

**ISTANBUL TICARET UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION PROGRAM**

**LINKING ORGANIZATIONAL CULTURE TO EMPLOYEE
CREATIVITY: MEDIATING ROLE OF PSYCHOLOGICAL WELL-
BEING**

Master's Thesis

**Athar F. M. AHMED
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ISTANBUL, 2023

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ETHICAL STATEMENT

I declare that this thesis is an original work and has been prepared in accordance with the Graduate Regulations of the Council of Higher Education and Istanbul Ticaret University. I fully complied with scientific ethical rules while conducting this study. I have cited all the sources I have used and I have not quoted in detail from any source. All matters contained in this thesis are my personal opinion and do not reflect the official view of Istanbul Ticaret University.

Name and surname: Athar F. M. Ahmed

Signature:



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Finally, I want to dedicate my thesis to the memory of my beloved father. I felt his absences deeply as he was my mentor, guardian, and role model. I dearly miss him and hope that my work will honor his memory and make him proud of my accomplishments.

ABSTRACT

The aim of this research was to investigate whether organizational culture was related to employee creativity and whether the psychological well-being of employees mediated this relationship. To achieve this purpose, the data were collected from 310 employees working at a humanitarian relief foundation which is based in Türkiye through a questionnaire technique. The hypotheses were tested through linear regression analyses. Findings indicated that the market, clan, and adhocracy cultures were positively related to employee creativity. However, hierarchy culture was negatively related to employee creativity. Moreover, psychological well-being mediated the relationship between market culture and employee creativity in a way that market culture was negatively related to psychological well-being and psychological well-being was positively related to employee creativity. As far as is known, these relationships were investigated within a single model for the first time. Therefore, it was believed that new insights were gained from the findings in terms of practice and theory.

Keywords: *Organizational culture, psychological well-being, creativity, hierarchy culture, market culture, adhocracy culture, clan culture*

ÖRGÜT KÜLTÜRÜ VE ÇALIŞAN YARATICILIĞI ARASINDAKİ İLİŞKİDE PSİKOLOJİK ESENLİĞİN ARACILIK ROLÜ

ÖZET

Bu araştırmanın amacı, örgüt kültürünün çalışan yaratıcılığı ile ilişkili olup olmadığını ve çalışanların psikolojik esenliklerinin bu ilişkiye aracılık edip etmediğini araştırmaktır. Bu amaca ulaşmak için faaliyetlerini Türkiye merkezli olarak yürüten bir insani yardım vakfında görev yapan 310 çalışandan anket tekniği ile veri toplanmıştır. Hipotezler doğrusal regresyon analizleri ile test edilmiştir. Bulgular, pazar, klan ve adhokrasi kültürlerinin çalışan yaratıcılığı ile olumlu yönde ilişkili olduğunu göstermiştir. Bununla birlikte, hiyerarşi kültürünün çalışan yaratıcılığı ile olumsuz bir ilişkisinin olduğu görülmüştür. Ayrıca, psikolojik esenliğin pazar kültürü ile çalışan yaratıcılığı arasındaki ilişkiye aracılık ettiği anlaşılmıştır. Aracılık ilişkisinde pazar kültürü ile psikolojik esenlik arasında olumsuz ve psikolojik esenlikle çalışan yaratıcılığı arasında ise olumlu bir ilişki olduğu ortaya çıkarılmıştır. Bilindiği kadarıyla bu ilişkiler ilk defa tek bir model içerisinde incelenmiştir. Bu nedenle, bulguların uygulama ve kuram açısından yeni bakış açıları kazanılmasına fayda sağladığına inanılmaktadır.

Anahtar Kelimeler: Örgüt kültürü, psikolojik esenlik, yaratıcılık, hiyerarşi kültürü, pazar kültürü, adhokrasi kültürü, klan kültürü

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ABBREVIATIONS

EC: Employee Creativity

OC: Organizational Culture

OCAI: Organizational Culture Assessment Instrument

PWB: Psychological Well-being

NS: Not significant

ULCI: Upper Level Confidence Interval

LLCI: Lower Level Confidence Interval

RMSEA: Root Mean Square Error of Approximation

CFI: Comparative Fit. Index

GFI: Goodness of Fit Index

IFI: Incremental Fit Index

1. INTRODUCTION

Over the past few decades, the focus on organizational culture and employee creativity has increased in the organizational behavior literature. Organizational culture is characterized by shared values, beliefs, and assumptions among individuals within an organization which affect their behaviors (Schein, 2010). The effect is seen in employee behavior patterns in terms of thinking and performing in the workplace. Studies found that a strong organizational culture is associated with higher employee job satisfaction, commitment, and performance (Kark et al., 2003; Denison & Mishra, 1995; Hartnell et al., 2011). Employee creativity, on the other hand, refers to the generation of original and practical ideas that may be applied to workplace tasks or challenges (Amabile, 1996). It has received increased attention from researchers and practitioners due to its crucial role in organizational success and innovation (Zhou & Shalley, 2011). Studies have connected employee creativity with better organizational performance, innovation, and competitiveness (Shalley et al., 2000; Zhou & Shalley, 2003). To enhance overall effectiveness of an organization, it is essential to identify the relationship between organizational culture and employee creativity.

Research has extensively explored the link between organizational culture and employee creativity, indicating that some types of organizational cultures encourage greater levels of employee creativity than others (Carmeli et al., 2010; Tierney & Farmer, 2002). However, the precise mechanism through which organizational culture impacts employee creativity is still not entirely comprehensible. In this respect, the psychological well-being of employees is one possible mediator that could clarify this relationship.

Psychological well-being has also received considerable attention in the organizational behavior literature. Psychological well-being refers to the overall positive functioning of an individual's emotions, thoughts, and behaviors (Ryff & Keyes, 1995). Studies demonstrated that psychological well-being positively influences employee performance, creativity, and well-being (George & Zhou, 2007; Tierney & Farmer, 2002; Diener et al., 2002; Luthans et al., 2007). Nevertheless, further research is required to investigate the mediating role of psychological well-being between organizational culture and employee creativity.

Accordingly, this study aims at examining the relationship between organizational culture and employee creativity, with a focus on the mediating role of psychological well-being. Specifically, the study is based on Cameron and Quinn's (1999) model of organizational culture. This model proposes four distinct types of organizational culture: clan, adhocracy, market, and hierarchy. Therefore, the role of psychological well-being as a mediator between the four types of organizational culture and employee creativity will be investigated.

The research will provide a better understanding of the relationship between organizational culture and employee creativity. Second, it will contribute to the literature on the role of psychological well-being in the workplace, in turn informing the development of interventions to enhance employee well-being. Third, this study will add to our knowledge of the role of mediating variables in organizational behavior. It will provide insights into the complex mechanisms underlying organizational processes. The findings of this research will have practical implications for managers and organizations seeking to enhance employee creativity and improve organizational performance.

The following sections will discuss the theoretical framework and hypotheses in more detail. This will be followed by a description of the research methodology, findings, and discussion.

2. THEORETICAL FRAMEWORK

2.1. Organizational Culture

Organizational culture, as defined by Hofstede et al. (2010), is the shared mental programming that differentiates the members of a particular organization from those in others. On the other hand, Schein (1985) posited that the culture that emerges within an organization significantly affects its functioning. He viewed organizational culture as a set of established assumptions shaped by successful experiences and transmitted to new members as the appropriate way of perceiving, thinking, and feeling when facing issues of survival and integration (Schein, 2004). Additionally, organizational culture has a crucial role in enhancing innovative performance and employability skills (Obeidat et al., 2018). Erthal and Marques (2018) stated that organizational culture is influenced by the social interactions among workers and management, fostering trust and appreciation within the organization. Below, some prominent models of organizational culture are explained.

2.1.1. Hofstede's Cultural Dimensions

The theory of Hofstede's Cultural Dimensions is a systematic framework that examines how cultural values shape the behaviors and attitudes of individuals within a society. Utilizing a vast dataset collected from a multinational corporation (i.e., IBM), Hofstede conducted a thorough statistical analysis from over fifty countries worldwide. The results of the analysis revealed common cultural problems and differences in solutions, which were then defined as four key dimensions of culture (Hofstede, 2001). The dimensions were established and validated through the integration of multiple social science theories, and their validity was determined (Chowdhury et al., 2022). These four aspects are known by their separate name, which is presented below:

2.1.1.1. Power Distance

Hofstede (2001) defined power distance as the acceptance and expectation of unequal distribution of power within organizations and institutions. In high power-distanced cultures, people have a strong acceptance of hierarchy. They believe that unequal distribution of power is necessary for order and stability. In such societies, there is a vast difference between power

distribution. Thus, people accept discrimination (Edgar et al., 2020). For instance, Hofstede's research in Turkey indicated a high-power distance, indicating that hierarchical structures and unequal power distribution are prevalent (Hofstede, 2001). This is echoed by research conducted in various sectors within Turkey, which provides evidence of a culture that values dependence on authority, formal relationships, and limited employee empowerment (Gürbüz & Bingöl, 2007; Warsame, 2016). Whereas, in low power-distanced cultures, people emphasize equality and believe that power should be distributed equally (Hofstede, 2001). In such societies, decentralized organizations, employee participation, and empowerment are favored (Chowdhury et al., 2022). For example, in Austria, the income difference between the richest and the poorest is low, which shows that the country has a low power distance (Rinne et al., 2012).

2.1.1.2. Uncertainty Avoidance

Uncertainty avoidance refers to the level to which people perceive uncertainty as a threat and seek to avoid it by imposing strict rules, regulations and social norms (Zhang & Zhou, 2014). In an uncertainty avoidant culture, people have a limited capability for taking risks. However, in the opposite case, people can take more risks and engage in new experiences. The uncertainty can be minimized when stringent standards or laws are enforced (Chowdhury et al., 2022). In the case of Turkey, it is regarded as a culture with a relatively high uncertainty avoidance (Hofstede, 2001), where structured protocols and routines play a critical role in minimizing anxiety (Abulghasem, 2020).

2.1.1.3. Individualism versus Collectivism

Individualism and collectivism are two cultural dimensions that illustrate how individuals in a society are connected into groups (Hofstede, 2001). According to Triandis and Gelfand (2012), individualism and collectivism represent how people interact with their social environment. Individualism promotes autonomy, self-expression, and individual achievement. Individualists tend to see themselves as separate from the group and emphasize their personal goals over group goals. Collectivism, on the other hand, promotes harmony and loyalty and sees individuals as being interconnected with the group. Collectivists prioritize a group's goals and values over the individual's interests. The authors also argue that these cultural orientations can manifest in different ways depending on the context and the specific culture or society in

question (Triandis & Gelfand, 2012). In the context of Turkey, it has a collectivistic culture (Hofstede, 2001), where individuals prioritize social harmony, indirect communication, and adherence to social rules (Abulghasem, 2020).

2.1.1.4. Masculinity versus Femininity

A society can be characterized as masculine or feminine according to its distinctiveness of emotional gender roles. In a masculine society, individuals are expected to adhere to traditional gender stereotypes. The men display assertiveness, toughness, and an inclination toward material success, while women exhibit tenderness, modesty, and a focus on overall well-being. Conversely, in a feminine society, it is common for emotional gender roles to overlap. It is expected from both men and women to favor modesty, tenderness, and a focus on the quality of life (Hofstede et al., 2010). Cultures high on femininity tend to stress the importance of relationships, quality of life, and well-being, while cultures high on masculinity tend to stress competitiveness, assertiveness, and material success (Keith, 2013). Turkish culture exhibits a feminine dimension (Hofstede, 2001), valuing qualities such as consensus, honesty, and sympathy for the weak (Abulghasem, 2020).

2.1.2. Model of Edgar Schein

The idea behind this theory is that organizations cannot adopt cultures in a day or a few hours. Instead, they are developed through extensive efforts which makes them time-consuming. It requires changes in the environment, staff behavior and strategies adopted to resolve problems (Biloslavo et al., 2018). The theory further highlights that the best way that staff can learn is via old experiences and making changes as identified. This helps to create a positive culture (Steiber et al., 2023). According to the theory, there are layers to the culture in an organization. These layers comprise core beliefs and assumptions, values and norms, and artifacts.

2.1.2.1. Core Beliefs and Assumptions

According to Schein (2010), core beliefs and assumptions are a fundamental part of an organization's culture. Core beliefs and assumptions simply refer to the deeply held convictions and underlying ideas that shape an organization's understanding of reality and guide their members' behaviors. These beliefs and assumptions are usually taken for granted. However, they

have a significant impact on how the organization operates and how its employees interact. Schein (2010) argues that understanding these core beliefs and assumptions is essential for comprehending and changing an organization's culture. In the context of humanitarian organizations, core beliefs and assumptions might revolve around the organization's mission to alleviate suffering, promote human dignity, and respond swiftly to crises (Corvin & Antoinette, 2006).

2.1.2.2. Values and Norms

According to Schein and Schein (2019), values are defined as principles that influence an organization's actions and decision-making. These values are also seen as the fundamental beliefs and attitudes that a group holds as important. On the other hand, Norms are unwritten rules and expectations that determine how individuals within an organization should behave. Norms are informal in nature and are established and maintained by the group, determining appropriate and acceptable behavior within the organization. Values and norms are interconnected, as values often lead to the formation of norms and norms strengthen values (Schein & Schein, 2019). In the context of humanitarian relief, values can include principles like humanity, impartiality, neutrality, and independence. Norms, on the other hand, might involve guidelines for prioritizing aid delivery, collaborating with other organizations, and respecting the dignity and rights of affected populations. Recognizing and comparing these values and norms across various humanitarian organizations can provide insights into their approaches and effectiveness in delivering aid (Corvin & Antoinette, 2006).

2.1.2.3. Artifacts

Artifacts refer to the observable and tangible components of organizational culture. They are the physical, visible elements of an organization that can be used to understand and diagnose its culture. They can include the physical layout of the office, the language used, the symbols and slogans used, the interaction between people, decision-making style, and dress codes. They offer the surface-level representations of the culture giving clues about the underlying values and norms of an organization (Schein & Schein, 2019). For instance, in organization A, the strict dress codes, respect for superiors, avoidance of unnecessary conflicts, and emphasis on meeting deadlines can be artefacts or indicators of a culture of professionalism and efficiency. In contrast,

in organization B, relaxed attitude towards attire, a lack of concern for work, and a tendency towards gossip and conflicts among employees can be indicators of a culture that allows more freedom for employees (Edgar et al., 2020). This exemplifies how organization A differs from organization B in terms of culture. In humanitarian organizations, artifacts can manifest in the form of symbols, ceremonies, and practices that reflect their culture. The observance of rituals during relief operations, and the adoption of shared practices for aid delivery all serve as artifacts that represent the organization's cultural identity (Corvin & Antoinette, 2006).

2.1.3. Model of Ralph H. Kilmann

Kilmann's model highlights the importance of managing culture explicitly, as it can significantly impact an organization's success. It suggests that the culture must be monitored and assessed regularly to ensure that it remains functional and appropriate to the organization's needs. A culture that is not monitored can easily become dysfunctional, leading to negative behaviors such as resistance to innovation and negativity towards the organization. Kilmann argues that cultures cannot be classified as good or bad, but a culture can be regarded as effective if aligns with the vision, objectives, and approaches of the organization (Kilmann, 1984). The model proposes that there are two main dimensions of organizational culture: bureaucratic culture and innovative culture.

2.1.3.1. Bureaucratic Culture

The bureaucratic culture is a hierarchical system with well-defined lines of responsibility and authority, and a systematic approach to work processes. This type of culture values control and stability, making it ideal for established companies in stable markets (Kilmann, 1984). According to Ziaei Nafchi and Mohelska (2020), bureaucratic culture is procedural, focused on rules and regulations, and aimed at maintaining power. However, bureaucratic cultures have been shown to negatively impact organizational commitment and job satisfaction. Silverthorne (2004) claimed that organizations characterized by bureaucratic cultures display the least amount of commitment. Employees in bureaucratic cultures experience low levels of empowerment and affective commitment (Bigliardi et al., 2012; Madlock, 2012; Hendryadi et al., 2019). Employees are consistently compelled to enhance their performance in this particular culture (Singh Kalsi & Kiran, 2013). Meanwhile, leaders in bureaucratic cultures tend to be control-oriented (Taormina,

2008). Bureaucratic culture is often seen as a characteristic of government organizations (Schein, 2004). Similarly, larger organizations tend to have higher levels of bureaucratic culture as they require strict rules and a chain of command to manage large groups of people efficiently (Ziaei Nafchi & Mohelska, 2020).

2.2.3.2. Innovative Culture

In contrast to bureaucratic cultures, innovative cultures prioritize creativity and risk-taking, making them dynamic and entrepreneurial (Kilmann, 1984). Ziaei Nafchi and Mohelska (2020) describe innovative cultures as results-oriented, challenging, and full of new ideas. An innovative organizational culture is distinguished with its influence on leadership styles and is often characterized by a creative, innovative, and result-oriented working environment (Yu, 2017). However, Yu (2017) argues that an effective leader is imperative for establishing an innovative culture. Innovative cultures have a positive effect on commitment and job satisfaction (Bigliardi et al., 2012), and employees who want to acquire new skills and knowledge tend to prefer a work environment that allows for personal freedom and minimizes hindrances to their innovative capabilities (Huey Yiing & Zaman Bin Ahmad, 2009). For example, international organizations tend to have the highest level of innovative culture (Ziaei Nafchi & Mohelska, 2020). It is also well-suited for companies in fast-paced and competitive markets (Kilmann, 1984). Furthermore, innovative cultures can foster in-group collectivism by creating a challenging and intellectually stimulating atmosphere (Khan et al., 2018; Mekpor & Dartey-Baah, 2017).

2.1.4. Model of Deal and Kennedy

Terrance E. Deal and Allan A. Kennedy proposed in the early 1980s a model that outlines various forms of organizational culture. Their framework highlights that external factors, such as technology, competition, and government regulations shape an organization's culture more than internal factors (Kaupp, 2018). According to their approach, each company operates in a unique environment, and the key to success is determining intelligent choices through the comprehension of the environment and possible results (Nkandu & Karatsivos, 2022). They categorize the business environment into two dimensions: (1) the degree of risk and (2) the speed

of feedback. Based on these dimensions, Deal and Kennedy (1982) outlined four interrelated components of organizational culture. These are introduced below:

2.1.4.1. Work Hard/Play Hard Culture

The work hard/play hard culture is a sales-based organizational culture where employees are highly motivated and driven to provide top-notch customer service (Deal & Kennedy, 1983). According to Deal and Kennedy (2000), employees are expected to maintain a mostly active and optimistic attitude. For example, companies like Mary Kay Cosmetics, Tandem, and IBM embody a work hard/play hard culture, which prioritizes persistence and values hard work as a collective effort towards achieving success (Deal & Kennedy, 1983). Nkandu and Karatsivos (2022) state that a work hard/play hard culture is most successful in situations where risks are minimal, and feedback is readily available. This culture is characterized by team orientation, customer orientation, and opportunities to exploit the environment. Companies that adopted a work hard/play hard culture typically emerged during the internet boom, in the 2000s, and have a distinct tendency to take small risks and receive quick feedback (Kaupp, 2018).

2.1.4.2. Tough Guy/Macho Culture

The tough guy/macho culture encourages a high-risk and high-reward workplace environment that values the success and performance of individuals above all else. It is characterized by its aggressive and hierarchical nature, with employees being ranked by their achievements, power, and salary. This culture is frequently observed in industries that move at a fast pace, such as investment banking and consulting, where there is a tendency to celebrate success extravagantly and failures lead to personal collapse (Kaupp, 2018). The individual is the focus of this culture, and employees need to act promptly and decisively to preserve their "star" position (Nkandu & Karatsivos, 2022). While the benefits of working within this culture can be substantial, it is also very demanding. Examples of organizations with a tough-guy culture include stockbrokers, who must make quick monetary decisions with high stakes (Cacciattolo, 2014).

2.1.4.3. Process Culture

Process culture is a management style where organizations are characterized by low risk taking, slow feedback, and a focus on the process of how work is accomplished, rather than the outcome or end result (Deal & Kennedy, 2000). In such organizations, managing details is considered more important than questioning the correctness of tasks (Deal & Kennedy, 1983). The lack of feedback means that the organization have to depend on established procedures and have a confidence that results will be consistent with past successes (Nkandu & Karatsivos, 2022). This type of culture is often found in public service organizations, with high bureaucracy and red tape (Cacciattolo, 2014). In Germany, for example, this culture is prevalent where rigid regulations and accomplishments are prioritized over social interactions (Kaupp, 2018).

2.1.4.4. Bet Your Company Culture

A bet-your-company culture is defined as a type of organizational culture that is marked by taking significant risks and experiencing delayed feedback. This type of culture is common in capital-intensive industries with long business cycles where employees are expected to make important decisions that carry significant risks (Nkandu & Karatsivos, 2022). In these organizations, meticulousness, hierarchy, and a culture of analysis and inventiveness are key features to manage the high risks associated with decision-making (Deal & Kennedy, 2000). Collective brainstorming and due diligence are common practices in the decision-making process (Kaupp, 2018). Managers at every level of the organization have an essential role in ensuring the company is informed and up to date, which is critical for success in these high-risk, information-focused cultures (Ginmen, 2012). Capital goods, development and construction companies, investment banks, mining companies, and computer-design companies are all examples of industries that exhibit a bet-your-company culture (Cacciattolo, 2014; Maximini, 2018).

2.1.5. Model of Denison and Spreitzer

The model of Denison and Spreitzer (1991) examines conflicting demands within an organization on two axes: (1) The flexibility-stability/control axis and (2) the internal-external axis. The flexibility-stability axis depicts the conflicting requirements of change and stability. The internal-external axis concentrates on actions inside or outside the organization. The four categories that result from the two axes of organizational culture are explained below:

2.1.5.1. Group Culture

Group culture, as defined by Denison and Spreitzer (1991), has a primary focus on human relations and emphasizes flexibility. This culture places importance on inclusivity, reliability, and involvement. Leaders who encourage group culture generally exhibit traits, such as being collaborative, thoughtful, and helpful. Group culture places a strong emphasis on teamwork, fostering individual growth and enhancement, and promoting dedication among its members. Patel and Conklin (2012) state that group culture is positively associated with employee commitment and satisfaction, leading to greater perceived labor productivity. Additionally, Knapp (2015) found that group culture positively correlates with leadership with a higher probability of successfully implementing quality initiatives. However, group culture is also characterized by being inner-directed and lacking diversity (Nam & Kim, 2016a).

2.1.5.2. Developmental Culture

A developmental culture, as described by Denison and Spreitzer (1991), emphasizes on expanding, acquiring resources, fostering creativity, and adjusting to changes in the external environment. Leaders who encourage developmental culture are often entrepreneurial and open to take risks. Knapp (2015) supports this view, noting the interaction between a developmental culture and management support, which is characterized by flexibility, innovation, risk taking, and individuality. Langer and LeRoux (2017) noted that executive directors perceive a favorable correlation between an organizational culture that prioritizes growth and development and the effectiveness of an organization in its boundary-spanning endeavors. Büschgens et al. (2013) found that innovative organizations are often led by managers who adopt a developmental culture, which prioritizes an outward orientation and flexibility.

2.1.5.3. Rational Culture

A rational culture prioritizes productivity, performance, goal fulfillment, and achievement (Denison & Spreitzer, 1991). This culture is oriented towards rational objectives, operates systematically, and effectively manages environmental changes (Nam & Kim, 2016b). In rational culture, leaders typically exhibit directive behavior that is focused on achieving goals, while also providing guidance and motivation to enhance productivity (Denison & Spreitzer, 1991). The end goal of organizations with a rational culture is to meet the requirements of the

environment and achieve a competitive output (Büschgens et al., 2013). Entrepreneurs in this culture are typically producers, technicians, or hard drivers and the orientation is toward chasing profit and productivity in a competitive environment (Liu, 2014).

2.1.5.4. Hierarchical Culture

According to Denison and Spreitzer (1991), organizations that embrace a hierarchical culture place emphasis on internal effectiveness, effective coordination, and assessment. Hierarchical culture is characterized by its focus on maintaining stability, security, and strict compliance with rules and regulations. Leaders who encourage hierarchical culture tend to adopt a conservative and careful approach, placing significant emphasis on technical details. The success of their leadership is evaluated based on their ability to maintain control, ensure stability, and enhance efficiency. On the other hand, Büschgens et al. (2013) state that organizations that promote innovation are less likely to have hierarchical culture. According to Xu and Shen (2022) Hierarchical cultures are known for their top-down decision-making processes, where management drives critical decisions without seeking input from others. This often results in a lack of open and transparent relationships and a reliance on receiving and following orders rather than actively exploring new approaches to improvement.

2.1.6. Model of Cameron and Quinn

Cameron and Quinn (2011) introduced a valuable tool to diagnose the culture of organizations, the Organizational Culture Assessment Instrument (OCAI). This tool is both effective and reliable in identifying important aspects of the culture and predicting organizational performance. That's why, this research is based on the model of Cameron and Quinn. The OCAI is based on the Competing Values Framework, a theoretical model that is useful for understanding a variety of organizational phenomena. The Competing Values Framework is chosen as the basis for this thesis due to its practicality, flexibility, and alignment with the research objectives. The Competitive Values Model was developed by Quinn and Rohrbaugh (1981; 1983) to answer the question of what the indicators of organizational effectiveness are. The Competing Values Framework identifies two major axes. The first axis comprises characteristics of the organizational structure, such as "stable" at one end of the continuum and "flexible" at the opposite end of the continuum. And, the second axis comprises the focus of the

organization, such as “inward focus” at one end of the continuum and “outward focus” at the opposite end of the continuum. By crossing these axes, four quadrants are identified (i.e., Clan, Adhocracy, Hierarchy, and Market). The resulting quadrants are identified as culture types that can emerge in organizations. Organizational culture is assessed according to six aspects (i.e., dominant organizational characteristics, leadership style, management, organizational glue, strategic emphasis, and success criteria). Every aspect has four alternatives that are defined as culture types. These culture types provide a foundation for the OCAI and represent the basic assumptions, orientations, and values that form an organizational culture. The OCAI allows organizations to diagnose their dominant orientation, the strength of the culture, the type of the culture, and cultural harmony. The instrument helps organizations identify their current culture as well as the culture they would like to develop in the future to match the demands and opportunities they will face (Cameron & Quinn, 2011). The four types of culture identified by Cameron and Quinn are explained below.

2.1.6.1. Hierarchy Culture

To be able to talk about the existence of a hierarchy culture, the organizational structure should be stable and the organizational focus should be inward. Hence, hierarchy culture is distinguished by a formal and organized workplace, predomination of procedures, stability, and predictability (Cieciora et al., 2021). This culture emphasizes a clear hierarchy with multiple levels of management and a focus on rule reinforcement (Cameron & Quinn, 2011). According to Andrianu (2020), in organizations that have a hierarchy culture, success is largely determined by factors such as efficiency, keeping costs low, and having a predictable outcome. In these organizations, employees follow established procedures and leaders manage and regulate activities to maintain a smooth-running organization (Kumari, 2018). The hierarchy culture has been found to have a strong relationship with organizational commitment and job satisfaction, but it does not necessarily foster bonds of affection among employees (Carvalho et al., 2018). This type of culture is often found in organizations such as government agencies, large corporations, and fast-food restaurants where rules and policies hold the organization together and key values center around efficiency, reliability, and smooth production. For example, organizations like Ford Motor Company, U.S. Justice Department, and McDonald's are known

for their hierarchy culture where employees are trained in standardized procedures and promotions are based on the knowledge of these rules and policies (Cameron & Quinn, 2011).

2.1.6.2. Market Culture

To be able to talk about the existence of market culture, organizational structure should be stable and organizational focus should be outward. Market culture refers to an organization that operates like a market itself, with a focus on the external environment. The main goal of a market culture is to create competitive advantage through transactions with other constituencies (Cameron & Quinn, 2011). This type of culture is recognized by its emphasis on establishing goals, accomplishment, result orientation, and a focus on tasks (Strengers et al., 2022; Fietz & Günther, 2021). Sugita and Takahashi (2015) describe market culture as a “culture of sales”, which prioritizes market share and penetration as the indicators of success, and leaders are characterized by their strictness and high expectations. The primary responsibility of management in this culture is to push the organization towards profitability and financial success (Cameron & Quinn, 2011). Andrianu (2020) adds that market culture is mainly present in big private companies that invest and expand tremendously with a priority on outperforming industry standards and risk-taking. However, emphasizing on advancement and competition in market cultures can lead to higher stress levels (Olynick & Li, 2020). The shift towards a market culture can be seen in organizations that want to improve their competitive position. For example, Philips Electronics’ transformation to market culture was motivated by its aspiration to prioritize customer satisfaction, obtain higher returns on its assets, and enhance competitiveness (Cameron & Quinn, 2011).

2.1.6.3. Clan Culture

To be able to talk about the existence of market culture, organizational structure should be flexible and organizational focus should be inward. Clan culture is a type of organizational culture that prioritizes loyalty, commitment, and a friendly work environment. Cameron and Quinn (2011) state that the clan culture is characterized by a familial atmosphere in which leaders are considered role models and parent figures. The main responsibility of management is to give empower the employees to act and encourage their involvement, dedication, and allegiance. Similarly, Fietz and Günther (2021) also mention that clan cultures prioritize loyalty

as the central value and promote the development of personal relationships and collective thinking. Success in a clan culture is measured by an organization's attentiveness to customer needs, regard for the well-being of people, and recognition and support of employees (Lema et al., 2020; Andrianu, 2020). The main focus is on the long-term benefit of cultivating human resources and promoting teamwork, participation, and consensus (Sugita & Takahashi, 2015). Strengers et al. (2022) point out that clan culture is characterized by affiliation, open communication, and overall openness. A great example of a clan culture was People Express Airlines. The company was founded with the goal of creating a model of an ideal organization and it was held together by loyalty and tradition. The hallmark features of People Express include a flat management structure, casual work atmosphere, employee ownership, team collaboration, active participation, and job rotation. All these elements embodied the characteristics of the clan culture (Cameron & Quinn, 2011).

2.1.6.4. Adhocracy Culture

To be able to talk about the existence of market culture, organizational structure should be flexible and organizational focus should be outward. Adhocracy organizations are flexible, dynamic, entrepreneurial, and creative work environment which promotes individual initiative, freedom, and risk-taking (Sugita & Takahashi, 2015; Andrianu, 2020). Adhocracy promotes an open-minded attitude toward exploring new ideas and unconventional thinking (Fietz & Günther, 2021). Leaders in adhocracy organizations are perceived as innovators and risk-takers (Sugita & Takahashi, 2015). The emphasis is on experimenting, adapting quickly to changing circumstances, and taking risks (Belias & Koustelios, 2014). Success in adhocracy organizations is defined by the production of unique and original products and services, and rapid growth and acquisition of new resources. The primary challenge for organizations with this culture is to consistently create new and unique products and services, as well as being able to quickly adjust to changing circumstances and seize new opportunities (Cameron & Quinn, 2011). These organizations are united by their dedication to innovation and experimentation (Strengers et al., 2022). Adhocracy culture is often observed in dynamic and competitive sectors including aerospace, software development, consulting for think tanks, and filmmaking (Cameron & Quinn, 2011).

2.1.7. Outcomes/Consequences of Cameron and Quinn's Model of Organizational Culture

So far, studies conducted on Cameron and Quinn's culture categorization indicate that it results in some desired and undesired outcomes. For example, Clan culture has been found to have desirable consequences, such as empowerment, team building, and employee involvement (Maher, 2000; Dostiyarova, 2016). It fosters employee development and collaboration within a close-knit community (Yazici, 2011; Fekete & Bocskei, 2011) and positively impacts organizational performance by promoting innovative ideas and leveraging employee skills (Lorincová et al., 2022). Studies have also shown that organizations with a strong clan culture are more likely to innovate and develop new products. Also, these organizations have lower turnover rates than those with weaker clan cultures (Helfat & Raubitschek, 2000; Denison et al., 2004). However, it may also have unfavorable qualities, such as being hesitant towards change and a lack of emphasis on achieving desired outcomes (Maher, 2000), and a lack of external focus (Gimenez-Espin et al., 2013). Organizations with a strong clan culture tend to have lower turnover rates and are more likely to innovate and develop new products compared to those with weaker clan cultures (Helfat & Raubitschek, 2000; Denison et al., 2004). The emphasis on maintaining traditions in organizations with a strong clan culture can lead to a lack of adaptability which reduces the ability to respond effectively to changing market conditions. Additionally, a strong sense of loyalty may result in nepotism and favoritism. This might lead to a reluctance to point out unethical behaviors or speak out against decisions that are not in the best interest of the organization. (O'Reilly et al., 1991; Martins & Terblanche, 2003).

Adhocracy culture has great potential for fostering innovation and out-of-the-box thinking (Maher, 2000), leading to organizational agility (Felipe et al., 2014). According to Kark and Carmeli (2009), encouraging creativity in adhocracy culture is achieved by granting employees the freedom to explore new ideas and make independent decisions, which results in increased motivation and job satisfaction. Another potential outcome of an adhocracy culture is increased flexibility and adaptability enabling companies to respond quickly and effectively to changes in the business environment (Prajogo & McDermott, 2011). However, it may also lead to a lack of structure and control (Maher, 2000), and can negatively impact quality management in a company (Gimenez-Espin et al., 2013). Because adhocracy culture values flexibility and independence, it can be difficult to maintain consistent procedures and standards. This can lead to a lack of accountability and direction, which can be problematic for some organizations

(O'Reilly & Tushman, 2013). Moreover, an adhocracy culture can increase the risk of burnout, especially for employees who feel pressured to constantly innovate and come up with new ideas without adequate support or resources. It can be particularly challenging for employees who value stability and predictability (Zammuto et al., 2007).

The hierarchy culture can offer some benefits for an organization, such as providing a sense of order and stability (Maher, 2000). According to Schein (2010), hierarchy culture can provide employees with clear expectations and guidelines for their work, which can reduce ambiguity and confusion. Similarly, Martins and Terblanche (2003) suggest that hierarchical cultures can lead to a strong sense of direction and purpose within the organization. Additionally, hierarchical cultures can lead to increased efficiency, clear communication channels, and better coordination of tasks (Cameron & Quinn, 2011). However, there are drawbacks to a hierarchical culture. It can limit flexibility, stifle creativity, and discourage risk-taking and the sharing of new ideas (Fekete & Bocskei, 2011; Maher, 2000). Organizations with rigid hierarchical can face difficulties to adapt to changing market conditions which cause problems in the long run. It can also cause employees to feel burnt out and stressed, which leads to lower job satisfaction and higher turnover rates (Sutcliffe et al., 2016). Additionally, bureaucratic behavior in hierarchical cultures can negatively impact organizational performance (Fekete & Bocskei, 2011) and decrease employee job satisfaction levels (Belias et al., 2015). Furthermore, employees' perceptions of a hierarchical culture have been positively associated with being bullied (Pilch & Turska, 2014).

Market culture can drive innovation, growth and risk-taking behavior, which can help organizations develop new products and services and improve their competitiveness (Cameron & Quinn, 2011; Maher, 2000). One of the main benefits of market culture is increased profitability. Studies have found that organizations with a strong market culture have higher financial performance than others (Denison et al., 1995). This is because a market culture focuses on meeting customer needs, increasing sales, and reducing costs, which leads to increased profits (Cameron & Quinn, 2011). Another positive outcome of market culture is innovation. Market culture encourages employees to think creatively and come up with new ideas to stay ahead of the competition. It values risk-taking and rewards employees who take calculated risks that lead to new products or services that meet customer needs (Cameron & Quinn, 2011). This focus on innovation can lead to a competitive advantage and increased market share. However, market

culture may also have negative outcomes. It may lead to a cutthroat atmosphere and disregard for employee well-being (Maher, 2000). Such culture is negatively associated with quality management (Gimenez-Espin et al., 2013) and may discourage employees from sharing knowledge due to its competitive characteristics (Wiewiora et al., 2013). Organizations with market values are negatively associated with higher levels of agreeableness and CEO emotional stability (Giberson et al., 2009). A strong market culture can lead to lower levels of organizational flexibility and employee job satisfaction (Denison & Mishra, 1995). It often emphasizes individual achievement over team collaboration and can create a high-pressure work environment that negatively affects employee well-being. A market culture can also create a hostile work environment, where employees engage in unethical behaviors to achieve sales targets and goals, leading to legal and ethical problems (O'Reilly et al., 1991).

Cameron and Quinn's model of organizational culture yields context-dependent outcomes, as evidenced by various studies across different industries, sectors, and regions. For instance, in the context of universities, Caliskan and Zhu (2019) found that the dominant culture type in Turkish universities regarding students is hierarchy, followed by market culture. This aligns with the national cultural structure of Turkish society, which tends to value control, order, and authority, resulting in a hierarchical workplace environment. Cieciora et al. (2021) found that academic workers in nonpublic universities perceived the culture as either market or hierarchy culture, with neither being desirable. In contrast, a clan culture based on a pleasant and cooperative work environment was preferred by all university staff. Dostiyarova (2016) discovered that university students experienced the dominant culture as market culture and hierarchical culture, but they preferred to study in universities with a clan culture. Gupta (2011) revealed that adhocracy culture was most prevalent in the pharmaceutical sector, with organizations following a prospector strategy adopting adhocracy culture to promote innovation and creativity. Those following an analyzer strategy were more likely to exhibit both clan and adhocracy cultures. In contrast, organizations with a defender strategy leaned towards hierarchical culture, and those with a reactor strategy exhibited a clan culture. In the construction industry, clan, market, and hierarchy cultures were identified as the most prevalent cultures. Oz et al. (2015) argued that the seasonal nature of the tourism industry, higher employee turnover rates, and intangible products influence organizational structure, with no specific inclination towards any particular culture type. However, the market culture was relatively high in hotel

businesses compared to other types. Belias et al. (2015) found that banks typically exhibit a hierarchical culture, with adhocracy culture being the second most common. Most employees would rather have a more amiable clan culture. Ruževičius et al. (2012) concluded that the Lithuanian public sector is mainly dominated by hierarchical organizational culture. Yazici et al. (2007) conducted a study on the Turkish construction industry and found that firms in this sector tend to exhibit a mixture of clan and hierarchy cultures. This could be attributed to factors such as firm type, size, and age, highlighting the influence of organizational characteristics on the prevalence of specific culture types.

2.2. Employee Creativity

In today's highly competitive business environment, organizations must promote employee creativity to preserve a competitive edge (Shalley et al., 2004). Employee creativity refers to the ability of employees to generate new and innovative ideas that can lead to the development of new products, services, and processes (Fernandez & Pitts, 2021). Fernandez and Pitts (2021) mentioned that organizations with creative employees could work more efficiently than other organizations. It is because the outcomes of any company rely on its employees, and the abler the employees are, the more successful the organization will be. With the ability to create or think innovatively, employees can perform tasks more effectively and generate strategies to overcome different obstacles. This can help a business to grow (Cai et al., 2020; Yu et al., 2019).

Creativity can be an innate trait for an individual. However, creativity can also be taught to employees during training. In other words, the level of creativity of employees can be improved through training. Moreover, employee creativity is a dependent variable that is influenced by past experiences and the organizational environment (Yu et al., 2019). Employees with more experience possess a greater degree of openness of mind, which enhances their capacity and willingness to assimilate and incorporate new information, contributing to employee creativity. Organizations that train their employees have a higher level of employee creativity. Training helps individuals grow creative and innovative skills, which in turn helps generate innovative ideas (Yu et al., 2019). Furthermore, employee creativity can be influenced by several factors, including domain-relevant skills, task motivation, and creative thinking styles (Amabile, 1996). Moreover, organizations can foster employee creativity by providing

opportunities for autonomy, encouraging experimentation, and providing resources and support for creative projects (Shalley et al., 2004). A culture that values and rewards creativity can also incentivize employees to think creatively (Shin & Zhou, 2007). However, one significant barrier to creativity is the emphasis on conformity and adherence to rules and procedures. This can stifle creative thinking and lead to a lack of new ideas and innovations (Amabile, 1998).

Overall, it can be concluded that employee creativity is the ability of employees to establish new ideas in the workplace. It helps promote innovation in any organization, increasing organizational performance. Organizations need employee creativity to initiate innovation. In the modern world, employee creativity is an essential aspect of organizational survival (Ogbeibu et al., 2018).

2.2.1. Antecedents/Predictors of Employee Creativity

Employee creativity is crucial for the success and growth of any organization. Therefore, it is important to understand the factors that influence employee creativity. This section provides an overview of some of the key antecedents/predictors of employee creativity, based on the studies reviewed.

Leadership is widely recognized as one of the most influential factors that impact employee creativity. Bavik and Kuo (2022) highlighted the crucial role of leadership in predicting and moderating employee creativity in the tourism and hospitality industry. Similarly, Zhou et al. (2018) demonstrated that visionary leadership in Chinese organizations has a positive association with employee creativity. Furthermore, Santosa et al. (2022) emphasized the moderating role of transformational leadership in the relationship between work well-being and employee creativity.

Organizational factors, such as organizational culture, climate, and human resources management practices can also influence employee creativity. According to the findings of Santosa et al. (2022), providing support to employees and having an organizational climate that supports creative behavior significantly increase employee creativity in Indonesian Radio Industry. Similarly, Ouakouak and Ouedraogo (2017) demonstrated that when an organizational culture is open to and supportive of new ideas and initiatives, individual creativity has a stronger impact on driving innovation within the organization. Also, Durrah et al. (2021) found that creativity can be directly impacted by attitudinal organizational pride, while emotional pride

does not have a significant effect. Moreover, Jiang and Zhao (2012) found that creativity of employees was found to have a strong correlation with four human resources management practices - namely, hiring and selection, reward, job design, and teamwork. However, training and performance appraisal were not found to have a similar correlation. The link between those four practices and organizational innovation was fully mediated by employee creativity. Additionally, Miao and Cao (2019) found that employee creativity is positively associated with high-performance work systems as well as work well-being. On the other hand, employee creativity is negatively correlated with role ambiguity, which is defined as the absence of clarity about job responsibilities and expectations (Shin & Zhou, 2007).

Polychronic attitude, functional flexibility, and job commitment are also important antecedents of employee creativity. Waheed et al. (2021) found that the tendency of nurses to handle multiple tasks simultaneously (polychronic attitude) leads to an improvement in their creativity. Furthermore, their commitment to their job acts as a mediator between their polychronicity and creativity. Stress and emotional intelligence also play a role in employee creativity. Naseem (2017) found that employees working under stress have a positive impact on employee creativity, the connection between job stress and employee creativity is moderated by emotional intelligence. Moreover, the relationship between polychronicity and creativity is strengthened by functional flexibility. In contrast, Saraç et al. (2014) revealed that conformity and stability are two values that have been found to have a negative correlation with creativity. When an environment encourages conformity or stability, it can reduce the drive to innovate as individuals strive to maintain the status quo and avoid disruption. Also, Oldham and Cummings (1996) found that employees who had a high workload were less likely to participate in activities that involve creativity, like finding solutions to problems or generating new ideas. A high workload has an adverse effect on the creativity of employees.

Finally, proactive personality, supportive supervisor, and rewards are also important predictors of employee creativity. Kim et al. (2010) found that there is a favorable correlation between having a proactive personality and employee creativity. Additionally, the support provided by supervisors for creativity plays a crucial role in determining the strength of this relationship between proactive personality and employee creativity. Furthermore, Yoon et al. (2015) discovered that there's a positive association between intangible rewards for creativity and intrinsic and extrinsic task motivations. In contrast, tangible rewards for creativity are negatively

correlated with extrinsic task motivation. Additionally, employee creativity has a positive correlation with extrinsic motivation but not with intrinsic motivation. Malik et al. (2014) found that extrinsic rewards have the potential to enhance the performance and creativity of employees who place a high value on such rewards. Conversely, these rewards may hinder the creativity of employees who do not see them as valuable. Rewards can actually decrease creative performance in employees with low creative self-efficacy or those who perceive the rewards as uncertain. Similarly, Eisenberger and Cameron (1996) stated that extrinsic rewards were negatively associated with employee creativity.

2.3. Organizational Culture and Employee Creativity

As has been briefly discussed earlier, every organization poses a particular organizational culture as per their firm's size, networks, or nature of the company's operations. Culture shapes how employees perceive their work environment and influences their attitudes, motivation, and behavior. The organizational culture model of Cameron and Quinn identifies four distinct dimensions of organizational culture, namely Hierarchy culture, Market culture, Clan culture, and Adhocracy culture. These dimensions are characterized by different competitive values, which influence the behavior and attitudes of employees in an organization. These dimensions can have distinct correlations with employee creativity. Below, they are discussed.

Hierarchy culture is distinguished by a formal and structured work environment where strict adherence to rules and procedures is expected. Amabile (1998) found that organizational structures that emphasized control and formalization were associated with lower levels of creativity. In such cultures, employees tend to follow the established norms and procedures, which may hinder their creativity. According to Shalley et al. (2004) hierarchy culture may discourage employees from expressing their ideas and engaging in innovative activities (Shalley et al., 2004). For instance, employees may feel that their ideas are not valued and that they may face negative consequences for challenging the status quo (Shin & Zhou, 2003). Moreover, Previous studies have shown that this type of culture is often associated with a lack of creativity and innovation (Kim et al., 2019; Ogbeibu et al., 2021). Hierarchy culture results in employees tending to be risk-averse. In such contexts, employees are discouraged from taking risks or deviating from established procedures. Employees in such cultures tend to be more concerned

with following rules and procedures rather than coming up with innovative ideas. Accordingly, the first hypothesis is developed as follows:

Hypothesis 1: Hierarchy culture is negatively related to employee creativity.

A market culture places importance on achieving results and competition, promotes individualism, and motivates employees to take calculated risks. Employees in market-oriented cultures are encouraged to focus on achieving results. They are provided with the freedom to explore different approaches to achieve these results (Shin & Zhou, 2003). The market culture fosters a competitive environment where employees are encouraged to outperform their peers, and this competitive drive promotes creative thinking. A study by Büschgens et al. (2013) suggests that market culture encourages employees to be innovative and deeply understand customer demands, leading to more creative attitudes and solutions. Also, studies by Ashraf et al. (2013) and Amabile (1997) both claim that employees are encouraged towards innovation and creativity in organizations that adopt the market culture. Accordingly, the second hypothesis is developed as follows:

Hypothesis 2: Market culture is positively related to employee creativity.

Clan culture emphasizes teamwork, collaboration, and a familial working environment (Cameron & Quinn, 2011). It fosters trust, loyalty, and belongingness among employees, which in turn enhances their creativity. In clan-oriented cultures, employees are supported to work together and share their ideas and opinions, which fosters a collaborative environment that promotes creativity. For instance, a study by Shin and Zhou (2003) claims that in a clan culture, employees may feel that their ideas are valued and that they are part of a supportive community that helps them to develop and implement innovative ideas. Studies have shown that clan culture is positively related to employee creativity. For example, studies by Ogbeibu et al. (2021), Donati et al. (2016), De Sivatte et al. (2015), Ashraf et al. (2013), and Fernandes and Polzer (2015) all support the positive relationship between clan culture and creativity. Accordingly, the third hypothesis is developed as follows:

Hypothesis 3: Clan culture is positively related to employee creativity.

Adhocracy culture highly values innovation, flexibility, risk-taking, and exploring new ideas (Cameron & Quinn, 2011). This culture inspires employees to challenge the norm and devise creative solutions to problems. Adhocracy culture fosters a creative environment that encourages employees to think outside the box. For example, a study by Shin and Zhou (2007) found that employees working in organizations with a strong adhocracy culture tend to be more innovative and to generate new ideas. Other studies also have shown that adhocracy culture is positively related to employee creativity. Likewise, Khurosani (2013), Naranjo-Valencia et al. (2016), Gao et al. (2020), Tahir and Athar (2018), and Setiawan and Yohanes (2020) argue that attributes that form adhocracy culture have a positive association with employee creativity. Accordingly, the fourth hypothesis is developed as follows:

Hypothesis 4: Adhocracy culture is positively related to employee creativity.

2.4. Psychological Well Being

Psychological well-being is seen as a positive and fulfilling state of mind that enables an individual to function effectively and manage daily demands (Ryff & Singer, 2008). It comprises six components: autonomy, purpose in life, personal growth, self-esteem, life satisfaction, and positive affect. Positive affect refers to experiencing optimistic emotions like joy, happiness, and contentment. Life satisfaction represents the overall satisfaction of individuals with their life. Self-esteem relates to people's belief in their self-worth and abilities. Personal growth represents the sense of progress and development in an individual's life, while purpose in life refers to the sense of meaning and direction in one's life. Autonomy represents the ability of individuals to make their decisions and have control over their lives (Ryff, 1989). Psychological well-being is crucial for individuals to thrive both personally and professionally. It is also an important construct in the workplace, as it has been linked to a range of positive outcomes such as job satisfaction, job performance, and creativity (Keyes, 2006; Lyubomirsky et al., 2005).

2.4.1. Antecedents of Psychological Well-Being

Studies found several factors to be antecedents of psychological well-being including personality traits, social support, work environment, physical health, spirituality, and job characteristics. Personality traits like extraversion, agreeableness, conscientiousness along with emotional stability are found to improve psychological well-being whilst negative traits such as

neuroticism hinder it (Diener et al., 2018; Diener & Diener, 1996). People with extroverted, emotionally stable behaviours and optimistic habits often have higher psychological well-being (Diener & Chan, 2011). However, personality traits can be shaped and changed through various interventions over time (Seligman et al., 2005). Social support which is defined as the assistance and comfort provided by others, is also a significant predictor of psychological well-being. Strong social support from supervisors, coworkers, and family members impacts psychological well-being positively (Cobb, 1976; Halbesleben & Buckley, 2004). Additionally, a close and supportive relationship with friends and family has a positive effect on psychological well-being, whereas social isolation and loneliness can have negative consequences on mental health (Cacioppo & Patrick, 2008; Hawkley & Cacioppo, 2010). Social support offers people the emotional, intellectual, and practical resources they need to deal with challenging circumstances, thereby promoting their psychological well-being (Thoits, 2011). Another significant antecedent of psychological well-being is the work environment. Factors such as job satisfaction, work-life balance, and job security are positively associated with psychological well-being, while job stress and job insecurity are negatively associated (Kalliath & Brough, 2008; Cheng & Chan, 2008). Work-life balance has been found to be positively related to psychological well-being (Kossek et al., 2006). The degree of autonomy and control that individuals have over their life highly impacts their psychological well-being. When individuals feel empowered within their environment, they tend to have better psychological health than those who feel helpless or powerless (Deci & Ryan, 2008). Additionally, individuals who feel that their lives have meaning, and purpose typically have better levels of well-being (Steger et al., 2006). Another key antecedent of psychological well-being is physical health. People who have good physical health often have greater psychological well-being while people with poor physical health have negative emotions and lower levels of life satisfaction (Ryff et al., 2004; Diener et al., 2018). Spirituality is also a significant antecedent of psychological well-being. People who are strongly spiritual often have better psychological well-being than less spiritual people (Emmons & Paloutzian, 2003; Koenig et al., 2012). Finally, job characteristics including job demands, job control, and job resources are important factors in determining psychological well-being. Job resources like social support, autonomy, and opportunities for growth and development are associated with high employees' psychological well-being and reduced detrimental impacts of work demands. High job expectations and low job control, on the other hand, have been

associated with greater stress levels, burnout, and worse psychological well-being (Karasek, 1979; Bakker et al., 2004; Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004).

2.4.2. Outcomes/Consequences of Psychological Well-Being

Psychological well-being has several positive outcomes across various domains of life, such as health, work, relationships, and overall life satisfaction (Ryff & Singer, 2008; Diener et al., 2010). Firstly, research has consistently shown that psychological well-being is closely tied to better physical health outcomes. For example, the risk of developing cardiovascular disease, cancer, and other causes is reduced among people with high levels of psychological well-being and good physical health (Boehm et al., 2011; Chida & Steptoe, 2008). This is due to the fact that psychological well-being reduces the levels of inflammation, which is a major cause of many chronic diseases (Fredrickson et al., 2013). They also have a lower risk of developing physical disabilities later in their life (Keyes et al., 2010). Secondly, psychological well-being is strongly associated with better mental health outcomes. People with high levels of psychological well-being report better cognitive functioning, especially in the case of older adults (Boyle et al., 2009; Chen & Zhu, 2021). They also have a reduced risk of depression and anxiety and are less likely to develop mental health disorders (Fava, 2016; Huta & Waterman, 2013). Thirdly, psychological well-being has a significant impact on our work lives (Judge et al., 1994; Diener et al., 2003). Employees with higher levels of psychological well-being are more engaged at work and demonstrate better performance and higher job satisfaction. Burnout and turnover, two issues that concern workplaces, are less likely to occur between employees with good psychological well-being. A study by Hakanen et al. (2006) found that psychological well-being predicted lower levels of burnout among healthcare workers. Fourthly, psychological well-being plays a crucial role in our social interactions and relationships. Individuals with higher levels of psychological well-being tend to have better relationships with friends, family, and romantic partners (Diener & Seligman, 2004). According to Keyes (2006), psychological health is a predictor of improved social functioning and lower levels of social anxiety. Similarly, Sowislo and Orth (2013) found that individuals with higher levels of psychological well-being reported fewer symptoms of social anxiety and greater social competence. Fifthly, psychological well-being is vital for academic achievement. Students with higher levels of psychological well-being tend to have better academic achievement, higher levels of engagement, and lower levels of

absenteeism (Suldo et al., 2006). Additionally, psychological well-being has been linked to greater resilience and coping skills, which are important for navigating the challenges of academic life (Schonert-Reichl & Lawlor, 2010). A study by Sheldon et al. (2004) found that psychological well-being predicted greater academic engagement and intrinsic motivation among college students. Finally, psychological well-being has been linked to greater creativity and innovation. Studies stated that people with higher levels of psychological well-being are more creative and have problem-solving skills and more original thinking (Fredrickson, 2001; George & Zhou, 2007). They exhibit curiosity and openness to new experiences, which are essential traits for creative thinking (Kashdan et al., 2004). Those with high well-being often experience a state of deep engagement and absorption called "flow," which enhances their creative activities (Csikszentmihalyi & Csikszentmihalyi, 1988).

2.5. The Mediating Role of Psychological Well Being

As has been briefly discussed earlier, organizational culture is a significant determinant of employee innovation and creativity. However, it is still unclear how each organizational culture type affects creativity. In light of this, this section examines the mediating role of psychological well-being in the relationship between organizational culture and employee creativity. Several studies have identified different types of organizational culture and their impact on psychological well-being and creativity. For example, hierarchical cultures can lead to decreased flexibility and creativity (Maher, 2000) and result in employee burnout and stress, leading to lower job satisfaction and performance levels (Sutcliffe et al., 2016). Additionally, a rigid hierarchy can discourage risk-taking and stifle creativity, negatively impacting company performance (Fekete & Bocskei, 2011). This suggests that hierarchy culture is negatively related to employee creativity. On the other hand, research has consistently shown that psychological well-being is positively related to employee creativity (Baas et al., 2008; George & Zhou, 2007). Employees who are psychologically good have higher levels of motivation, positive affect, and engagement, which may facilitate the generation and implementation of creative ideas (George & Zhou, 2007). Accordingly, the fifth hypothesis is developed as follows:

Hypothesis 5: Psychological well-being mediates the relationship between hierarchy culture and employee creativity in a way that hierarchy culture is negatively related to

psychological well-being and psychological well-being is positively related to employee creativity.

When it comes to market culture, it may have negative effects on psychological well-being, however, positive effects on employee creativity. Several studies have linked market culture to increased profitability and innovation. Market culture encourages employees to think creatively and outside the box in order to come up with new ideas that keep organizations ahead the competition (Cameron & Quinn, 2011; Maher, 2000). Organizations with strong market cultures may prioritize profit over employee satisfaction or mental health. It is so because a strong market culture can create a hostile work environment, emphasizing individual achievement over team collaboration and creating a high-pressure work environment that negatively affects employee well-being (O'Reilly et al., 1991; Maher, 2000). However, when employees feel supported and valued by their organization through positive mental health practices or policies aimed at promoting wellness, they may be more likely to take risks and generate innovative ideas. Research has shown that psychological well-being is a significant predictor of employee creativity (George & Zhou, 2007; Woodman et al., 1993). Organizations can reduce the negative effects of market culture on employee creativity by fostering environments that prioritize employee well-being. Accordingly, the sixth hypothesis is developed as follows:

Hypothesis 6: Psychological well-being mediates the relationship between market culture and employee creativity in a way that market culture is negatively related to psychological well-being and psychological well-being is positively related to employee creativity.

Previous research has suggested that clan culture is associated with a more supportive and collaborative work environment (Cameron & Quinn, 2011), which could promote employees' psychological well-being. Clan culture promotes employee development and collaboration (Yazici, 2011; Fekete & Bocskei, 2011) and positively impacts organizational performance by promoting innovative ideas and leveraging employee skills (Lorincová et al., 2022). Organizations with clan culture tend to enable employees to express their ideas freely, and be more comfortable to explore creative solutions to organizational challenges. The supportive

environment of this culture is likely to enhance employees' sense of autonomy and competence, leading to higher levels of psychological well-being. Additionally, Psychological well-being is associated with positive outcomes such as job satisfaction, job performance, and creativity (Keyes, 2006; Lyubomirsky et al., 2005). Employees who experience high levels of psychological well-being in organizations with clan culture are more likely to think creatively and exhibit innovative behaviors. Accordingly, the seventh hypothesis is developed as follows:

Hypothesis 7: Psychological well-being mediates the relationship between clan culture and employee creativity in a way that clan culture is positively related to psychological well-being and psychological well-being is positively related to employee creativity.

Adhocracy culture encourages creativity by providing employees with the freedom to explore new ideas and make decisions independently (Kark & Carmeli, 2009). It fosters an environment that encourages values experimentation, innovation, and flexibility (Bakker & Demerouti, 2017). This allows employees to challenge existing norms within the organization and leads to increased motivation and job satisfaction (Gibson & Birkinshaw, 2004; Cameron & Quinn, 2011). Employees working in organizations with Adhocracy Culture are more likely to have sense of empowerment and freedom to explore new ideas and approaches, which promotes their well-being and reduces the negative impact of job demands. Additionally, research has established that psychological well-being, which encompasses positive affect, self-acceptance, and personal growth, is positively associated with creativity (Tella et al., 2007). Organizations that encourage employees to have control over their work and to actively contribute to decision-making processes, are more likely to experience higher levels of psychological well-being (Deci & Ryan, 2000). Accordingly, the eighth hypothesis is developed as follows:

Hypothesis 8: Psychological well-being mediates the relationship between adhocracy culture and employee creativity in a way that adhocracy culture is positively related to psychological well-being and psychological well-being is positively related to employee creativity.

The theoretical model presented in Figure 1 shows proposed relationships between variables.

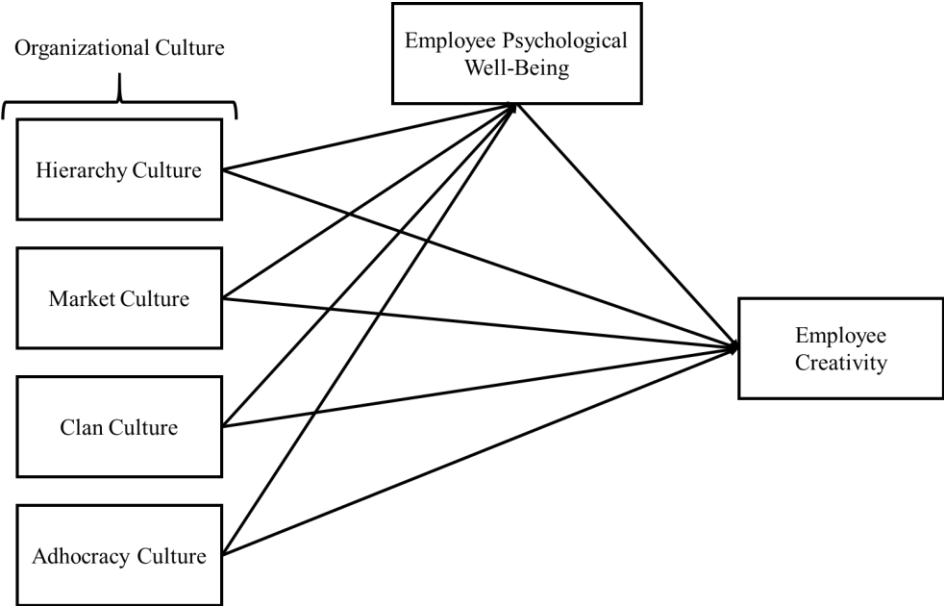


Figure 1. Theoretical Model

3. METHOD

3.1. Universe and sample

The universe of this research comprises employees working in an international humanitarian relief foundation. I decided to focus on a humanitarian organization due to my personal connection and accessibility to collect data within this sector. Additionally, I observed a lack of comprehensive studies exploring this specific sector, which motivated me to contribute valuable insights to this area. The universe comprises approximately 800 employees affiliated with the foundation's operations based in Turkey. The sample of the study consists of 310 employees who responded to the online questionnaire survey distributed to employees via email. The number of the universe and participants in the study does not include volunteers, as the scope of the research specifically targeted the experiences of employees. Of participants, 131 (42.3%) are male and 179 (57.7%) are female, 36 (11.6%) have primary school degree, 36 (11.6%) have a high school degree, 22 (7.1%) have an associate degree, 188 (60.6%) have a bachelor's degree, 26 (8.4%) have a master's degree, and 2 (0.6%) have a doctoral degree, 171 (55.2%) are married and 139 (44.8%) are single. Their ages vary between 19 and 59 years ($M=35.71$, $SD=10.35$) and their tenure varies between 1 and 32 years ($M=8.66$, $SD=5.66$).

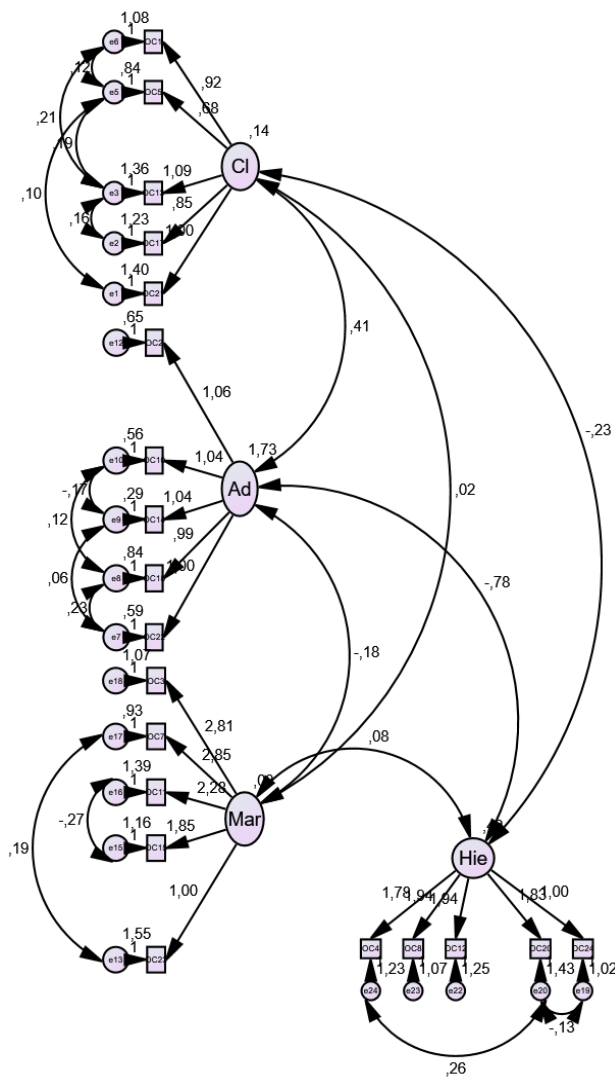
3.2. Data Collection Instruments

The data collection instrument used in this research is an online questionnaire form on “surveey.com” platform. The questionnaire consists of three sections. The first section provides instructions about the purpose and scope of the study and how to complete the questionnaire form. The second section includes items measuring organizational culture, psychological well-being, and employee creativity. The third section comprises questions about the participants' demographic characteristics, including age, gender, marital status, educational level, and tenure. The questionnaire form is presented in Appendix 1.

3.2.1. Organizational Culture Scale

Organizational culture is assessed by Cameron and Quinn's (1999) Organizational Culture Assessment Instrument (OCAI). This scale was adapted to Turkish by Çalışır (2008). The scale includes 24 items and four dimensions. Each item is evaluated over 7 points (i.e., 1: Completely

disagree, 7: Completely agree). Each culture type is represented as a dimension (i.e., Hierarchy, Clan, Adhocracy, and Market) and measured with 6 items. On the questionnaire form, items 1, 5, 9, 13, 17, 21 measure clan culture; 2, 6, 10, 14, 18, 22 measure adhocracy culture; 3, 7, 11, 15, 19, 23 measure market culture; and 4, 8, 12, 16, 20, 24 measure hierarchy culture. The validity of the scale was tested through confirmatory factor analysis. In the first trials, items 6, 9, 16, and 19 were removed because they disrupted the consistency of the scale. After removing these items confirmatory factor analysis was repeated. Results ($X^2=331.65$, $p=0.00$, $\chi^2/d.f.= 2.19$, $RMSEA=0.06$, $CFI=0.93$, $GFI=0.90$, $IFI=0.93$) indicated an acceptable level of structural fit, proving the construct validity of the scale for this research. The analysis is presented in Figure 2.



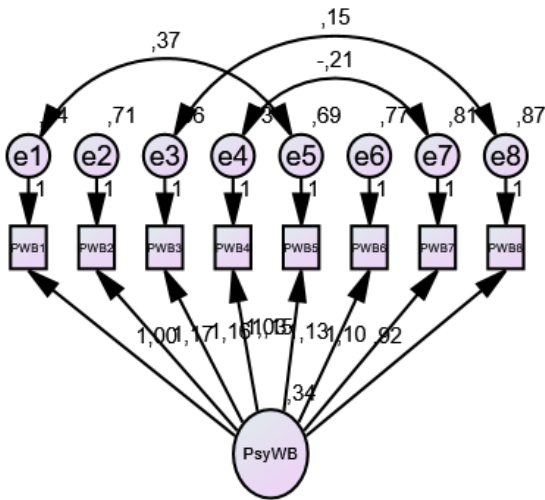
Cl: Clan culture, Ad: Adhocracy culture, Mar: Market culture, Hie: Hierarchy culture

Figure 2. Confirmatory Factor Analysis of Organizational Culture Scale

The reliability of the scale was tested by calculating Cronbach α coefficient for each dimension of organizational culture. The results ($\alpha_{\text{Clan}} = 0.71$, $\alpha_{\text{Adhocracy}} = 0.94$, $\alpha_{\text{Market}} = 0.72$, $\alpha_{\text{Hierarchy}} = 0.82$) indicated an acceptable level of internal consistency for each dimension, proving their reliability.

3.2.2. The Psychological Well-Being Scale

Psychological well-being is assessed by Diener et al.'s (2009) scale. This scale was adapted to Turkish by Telef (2013). It is a unidimensional scale and comprises 8 items. Each item is evaluated over 7 points (i.e., 1: Completely disagree, 7: Completely agree). On the questionnaire form, items 25, 26, 27, 28, 29, 30, 31, and 32 measure psychological well-being. The validity of the scale was tested through confirmatory factor analysis. Results ($X^2=35.65$, $p=0.005$, $\chi^2/d.f.=2.09$, $RMSEA=0.06$, $CFI=0.97$, $GFI=0.97$, $IFI=0.97$) indicated an acceptable level of structural fit, proving the construct validity of the scale for this research. The analysis is presented in Figure 3.



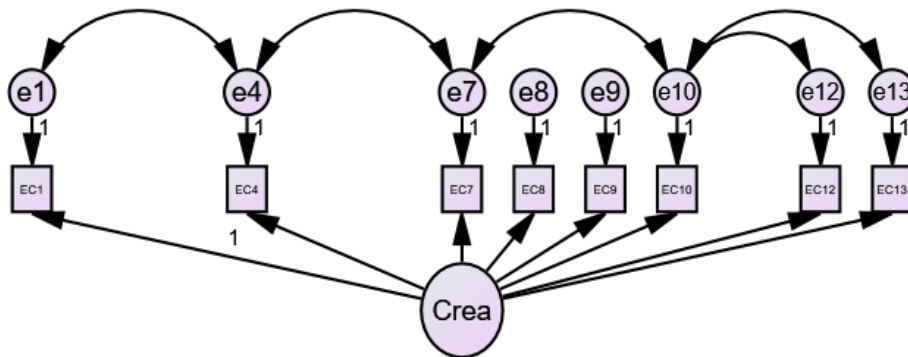
PsyWB: Psychological Well-being

Figure 3. Confirmatory Factor Analysis of Psychological Well-being Scale

The reliability of the scale was tested by calculating Cronbach α coefficient. The result ($\alpha = 0.82$) indicated an acceptable level of internal consistency for the scale, proving its reliability.

3.2.3. The Employee Creativity Scale

Employee creativity is assessed by Zhou and George's (2001) scale. This scale was adapted to Turkish by Nart (2015). It is a unidimensional scale and comprises 13 items. Each item is evaluated over 7 points (i.e., 1: Completely disagree, 7: Completely agree). While the original scale utilized a 5-point Likert scoring, this study adopted a 7-point Likert scale. This change offers enhanced reliability, increased sensitivity, and reduced response bias, aligning with survey design best practices. On the questionnaire form, items 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, and 45 measure employee creativity. The validity of the scale was tested through confirmatory factor analysis. In the first trials, items 2, 3, 5, 6, and 11 were removed because they disrupted the consistency of the scale. After removing these items confirmatory factor analysis was repeated. Results ($X^2=66.35$, $p=0.000$, $\chi^2/d.f= 4.42$, $RMSEA=0.08$, $CFI=0.97$, $GFI=0.95$, $IFI=0.97$) indicated an acceptable level of structural fit, proving the construct validity of the scale for this research. The analysis is presented in Figure 4.



Crea: Creativity

Figure 4. Confirmatory Factor Analysis of Employee Creativity Scale

The reliability of the scale was tested by calculating Cronbach α coefficient. The result ($\alpha = 0.91$) indicated an acceptable level of internal consistency for the scale, proving its reliability.

3.3. Data Analysis Procedure

The collected data were analyzed using SPSS (Statistical Package for the Social Sciences), SPSS Process Macro V4.1 and AMOS software. Descriptive statistics, including means and standard deviations, were calculated for each variable by using SPSS. The reliability tests were performed

by using SPSS. Validity of the measurement instruments were tested by using AMOS. Hypotheses were tested by using the SPSS Process Macro V4.1.



4. FINDINGS

Descriptive statistics of and correlation coefficients between variables are presented in Table 1.

Table 1. Descriptive Statistics and Correlation Coefficients

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Hierarchy culture	3.98	1.20	1					
2. Market culture	4.06	0.59	0.45**	1				
3. Clan culture	4.44	0.64	-0.46**	0.01	1			
4. Adhocracy culture	5.74	1.40	-0.80**	-0.50**	0.41**	1		
5. Psychological Well-being	4.70	0.70	-0.66**	-0.34**	0.26**	0.60**	1	
6. Creativity	4.75	1.32	-0.17**	0.17**	0.41**	0.32**	0.12*	1

** $p < 0.01$, * $p < 0.05$

In Table 1, significant correlation coefficients between investigated variables are marked bold. They indicate that there are significant relationships between dimensions of organizational culture, psychological well-being and creativity which formed a basis to move to the next stage and perform regression analyses to test the hypotheses. Because correlation coefficients indicate linear relationships the results can be coincidental. That's why, by performing regression analyses, whether these relationships are coincidental or causal can be explained to some extent. In other words, regression analyses reveal whether a change that occurred in the dependent variable is explained by the change that occurred in the independent variables. This implies the causal nature of the relationships. Accordingly, in the following stage, hypotheses are tested through regression analyses. For this purpose, four steps are followed. In the first step, the mediating role of psychological well-being between hierarchy culture and employee creativity is investigated. The results are presented in Table 2.

Table 2. Regression Analysis for Testing Hypotheses (1)

Models		B	LLCI	ULCI	R ²	F
Model 1	Hie->Psy	-0.38***	-0.43	-0.34	0.44	247.50***
Model 2	Hie->Cre	-0.17*	-0.33	-0.01	0.02	4.63*
	Psy->Cre	0.03	-0.24	0.31		
Evaluation		B	LLCI	ULCI		
Direct Effect	Hie->Cre	-0.17*	-0.33	-0.01		
Indirect Effect	Hie->Psy->Cre	-0.01	-0.12	0.13		
Total Effect	Hie->Psy->Cre + Hie->Cre	-0.18**	-0.30	-0.06	0.02	9.23**

*p<0.05, **p<0.01, ***p<0.001; Hie: Hierarchy Culture, Psy: Psychological Well-being, Cre: Employee Creativity, LLCI: Lower level confidence interval, ULCI: Upper level confidence interval

Results indicate that hierarchy culture is significantly and negatively related to employee creativity ($\beta=-0.17$, $p<0.05$). However, psychological well-being is not mediating this relationship, because the indirect effect is insignificant ($\beta=-0.01$, *NS*). Therefore, hypothesis 1 is supported and hypothesis 5 is not supported. In the second step, the mediating role of psychological well-being between market culture and employee creativity is investigated. The results are presented in Table 3.

Table 3. Regression Analysis for Testing Hypotheses (2)

Models		B	LLCI	ULCI	R ²	F
Model 1	Mar->Psy	-0.40***	-0.53	-0.28	0.11	41.41***
Model 2	Mar->Cre	0.53***	0.28	0.79	0.06	11.11***
	Psy->Cre	0.38***	0.17	0.60		
Evaluation		B	LLCI	ULCI		
Direct Effect	Mar->Cre	0.53***	0.28	0.79		
Indirect Effect	Mar->Psy->Cre	-0.15	-0.28	-0.05		
Total Effect	Mar->Psy->Cre + Mar->Cre	0.37**	0.13	0.62	0.02	9.37**

*p<0.05, **p<0.01, ***p<0.001; Mar: Market Culture, Psy: Psychological Well-being, Cre: Employee Creativity, LLCI: Lower level confidence interval, ULCI: Upper level confidence interval

Results indicate that market culture is significantly and positively related to employee creativity ($\beta=0.53$, $p<0.001$). In addition, psychological well-being mediates this relationship, because the indirect effect is significant ($\beta=-0.15$, LLCI: -0.28, ULCI: -0.05). LLCI and ULCI represent Lower-Level Confidence Interval and Upper-Level Confidence Interval, respectively. LLCI and ULCI values are used to interpret the significance of the indirect effect. When there is no “0”

between ULCI and LLCI, it indicates a significant indirect effect. Therefore, hypotheses 2 and 6 are supported. In the third step, the mediating role of psychological well-being between clan culture and employee creativity is investigated. The results are presented in Table 4.

Table 4. Regression Analysis for Testing Hypotheses (3)

Models		B	LLCI	ULCI	R ²	F
Model 1	Clan->Psy	0.28***	0.17	0.40	0.07	23.24***
Model 2	Clan->Cre	0.84***	0.62	1.05	0.17	32.37***
	Psy->Cre	0.02	-0.17	0.22		
Evaluation						
Direct Effect	Clan->Cre	0.84***	0.62	1.05		
Indirect Effect	Clan->Psy->Cre	0.01	-0.06	0.07		
Total Effect	Clan->Psy->Cre + Clan->Cre	0.85***	0.64	1.05	0.17	64.87***

*p<0.05, **p<0.01, ***p<0.001; Clan: Clan Culture, Psy: Psychological Well-being, Cre: Employee Creativity, LLCI: Lower level confidence interval, ULCI: Upper level confidence interval

Results indicate that clan culture is significantly and positively related to employee creativity ($\beta=0.84$, $p<0.001$). However, psychological well-being is not mediating this relationship, because the indirect effect is insignificant ($\beta=0.01$, *NS*). Therefore, hypothesis 3 is supported and hypothesis 7 is not supported. In the fourth step, the mediating role of psychological well-being between adhocracy culture and employee creativity is investigated. The results are presented in Table 5.

Table 5. Regression Analysis for Testing Hypotheses (4)

Models		B	LLCI	ULCI	R ²	F
Model 1	Adh->Psy	0.30***	0.26	0.35	0.36	179.57***
Model 2	Adh->Cre	0.37***	0.24	0.50	0.11	19.95***
	Psy->Cre	-0.21	-0.46	0.02		
Evaluation						
Direct Effect	Adh->Cre	0.37***	0.24	0.50		
Indirect Effect	Adh->Psy->Cre	-0.07	-0.20	0.02		
Total Effect	Adh->Psy->Cre + Adh->Cre	0.30***	0.20	0.40	0.10	36.65***

*p<0.05, **p<0.01, ***p<0.001; Adh: Adhocracy Culture, Psy: Psychological Well-being, Cre: Employee Creativity, LLCI: Lower level confidence interval, ULCI: Upper level confidence interval

Results indicate that adhocracy is significantly and positively related to employee creativity ($\beta=0.37, p<0.001$). However, psychological well-being is not mediating this relationship, because the indirect effect is insignificant ($\beta= -0.07, NS$). Therefore, hypothesis 4 is supported and hypothesis 8 is not supported. The full list of hypotheses and test results are presented in Table 6.

Table 6. Results of Hypotheses Tests

Hypotheses	Result
Hypothesis 1: Hierarchy culture is negatively related to employee creativity.	Supported
Hypothesis 2: Market culture is positively related to employee creativity.	Supported
Hypothesis 3: Clan culture is positively related to employee creativity.	Supported
Hypothesis 4: Adhocracy culture is positively related to employee creativity.	Supported
Hypothesis 5: Psychological well-being mediates the relationship between hierarchy culture and employee creativity in a way that hierarchy culture is negatively related to psychological well-being and psychological well-being is positively related to employee creativity.	Not Supported
Hypothesis 6: Psychological well-being mediates the relationship between market culture and employee creativity in a way that market culture is negatively related to psychological well-being and psychological well-being is positively related to employee creativity.	Supported
Hypothesis 7: Psychological well-being mediates the relationship between clan culture and employee creativity in a way that clan culture is positively related to psychological well-being and psychological well-being is positively related to employee creativity.	Not Supported
Hypothesis 8: Psychological well-being mediates the relationship between adhocracy culture and employee creativity in a way that adhocracy culture is positively related to psychological well-being and psychological well-being is positively related to employee creativity.	Not Supported

5. DISCUSSION

This study examined the relationships between organizational culture, psychological well-being, and employee creativity in the context of an international humanitarian foundation operating in Turkey. The organization operates with a mission to provide aid, support, and dignity to marginalized individuals while promoting universal brotherhood, justice, and self-reliance. The findings provide valuable implications in terms of theory and practice.

In terms of theory, this research filled a gap in the literature and contributed to the knowledge about these variables and relationships. Previous research focused on the direct relationship between these variables. However, this study investigated the mediating role of psychological well-being between them. Therefore, this study provided a more comprehensive understanding of the way in which organizational culture influences employee creativity.

The findings of this study support hypothesis 1 that hierarchy culture is negatively related to employee creativity. This implies that employees are less empowered and have less possibilities for self-expression and creativity in organizations with a hierarchical culture, where power and authority are centralized. However, psychological well-being does not mediate this relationship, rejecting hypothesis 5. This suggests that other factors may explain the negative impact of hierarchy culture on creativity. On the other hand, the findings support hypotheses 2 and 6. Market culture is positively related to employee creativity, and psychological well-being partially mediates this relationship. Accordingly, organizations with a market culture that promotes competition and innovation can enhance psychological well-being, leading to higher levels of creativity.

Additionally, the findings support hypothesis 3 and reject hypothesis 7. Clan culture is positively related to employee creativity, while psychological well-being does not mediate this relationship. Finally, Adhocracy culture positively predicts employee creativity, which supports hypothesis 4. However, psychological well-being does not mediate the relationship between adhocracy culture and creativity, rejecting hypothesis 6. This implies that other factors may explain this relationship.

Based on these findings, it can be concluded that hierarchy culture negatively influences employee creativity, while market culture, clan culture, and adhocracy culture have positive effects on employee creativity. These findings contribute to the existing knowledge by providing

empirical evidence of the relationships between organizational culture and employee creativity, highlighting the importance of considering different cultural dimensions in fostering creative outcomes. Furthermore, psychological well-being mediates the relationship between market culture and employee creativity, but not between hierarchy culture, clan culture, or adhocracy culture, and employee creativity. This emphasizes the need to explore other mediating factors between organizational culture and employee creativity.

In terms of practical contributions, the findings of this research provide important practical implications for managers and employees. Firstly, understanding the impact of different dimensions of organizational culture on employee creativity can help managers create a supportive work environment that fosters creativity. By promoting market culture and discouraging hierarchy culture, managers can encourage employees to be more innovative and open to new ideas. Furthermore, recognizing the positive association between adhocracy culture and employee creativity can guide managers in implementing more flexible and adaptive processes that stimulate creative thinking.

Additionally, improving the psychological well-being of employees can foster creativity, especially in a market-driven culture. This is supported by the fact that psychological well-being plays a mediating role. Managers can use various approaches to enhance employee well-being, including creating opportunities for skill enhancement, supporting work-life balance, and nurturing a supportive and positive workplace culture. When organizations prioritize employee well-being, they allow creativity to flourish, resulting in improved problem-solving abilities and innovation.

Although this research has many contributions, it also has some limitations. The sample size is relatively small. It consists of 310 employees from an international organization who work in Turkey operations, which can limit the applicability of results to other contexts. Because this organization operates in different countries, in the future, researchers can gather data from other locations where it operates to increase the validity of the findings. In this way, future research can replicate this study with larger and more diverse samples. Additionally, self-reported measures were used for data collection, which may introduce common method bias. In future research, using multiple sources of data and objective measures will be useful for achieving a more comprehensive understanding of the variables being investigated. Lastly, the

organization depends mostly on volunteers, and their numbers are relatively more than the employees, so it was challenging to collect the data exclusively from the employees.

This study unfolds space for further research to be done. Future studies can investigate additional mediators such as job satisfaction, intrinsic motivation, or creative self-efficacy. By investigating these moderating factors, we can get a more nuanced understanding of when organizational culture has a greater or weaker effect on employee creativity. Additionally, future studies can expand the research to different industries and contexts to validate and generalize the findings. Each industry may possess distinctive cultural traits and working atmospheres that might affect the relationships between organizational culture, psychological well-being, and employee creativity. Future research can use not only surveys but also interviews or focus groups to enhance the quantitative research findings on organizational culture, psychological well-being, and creativity. Such approaches can provide detailed insights into employees' perceptions and experiences.

6. CONCLUSION

The aim of this study was to examine the relationship between organizational culture and employee creativity with the mediating role of psychological well-being. It was discovered that hierarchy culture negatively influences employee creativity, while market culture, clan culture, and adhocracy culture have positive effects on employee creativity. Also, psychological well-being mediates the relationship between market culture and employee creativity, while it does not have that effect on other types of organizational cultures. Meaning that other factors may explain this relationship.

This research filled a gap in literature by addressing the mediating role of psychological well-being in the relationship between organizational culture and employee creativity, which has not been previously investigated to my knowledge. This study contributed to the literature in both theoretical and practical terms. The theoretical implication of this study unfolds space for future studies. Also, the practical implications of this study are significant for managers and organizations. By understanding the impact of different dimensions of organizational culture on employee creativity, managers can create a supportive work environment that fosters creativity.

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Questionnaire Form

Değerli Katılımcı,

Bu çalışma İstanbul Ticaret Üniversitesi İşletme Fakültesi öğretim üyesi Doç. Dr. Ufuk Başar'ın danışmanlığında yüksek lisans öğrencisi Athar F. M. Ahmed tarafından yürütülmektedir. Araştırmanın amacı, örgüt kültürü, psikolojik esenlik ve yaratıcılık değişkenlerinin arasındaki ilişkileri 18 yaşından büyük çalışanların üzerinde incelenmektedir.

Araştırmaya katılımınız tamamen gönüllülük esasına dayanmaktadır. Araştırma sırasında sizden alınan bilgiler grup halinde değerlendirileceğinden, sizden kimlik belirleyici bilgiler istenmeyecektir. Cevaplarınız gizli tutulacak ve sadece araştırmacı tarafından bilimsel çalışmalarda kullanılacaktır. Bu anlamda, araştırma sonuçlarından sağlıklı bilgiler edinilebilmesi için soruların samimi bir şekilde doldurulması ve soruların boş bırakılmaması oldukça önemlidir. Bu çalışma genel olarak kişisel rahatsızlık teşkil edecek soruları içermemektedir. Ancak araştırma sırasında herhangi bir nedenden dolayı rahatsızlık hissederseniz, katılımınızı sonlandırabilirsiniz. Çalışma sırasında sizden istenilen, çalışmada yer alan maddeleri ve/veya soruları boş bırakmamaya özen göstererek samimi bir şekilde doldurmanızdır. Çalışmaya katılım yaklaşık 15 dakika sürecektir. Çalışma hakkında daha fazla bilgi almak için Athar F. M. Ahmed'e ulaşabilirsiniz. Katılımınız için şimdiden teşekkür ederiz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman katılımımı sonlandırabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı kullanımını kabul ediyorum.

Evet () Hayır ()

Aşağıdaki ifadelere ne ölçüde katıldığınızı belirtiniz.

1- Kesinlikle katılmıyorum, 2-Katılmıyorum, 3-Kısmen katılmıyorum, 4- Kararsızım, 5-Kısmen katılıyorum, 6-Katılıyorum, 7-Kesinlikle katılıyorum

1	Kurumum çok özel bir yerdir. Adeta geniş bir aile gibidir. Burada insanlar kendileri ile ilgili pek çok şeyi birbiriyle paylaşıyorlar.	1	2	3	4	5	6	7
2	Kurumum çok dinamik ve girişimci bir yerdir. Burada insanlar riski göze alarak hareket etmeye ve risk almaya eğilimlidirler.	1	2	3	4	5	6	7
3	Kurumum sonuç odaklı bir yerdir. Burada önemli olan işin sorunsuzca yapılıp. Burada insanlar rekabetçi ve başarı odaklıdır.	1	2	3	4	5	6	7
4	Kurumum kontrollü ve yapılacak olan faaliyetlerin önceden belirlendiği/tanımlandığı bir yerdir. İnsanlar genellikle belirli prosedürlere/talimatlara göre işlerini yaparlar.	1	2	3	4	5	6	7
5	Kurumumdaki liderler/yöneticiler genellikle astlarını yetiştirirler, onlara yol gösterirler ve onların işlerini kolaylaştırırlar.	1	2	3	4	5	6	7
6	Kurumumdaki liderler/yöneticiler genellikle girişimciliği, yenilikçiliği ve risk almayı teşvik ederler.	1	2	3	4	5	6	7
7	Kurumumdaki liderler/yöneticiler genellikle mantıklı, atılgan ve sonuç odaklıdır.	1	2	3	4	5	6	7
8	Kurumumdaki liderler/yöneticiler görevleri koordine edebilmekte, insanları ve kaynakları teşkilatlandırabilmekte ve işleri verimli bir şekilde yönetebilmektedirler.	1	2	3	4	5	6	7
9	Kurumumdaki yönetim tarzı, ekip çalışması, fikir birliği ve işbirliği ile nitelendirilebilir	1	2	3	4	5	6	7

10	Kurumumdaki yönetim tarzı, bireysel risk alma, yenilikçilik, özgür hareket etme ve farklılaşma ile nitelendirilebilir.	1	2	3	4	5	6	7
11	Kurumumdaki yönetim tarzı, sıkı rekabetçilik, yüksek hedefler ve başarılı olma ile nitelendirilebilir.	1	2	3	4	5	6	7
12	Kurumumdaki yönetim tarzı, istihdam güvenliği, uyumluluk, öngörülebilirlik ve ilişkilerde tutarlı olma ile nitelendirilebilir.	1	2	3	4	5	6	7
13	Kurumumu bir arada tutan bağ sadakat ve karşılıklı güvendir. Kurumuma olan bağlılığım yüksektir.	1	2	3	4	5	6	7
14	Kurumumu bir arada tutan güç, yeniliğe ve gelişime olan bağlılıktır. Kurumumda en son teknolojiye sahip olmak önemlidir.	1	2	3	4	5	6	7
15	Kurumumu bir arada tutan güç, başarılı olmaya ve hedeflere ulaşmaya verilen önemdir. Kurumunda atılgan olmak ve kazanmak herkesçe paylaşılan değerlerdir.	1	2	3	4	5	6	7
16	Kurumumu bir arada tutan güç, resmi kurallar ve ilkelerdir. Sorunsuz çalışan bir organizasyonun sürdürülmesi önemlidir. Kurumumun sorunsuz işleyişinin devamlılığını sağlamak önemlidir.	1	2	3	4	5	6	7
17	Kurumum çalışanların kişisel gelişimine önem verir. Kurumumda yüksek düzeyde güvenin, şeffaflığın ve katılımcılığın devamlılığı esastır.	1	2	3	4	5	6	7
18	Kurumum yeni kaynaklar elde etmeye ve yeni zorluklarla yüzleşmeye önem vermektedir. Kurumumda yeni şeyler denemeye ve fırsatlar kovalamaya değer verilir.	1	2	3	4	5	6	7
19	Kurumum, rekabetçi eylemlere ve başarıya önem verir. Zor hedeflere ulaşmak ve pazarda kazanan olmak kurumumda baskın özelliklerdir.	1	2	3	4	5	6	7
20	Kurumum sürekliliğe ve istikrara önem verir. Etkinlik, denetim ve kusursuz işleyiş önemlidir.	1	2	3	4	5	6	7
21	Kurumum başarıyı insan kaynaklarının gelişimi, ekip çalışması, çalışan bağlılığı ve insana verilen değer üzerinden tanımlar.	1	2	3	4	5	6	7
22	Kurumum başarıyı eşsiz veya en yeni ürünlere sahip olmak üzerinden tanımlar. Kurumum sunduğu ürün ve hizmetlerde lider ve yenilikçidir.	1	2	3	4	5	6	7
23	Kurumum başarıyı piyasada kazanan olma ve rakipleri geride bırakma üzerinden tanımlar. Kurumumda piyasanın lideri olmak kritik faktördür.	1	2	3	4	5	6	7
24	Kurumum başarıyı etkinlik üzerinden tanımlar. Dağıtım ve teslimatta güvenilirlik, sorunsuz ve düzgün planlama ve düşük maliyetli üretim/hizmet sunumu kritiktir.	1	2	3	4	5	6	7
25	Amacı olan ve anlamlı bir hayat sürerim.	1	2	3	4	5	6	7
26	Sosyal ilişkilerim destekleyici ve faydalı olacak şekildedir.	1	2	3	4	5	6	7
27	Kendi günlük aktivitelere odaklanır ve ilgi gösteririm	1	2	3	4	5	6	7
28	Aktif olarak diğerlerinin mutluluğuna ve iyi hallerine katkıda bulunurum.	1	2	3	4	5	6	7
29	Benim için önemli olan aktivitelere başarılı ve yeterliyim.	1	2	3	4	5	6	7
30	İyi bir insanım ve iyi bir hayat yaşarım.	1	2	3	4	5	6	7
31	Geleceğimle ilgili iyimserim.	1	2	3	4	5	6	7
32	İnsanlar bana saygı duyarlar.	1	2	3	4	5	6	7
33	Amaç ya da hedeflere ulaşabilmek için yeni yöntemler bulmaya ve önermeye çalışırım.	1	2	3	4	5	6	7
34	Performans artışını sağlamak için yeni ve pratik fikirler üretmeye çalışırım.	1	2	3	4	5	6	7
35	Mesleğimle ilgili yeni teknolojileri, yöntemleri, teknikleri ve fikirleri araştırıp bulmaya çalışırım.	1	2	3	4	5	6	7
36	Kaliteyi arttırmak için yeni yöntemler bulmaya ve önermeye çalışırım.	1	2	3	4	5	6	7

37	Çalıştığım ortamda kendimi, yaratıcı fikirlerin iyi bir kaynağı olarak değerlendiririm.	1	2	3	4	5	6	7
38	İşim ile ilgili risk almaktan çekinmem.	1	2	3	4	5	6	7
39	Yeni fikirleri destekler ve başkalarına karşı savunurum.	1	2	3	4	5	6	7
40	Fırsat verildiği zaman, işimde yaratıcılığımı sergileyebilirim.	1	2	3	4	5	6	7
41	Yeni fikirlerin uygulanması için gerekli olan plan ve programları geliştirmeye çalışırım.	1	2	3	4	5	6	7
42	Sıklıkla yeni ve yaratıcı fikirlere sahip olmaya çalışırım.	1	2	3	4	5	6	7
43	İşimde meydana gelen problemler için yaratıcı çözümler üretmeye çalışırım.	1	2	3	4	5	6	7
44	Problemlere çözümünde genellikle yeni bir yaklaşım belirlerim.	1	2	3	4	5	6	7
45	Görevlerin yerine getirilmesi konusunda, yeni yöntemler bulmaya ve önermeye çalışırım.	1	2	3	4	5	6	7

Yaşınız (Yıl olarak, rakamla yazınız): () yıl

Mesleki Tecrübeniz (Yıl olarak, rakamla yazınız): () yıl

Cinsiyetiniz: Kadın (), Erkek ()

Eğitim Düzeyiniz: İlköğretim (), Lise (), Yüksekokul (), Lisans (), Yüksek lisans (), Doktora ()

Medeni Haliniz: Evli (), Bekâr ()

Katılımınız için teşekkür ederim.

Athar F. M. Ahmed

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