order to increase the number of employees who produce creative activities such as putting novel ideas into practice in their organisation, changes and improvements need to be made in organisational culture. This can be done especially by fostering a high level of consistency in an organisational culture where there are high level of common beliefs and shared core values. It might be more effective if managerial levels represent the fundamental values of their organisations to their colleagues and subordinates.

## Conclusion

As a conclusion, the researcher has answers toward exploring the association between organisational culture and creativity and organizational commitment. The prediction of creativity and organisational commitment of graduate employees is poorly linked to organisational culture. This shortcoming of this research will enable future investigators to refine their research question.

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Appendix A: Journal Rationale

1) Title of work: Influence of Organisational culture on creativity and commitment on graduate employees

2) Title of Journal: Journal of Organizational and Occupational Psychology https://onlinelibrary.wiley.com/journal/20448325

3) Editors: Hannah Wakley (Managing Editor)

4) Rationale

a) Scope and aims: My piece of work was best suited to the objectives and focus area of the specific journal for the following reasons:

- Focuses on issues in psychology related to industrial, organisational, work, vocational and personnel psychology.
- Accepts systematic reviews in any given area of organisational psychology
- Clear, succinct manuscript guideless
- International contribution

b) Example of similar piece of work: The JOOP publish several quanitative pieces per publication, for example:

Meyer, J. P., Srinivas, E. S., Lal, J. B., & Topolnytsky, L. (2007). Employee commitment and support for an organizational change: Test of the three-component model in two cultures. *Journal of occupational and organizational psychology*, *80*(2), 185-211.

Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of occupational and Organizational Psychology*, *73*(2), 149-169.

c) Alternative choices:

- Journal of Organisational Behaviour
- Work and Organisation
- Journal of Business and Psychology

Appendix B: Journal Requirements

**1. SUBMISSION**

Authors should kindly note that submission implies that the content has not been published or submitted for publication elsewhere except as a brief abstract in the proceedings of a scientific meeting or symposium.

**Once the submission materials have been prepared in accordance with the Author Guidelines, manuscripts should be submitted online at http://www.editorialmanager.com/joop**

Click here for more details on how to use **Editorial Manager**.

All papers published in the *Journal of Occupational and Organizational Psychology* are eligible for Panel A: Psychology, Psychiatry and Neuroscience in the Research Excellence Framework (REF).

**Data protection:**

By submitting a manuscript to or reviewing for this publication, your name, email address, and affiliation, and other contact details the publication might require, will be used for the regular operations of the publication, including, when necessary, sharing with the publisher (Wiley) and partners for production and publication. The publication and the publisher recognize the importance of protecting the personal information collected from users in the operation of these services, and have practices in place to ensure that steps are taken to maintain the security, integrity, and privacy of the personal data collected and processed. You can learn more at **https://authorservices.wiley.com/statements/data-protection-policy.html**.

**Preprint policy:**

This journal will consider for review articles previously available as preprints on non-commercial servers such as ArXiv, bioRxiv, psyArXiv, SocArXiv, engrXiv, etc. Authors may also post the submitted version of a manuscript to non-commercial servers at any time. Authors are requested to update any pre-publication versions with a link to the final published article.

**2. AIMS AND SCOPE**

The *Journal of Occupational and Organizational Psychology* aims to increase understanding of people and organisations at work including:

- industrial, organizational, work, vocational and personnel psychology
- behavioural and cognitive aspects of industrial relations
- ergonomics and human factors
- industrial sociology

Innovative or interdisciplinary approaches with a psychological emphasis are particularly welcome. So are papers which develop the links between occupational/organisational psychology and other areas of the discipline, such as social and cognitive psychology.

**3. MANUSCRIPT CATEGORIES AND REQUIREMENTS**

We welcome the following varieties of paper:

- empirical research papers, containing new quantitative or qualitative data which address significant theoretical and/or practical concerns;
- papers which offer new theory and conceptualisation, perhaps accompanied by a critique of existing approaches;

- narrative and/or quantitative reviews of existing research which lead to new conclusions or insights into a field of research and/or practice;
- prescriptive articles advocating changes in research paradigms, methods, or data analytic techniques;
- analyses of practice in occupational and organizational psychology, where such analyses are driven by theory and/or sound data.

Please refer to the separate guidelines for **Registered Reports**.

All systematic reviews must be pre-registered.

The word limit for papers submitted for consideration to JOOP is 8000 words and any papers that are over this word limit will be returned to the authors. The word limit does not include abstract, references, figures, and tables. Appendices however are included in the word limit. The Editor retains discretion to publish papers beyond this length in cases where the clear and concise expression of the scientific content requires greater length (e.g., a new theory or a new method). The authors should contact the Editor first in such a case.

**Short Research Notes**

In order to supplement innovative research produced in full paper format, the journal provides access to a wider range of investigation through the publication of research in Short Research Note format. Papers submitted as Short Research Notes will be subject to the normal double-blind review process. Short Research Notes should be largely empirical studies. Typically, they will do one of the following:

- replicate existing findings in a new context;
- develop new measures and report on their reliability and validity;
- report contradictory findings that sharpen the interpretation of existing research;
- present new applications of an existing measure;
- report descriptive findings or case studies that will significantly develop professional practice;
- offer an informed and focused challenge to key elements of an existing study, theory or measure.

Papers submitted as Short Research Notes should not exceed 2000 words, including the abstract but not including references or tables. It is normally expected that any tables will take up no more than two printed pages, and there should be no more than about 15 references. With the exception of the items of a new or substantially revised measure, appendices are discouraged.

A paper submitted as a Short Research Note will not necessarily receive positive reviews simply because it falls into one of the categories listed above. Papers need to be located in a conceptual/theoretical context, with rigorous method and appropriate reporting. The issues they raise and/or the findings they report must be deemed to be contributing significantly to the knowledge and understanding of academics and/or practitioners in occupational and organizational psychology. Short Research Notes are not a facility for publishing on the basis of weak data and/or weak conceptual underpinning. In the majority of cases, authors will have submitted the paper in the Short Research Note format. In some instances, however, the Editors may feel that a full paper is best reviewed in a Short Research Note format, or the referees may only recommend publication under this format. All articles in this format will be officially designated and published with the preface 'Short Research Note:' These are placed towards the back of the journal. Acceptance for publication on this basis will be indicated in writing to the authors by the Editor or Associate Editor if the original submission was in full paper format.

**Cross-sectional self-report data**

Studies conducted using only cross-sectional self-report data will be considered only in exceptional circumstances. For example; if the sample is exceptionally large, representative or multiple. In all

other cases, cross-sectional self-report data should form part of a wider selection of data, including other measures such as longitudinal or experimental elements, corroborating or comparison data, third party records or psycho-physiological data.

For more details on the use of cross-sectional self-report data please see the **December 2011 Editorial**.

**Non-working Populations**

Papers based entirely on non-working populations (e.g. student samples) will only be considered in rather unusual circumstances. The Editor retains discretion to publish this kind of data, for instance where it is clearly demonstrated that the data obtained can be generalised to working populations.

**4. PREPARING THE SUBMISSION**

Contributions must be typed in double spacing. All sheets must be numbered.

**Cover Letters**

Cover letters are not mandatory; however, they may be supplied at the author's discretion. They should be pasted into the 'Comments' box in Editorial Manager.

**Parts of the Manuscript**

The manuscript should be submitted in separate files: title page; main text file; figures/tables; supporting information.

**Title Page**

You may like to use **this template** for your title page. The title page should contain**:**

- A short informative title containing the major key words. The title should not contain abbreviations (see Wiley's best practice SEO tips);
- A short running title of less than 40 characters;
- The full names of the authors;
- The author's institutional affiliations where the work was conducted, with a footnote for the author's present address if different from where the work was conducted;
- Abstract;
- Keywords;
- Practitioner Points;
- Acknowledgments.

**Authorship**

Please refer to the journal's Authorship policy in the Editorial Policies and Ethical Considerations section for details on author listing eligibility. When entering the author names into Editorial Manager, the corresponding author will be asked to provide a CRediT contributor role to classify the role that each author played in creating the manuscript. Please see the **Project CRediT** website for a list of roles.

**Abstract**

Please provide an abstract of between 100 and 200 words, giving a concise statement of the intention, results or conclusions of the article. The abstract should not include any sub-headings.

**Keywords**

Please provide appropriate keywords.

**Practitioner Points**

All articles must include Practitioner Points – these are 2-4 bullet points, following the abstract, with the heading 'Practitioner Points'. These should briefly and clearly outline the relevance of your research to professional practice. (Please include the 'Practitioner Points' in your main document but do not submit them to Editorial Manager with your abstract.)

**Acknowledgments**

Contributions from anyone who does not meet the criteria for authorship should be listed, with permission from the contributor, in an Acknowledgments section. Financial and material support should also be mentioned. Thanks to anonymous reviewers are not appropriate.

**Main Text File**

As papers are double-blind peer reviewed, the main text file should not include any information that might identify the authors.

The main text file should be presented in the following order:

- Title
- Main text
- References
- Tables and figures (each complete with title and footnotes)
- Appendices (if relevant)

Supporting information should be supplied as separate files. Tables and figures can be included at the end of the main document or attached as separate files but they must be mentioned in the text.

- As papers are double-blind peer reviewed, the main text file should not include any information that might identify the authors. Please do not mention the authors' names or affiliations and always refer to any previous work in the third person.
- The journal uses British spelling; however, authors may submit using either option, as spelling of accepted papers is converted during the production process.

**References**

References should be prepared according to the *Publication Manual of the American Psychological Association* (6th edition). This means in text citations should follow the author-date method whereby the author's last name and the year of publication for the source should appear in the text, for example, (Jones, 1998). The complete reference list should appear alphabetically by name at the end of the paper. Please note that for journal articles, issue numbers are not included unless each issue in the volume begins with page 1, and a DOI should be provided for all references where available.

For more information about APA referencing style, please refer to the **APA FAQ**.

Reference examples follow:

*Journal article*

Beers, S. R. , & De Bellis, M. D. (2002). Neuropsychological function in children with maltreatment-related posttraumatic stress disorder. *The American Journal of Psychiatry*, *159*, 483–486. doi:**10.1176/appi.ajp.159.3.483**

*Book*

Bradley-Johnson, S. (1994). *Psychoeducational assessment of students who are visually impaired or blind: Infancy through high school* (2nd ed.). Austin, TX: Pro-ed.

*Internet Document*

Norton, R. (2006, November 4). How to train a cat to operate a light switch [Video file]. Retrieved from **http://www.youtube.com/watch?v=Vja83KLQXZs**

**Tables**

Tables should be self-contained and complement, not duplicate, information contained in the text. They should be supplied as editable files, not pasted as images. Legends should be concise but comprehensive – the table, legend, and footnotes must be understandable without reference to the text. All abbreviations must be defined in footnotes. Footnote symbols: †, ‡, §, ¶, should be used (in that order) and *, **, *** should be reserved for P-values. Statistical measures such as SD or SEM should be identified in the headings.

**Figures**

Although authors are encouraged to send the highest-quality figures possible, for peer-review purposes, a wide variety of formats, sizes, and resolutions are accepted.

**Click here** for the basic figure requirements for figures submitted with manuscripts for initial peer review, as well as the more detailed post-acceptance figure requirements.

Legends should be concise but comprehensive – the figure and its legend must be understandable without reference to the text. Include definitions of any symbols used and define/explain all abbreviations and units of measurement.

**Colour figures.** Figures submitted in colour may be reproduced in colour online free of charge. Please note, however, that it is preferable that line figures (e.g. graphs and charts) are supplied in black and white so that they are legible if printed by a reader in black and white. If an author would prefer to have figures printed in colour in hard copies of the journal, a fee will be charged by the Publisher.

**Supporting Information**

Supporting information is information that is not essential to the article, but provides greater depth and background. It is hosted online and appears without editing or typesetting. It may include tables, figures, videos, datasets, etc.

**Click here** for Wiley's FAQs on supporting information.

Note: if data, scripts, or other artefacts used to generate the analyses presented in the paper are available via a publicly available data repository, authors should include a reference to the location of the material within their paper.

**General Style Points**

For guidelines on editorial style, please consult the **APA Publication Manual** published by the American Psychological Association. The following points provide general advice on formatting and style.

- **Language:** Authors must avoid the use of sexist or any other discriminatory language.
- **Abbreviations:** In general, terms should not be abbreviated unless they are used repeatedly and the abbreviation is helpful to the reader. Initially, use the word in full, followed by the abbreviation in parentheses. Thereafter use the abbreviation only.
- **Units of measurement:** Measurements should be given in SI or SI-derived units. Visit the Bureau International des Poids et Mesures (BIPM) website for more information about SI units.
- **Effect size:** In normal circumstances, effect size should be incorporated.
- **Numbers:** numbers under 10 are spelt out, except for: measurements with a unit (8mmol/l); age (6 weeks old), or lists with other numbers (11 dogs, 9 cats, 4 gerbils).

**Wiley Author Resources**

***Manuscript Preparation Tips:*** Wiley has a range of resources for authors preparing manuscripts for submission available **here.** In particular, we encourage authors to consult Wiley's best practice tips on **Writing for Search Engine Optimization**.

Appendix C: Measures

**Table 1. Organisational Culture Items**

**Involvement Index**

1. Most people in this company have input into the decisions that affect them.
2. Cooperation and collaboration across functional roles is actively encouraged.

**Consistency Index**

3. There is a high level of agreement about the way that we do things in this company.
4. Our approach to doing business is very consistent and predictable.

**Adaptability Index**

5. Customers' comments and recommendations often lead to changes in this organization.
6. This organization is very responsive and changes easily.

**Mission Index**

7. This company has a long-term purpose and direction.
8. There is a shared vision of what this organization will be like in the future.

**Table 2. Creativity Likert scale items and sources**

| Number | Likert scale item[a] | Source(s) |
|---|---|---|
| Q1 | My boss feels that I am creative in my job | Ganesan and Weitz (1996) |
| Q2 | I experiment with new approaches to doing my job | Adapted from Ganesan and Weitz (1996) |
| Q3 | I am on the lookout for new ideas from all the people with whom I interact as part of my job | Adapted from Ganesan and Weitz (1996) |
| Q4 | I believe that I am currently very creative in my work | Amabile et al. (1996) |
| Q5 | I try to be as creative as I can in my job | Ganesan and Weitz (1996) |
| Q6 | I would like to learn some new skills that will help me to be more effective at work | Based on Mumford and Gustafson (1988) |
| Q7 | When I perform well, I know it's because of my own desire to achieve | Oliver and Anderson (1994) |
| Q8 | When new trends develop in my workplace, I am usually the first to get on board | Ganesan and Weitz (1996) |
| Q9 | My work is so personally rewarding for me that I am indifferent to special incentives provided by management | Amabile et al. (1996) |

[a] Each variable was measured on a Likert scale where "1" represented "strongly disagree" and "5" represented "strongly agree".

Source: Gillian Rice (2006) (Table 3, Employee's creative behavior and sources)

**Table 3. Organisational Commitment Items**

| Item |
|---|
| Factor 4 |
| I would be very happy to spend the rest of my career with this organization. |
| I really feel as if this organization's problems are my own. |
| I do not feel a strong sense of "belonging" to my organization. (R) |
| I do not feel "emotionally attached" to this organization. (R) |
| I do not feel like "part of the family" at my organization. (R) |
| This organization has a great deal of personal meaning for me. |

Appendix D: Information Sheet

## Information Sheet

You are kindly being invited to participate in a research study. Before you agree it is important that you understand what your participation would involve. Please take time to read the following information carefully.

**Who am I?**

I am a postgraduate student in the School of Psychology at the University of East London and

am studying for an MSc in Business Psychology. As part of my studies I am

conducting the research, you are being invited to involve in.

**What is the research?**

I am conducting research into influence of organisational culture on creativity employees and commitment to their organisations.  of recent graduate who recently started to work in their company (between 1 month and 2 years since) employees and commitment to their organisations. My research has been approved by the School of Psychology Research Ethics Committee. This means that my research follows the standard of research ethics set by the British Psychological Society.

**Why have you been asked to participate?**

You have been invited to participate as you are part of the target population of this study – people who have been newly graduated and started working between 1 month and 2 years. I emphasise that I am interested in the opinion of anyone rather than looking for 'experts' on the topic. You will not be judged or personally analysed in any way and you will be treated with respect. You are quite free to decide whether or not to participate and should not feel coerced.

**What will your participation involve?**

If you agree to participate you will be asked to respond to an online survey. I will not be able to pay you for participating in my research study, but your participation would be very valuable in helping to promote knowledge and understanding of my research topic.

**Your taking part will be safe and confidential**

Your privacy and safety will be respected at all times. You will not be identified by

name or by any other data collected on any written material resulting from this research study. You do not have to answer all questions and can end your participation at any time. There will be no position that causes a risk to your overall health and safety.

**What will happen to the information that you provide?**

- Personal contact details will be securely stored on a protected file that only I can have access to them.
- Participants' names and contact details will not be linked to the data they reveal.
- The responses or answers you provide will be securely and confidentially saved. Your online data will be kept on accessible only via a password-encrypted file private computer.
- Each survey and its supporting materials will be labelled with a participant ID to facilitate its recognition; no personal information will be kept on any such material.
- Anonymised data and findings will be seen by my supervisor and may be disseminated to a broader audience following the accomplishment of the research project. Audience might include colleagues from my University and readers of journal articles – if the data are published in research article.

**What if you want to withdraw?**

You are free to withdraw from the research study at any time during the survey by exiting the survey page. However, if you submit your survey and wish to withdraw from the study or remove your data, you have up to 3 weeks to declare it without any explanation, disadvantage or consequence. However, I would reserve the right to use material should you withdraw following the 3-week period.

**Contact Details**

If you would like further information about my research or have any questions or concerns,

please do not hesitate to contact me.

Esra Nilüfer Keskin

(Email: u1825029@uel.ac.uk )

If you have any questions or concerns about how the research has been conducted, please

contact the research supervisor: Jeremy Lemoine, School of Psychology, University of East London,

Water Lane, London E15 4LZ.

(Email: j.lemoine@uel.ac.uk )

**or**

Chair of the School Research Ethics Committee: Dr. Tim Lomas, School of

Psychology, University of East London, Water Lane, London E15 4LZ.

(Email: t.lomas@uel.ac.uk)

Appendix E: Consent Form

**UNIVERSITY OF EAST LONDON**

**Consent to participate in a research study:**

How does organisational culture influence creativity of newly graduated fresher employees and commitment to their organisations?

I have the read the information sheet relating to the above research study and have been given a copy to keep. The nature and purposes of the research have been explained to me, and I have had the opportunity to discuss the details and ask questions about this information. I understand what is being proposed and the procedures in which I will be involved have been explained to me.

I understand that my involvement in this study, and particular data from this research, will remain strictly confidential. Only the researcher(s) involved in the study will have access to identifying data. It has been explained to me what will happen once the research study has been completed.

I hereby freely and fully consent to participate in the study which has been fully explained to me. Having given this consent I understand that I have the right to withdraw from the study at any time during the survey and up to 3 weeks once I submit my data without disadvantage to myself and without being obliged to give any reason. If I wish to quit from the study entirely, I will contact researcher via email and provide their participation code (presented on the online survey) I also understand that should I withdraw; the researcher reserves the right to use my anonymous data after analysis of the data has begun.

I confirm that I have read and accept the conditions of this consent form. ☐

Appendix F: Debriefing statement

**Debriefing Statement:**

Thank you for your time and participation in this research. The purpose of this study is to explore influence of organisational culture on creativity of newly graduated fresher employees and commitment to their organisations.

The intention of this research is to provide a better understanding into the creativity and commitment of new graduated employees within the organisational culture framework. The relationships between organisational culture, creativity and commitment are the focus of this study. I anticipate that high levels of organisational culture will be associated to high levels of creativity and commitment. Therefore, my interest is to investigate the experience of young employees in the first few months/years after they started working into an organisation after the graduation. My hope is that this study will contribute to a better understanding of organisational culture across different cultures.

Please be reminded that all participant data will be collected and stored anonymously. Once

again, many thanks for taking part in my study and for providing your data for analysis.

If you would like any information about the findings of the research once it is completed, please feel free to contact me. If you wish to withdraw your data from the study, please send me an email with your participant ID. Your participants ID is XXX.

Best wishes,

Esra Nilüfer Keskin

(Email: u1825029@uel.ac.uk)

If you have any questions or concerns about how the research has been conducted, please

contact the research supervisor: Jeremy Lemoine, School of Psychology, University of East London,

Water Lane, London E15 4LZ.

(Email: j.lemoine@uel.ac.uk)

**or**

Chair of the School Research Ethics Committee: Dr. Tim Lomas, School of

Psychology, University of East London, Water Lane, London E15 4LZ.

(Email: t.lomas@uel.ac.uk)