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Linking Organizational Culture to Employee Creativity: Mediating Role of Psychological Well-Being

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ABSTRACT

The purpose of this study was to investigate whether organizational culture is related to employee creativity and whether employees' psychological well-being has a mediating role in this relationship. In order to achieve this aim, data were collected from 310 employees working at the IHH Humanitarian Relief Foundation using the questionnaire technique. Hypotheses were tested with linear regression analysis. The findings showed that market, clan and adhocracy cultures were positively associated with employee creativity. However, it was seen that hierarchy culture had a negative relationship with employee creativity. In addition, it has been understood that psychological well-being mediates the relationship between market culture and employee creativity. It has been revealed that there is a negative relationship between market culture and psychological well-being in the mediation relationship, and a positive relationship between psychological well-being and employee creativity. As far as is known, these relationships have been examined in a single model for the first time. For this reason, it is believed that the findings have valuable insights in terms of practice and theory.

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

INTRODUCTION

Organizational culture and employee creativity are closely linked in the literature. Organizational culture is the set of values, assumptions, and beliefs that govern the way individuals interact with each other [1]. Strong organizational culture leads to higher job satisfaction, commitment, and performance [2-3, 4]. Employee creativity, on the other hand, involves the generation of original ideas for workplace tasks [5]. Research shows that some types of organizational cultures encourage greater levels of creativity [6, 7]. The relationship between organizational culture and employee creativity is still unclear, but psychological well-being may be a mediator. Psychological well-being is seen as the fulfilling and positive state of mind in which individuals' emotions, thoughts, and behaviors function effectively [8].

Further research is needed to understand the mediating role of psychological well-being in this relationship. This study examines the relationship between organizational culture and employee creativity, focusing on psychological well-being as a mediator. The research is based on Cameron and Quinn's model [9]. It contributes to the literature on organizational culture,

employee creativity, and psychological well-being, and provides practical implications and important insights into organizational processes.

Organizational Culture

Organizational culture (OC) is the common mental programming that sets individuals of one organization apart from those in another [10]. It is seen as a collection of ingrained beliefs that have been developed by successful experiences and passed on to new members as the proper way to see, think, and feel. An organization's culture has a big impact on how well it runs [11]. It is also essential for improving creative performance and employable skills [12]. It can be influenced by social interactions between employees and management by promoting trust and respect inside the company [13]. Some well-known organizational culture models are explained below.

Hofstede's Cultural Dimensions

Hofstede's Cultural Dimensions theory is defined as a systematic approach that investigates how cultural values influence an individual's actions as well as mindsets within a society. Hofstede carried out a comprehensive statistical study across more than fifty countries using a large dataset gathered from a multinational firm (i.e., IBM). The findings indicated shared cultural issues and variations in solutions, which were later identified as four essential cultural dimensions [14]. The four components are listed below:

Power Distance

The uneven allocation of power within organizations and institutions is referred to as power distance [14]. Low power distance cultures stress equality and encourage decentralized organizations, employee engagement, and empowerment [14, 15]. On the other hand, high power-distanced cultures embrace hierarchy and prejudice [16].

Uncertainty Avoidance

The degree to which individuals perceive uncertainty as a danger and attempt to avoid it by enforcing stringent laws, rules, and social norms is referred to as their level of uncertainty avoidance [17]. People's capacity for taking risks in uncertainty avoidant culture is constrained. People can, however, take more risks and participate in novel experiences when the situation is reversed. When strict regulations or rules are upheld, the uncertainty can be reduced [15].

Individualism versus Collectivism

Individualism and collectivism are cultural dimensions that represent how individuals interact with their social environment. Individualism promotes autonomy, self-expression, and individual achievement, while collectivism promotes harmony and loyalty. Individualists prioritize personal goals over group goals, while collectivism prioritizes group goals and values. These cultural orientations can vary depending on the context and society [18].

Masculinity versus Femininity

A society may be classified as masculine or feminine based on how well-defined its emotional gender roles are. People in a masculine society are required to conform to conventional gender stereotypes. masculine societies prioritize competitiveness, assertiveness, and material success. On the other hand, emotional gender roles often overlap in societies that lean more

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toward femininity. feminine societies prioritize relationships, quality of life, and well-being [10, 19].

Model of Edgar Schein

This theory contends that the culture of an organization takes a long time and extensive effort to be developed. Changes to the environment of the organization, personnel behaviors, and problem-solving techniques are required to develop its culture [20]. Creating a positive culture is achieved when employees learn via previous experiences and implement modifications as needed [21]. The theory suggests that an organization's culture is divided into layers that comprise core beliefs and assumptions, values and norms, and artifacts.

Core Beliefs and Assumptions

Core beliefs and assumptions as crucial components of an organization's culture, shaping its understanding of reality and guiding members' behaviors. Understanding these beliefs is crucial for comprehending and transforming the organization's culture [1].

Values and Norms

Values are referred to as principles influencing an organization's actions and decision-making, while norms are informal rules and expectations determining behavior. Values often lead to norms, which strengthen values. Both are interconnected and crucial for effective decision-making within an organization [22].

Artifacts

Artifacts are tangible elements of organizational culture, such as office layout, language, symbols, and decision-making style. They provide surface-level representations of an organization's values and norms, revealing differences between organizations [22].

Model of Ralph H. Kilmann

Kilmann's model emphasizes the importance of managing culture explicitly to impact an organization's success. Regular monitoring and assessment are crucial to ensure it remains functional and appropriate. Effective cultures align with the organization's vision, objectives, and approaches [23]. Kilmann's model identifies two main dimensions of organizational culture: bureaucratic and innovative.

Bureaucratic Culture

Bureaucratic culture is a hierarchical system with clear lines of authority and a systematic approach to work processes. It values control and stability, making it suitable for established companies in stable markets [23]. However, employees in bureaucratic cultures experience low levels of empowerment and affective commitment [24-25, 26], while leaders are control-oriented [27]. Bureaucratic culture is often associated with government organizations and larger organizations, as they require strict rules and a chain of command to manage large groups efficiently [28].

Innovative Culture

Innovative cultures prioritize creativity and risk-taking, making them dynamic and entrepreneurial [23]. They are results-oriented, challenging, and full of new ideas [28]. An

effective leader is crucial for establishing an innovative culture [29]. These cultures have a positive effect on commitment and job satisfaction [24], and employees prefer work environments that allow personal freedom and minimize hindrances to their innovative capabilities [30].

Model of Deal and Kennedy

Deal and Kennedy [31] outlined their model of organizational culture, emphasizing external factors like technology, competition, and government regulations [32]. They categorized the business environment into risk and feedback dimensions, identifying four interrelated components of organizational culture [31]. Success relies on intelligent choices and understanding the environment's potential outcomes [33]. The four components are below:

Work Hard/Play Hard Culture

The work hard/play hard culture is a sales-based organizational culture where employees are highly motivated and focused on providing excellent customer service [31]. This culture thrives in low-risk situations with quick feedback, team orientation, and customer orientation. It emerged during the internet boom in the 2000s, with a tendency to take small risks and receive quick feedback [32].

Tough Guy/Macho Culture

The tough-guy/macho culture fosters a high-risk, high-reward workplace environment that prioritizes individual success and performance. It is aggressive and hierarchical, ranking employees based on achievements, power, and salary. This culture is common in fast-paced industries like investment banking and consulting, where failures can lead to personal collapse [32]. While the benefits are substantial, it is also demanding, as seen in stockbrokers making quick decisions with high stakes [34].

Process Culture

Process culture is a management style where organizations prioritize the process over outcomes, with low risk-taking, slow feedback, and a focus on managing details [35]. This culture is common in public service organizations with high bureaucracy and red tape, where rigid regulations and accomplishments prioritize social interactions [32].

Bet Your Company Culture

A bet-your-company culture is a risk-taking organizational culture prevalent in capital-intensive industries with long business cycles [33]. It involves meticulousness, hierarchy, analysis, and inventiveness to manage high risks in decision-making [35]. Collective brainstorming and due diligence are common practices [32], and managers play a crucial role in keeping the company informed and up to date [36].

Model of Denison and Spreitzer

Denison and Spreitzer's model analyze organizational culture through two axes: flexibility-stability/control and internal-external, focusing on change and stability, and forming four categories [37]. The four categories are explained below:

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Group Culture

Group culture focuses on human relations, flexibility, inclusivity, reliability, and involvement. Leaders who promote group culture exhibit collaborative traits, teamwork, individual growth, and dedication [37]. It is positively associated with employee commitment, satisfaction, and labor productivity [38]. However, it is often inner-directed and lacks diversity [39].

Developmental Culture

A developmental culture emphasizes expanding, acquiring resources, fostering creativity, and adapting to external changes. Leaders who foster this culture are entrepreneurial, open to risk, and flexible [37]. This culture is characterized by innovation, risk-taking, and individuality [40]. Executive directors perceive a favorable correlation between growth and development and organizational effectiveness [41].

Rational Culture

A rational culture prioritizes productivity, performance, goal fulfillment, and achievement [37]. It operates systematically and effectively manages environmental changes [42]. Leaders exhibit directive behavior, providing guidance and motivation to enhance productivity [37]. The goal is to meet environmental requirements and achieve competitive output [43].

Hierarchical Culture

Hierarchical culture in organizations emphasizes internal effectiveness, coordination, and assessment, maintaining stability, security, and strict compliance with rules. Leaders with hierarchical cultures tend to be conservative and focus on technical details, evaluating their leadership's success based on control, stability, and efficiency [37]. Innovation-promoting organizations are less likely to have hierarchical cultures, as they have top-down decision-making processes and a lack of open relationships [43, 44].

Model of Cameron and Quinn

Cameron and Quinn introduced the Organizational Culture Assessment Instrument (OCAI), a tool that diagnoses and predicts organizational culture. The OCAI is based on the Competing Values Framework, which identifies two major axes: organizational structure characteristics and focus. These axes form four quadrants, which are identified as culture types. The OCAI helps organizations diagnose their dominant orientation, culture strength, type, and harmony, and helps them identify their current and future culture to match demands and opportunities [45].

Hierarchy Culture

Hierarchy culture is characterized by a stable organizational structure and focus on inward growth. It involves a formal, organized workplace, predomination of procedures, stability, and predictability [46]. Success in hierarchical organizations depends on efficiency, low costs, and predictable outcomes [47]. Leaders manage activities to maintain a smooth-running organization [48].

Market Culture

Market culture is an organizational structure that operates like a market, focusing on external factors and creating a competitive advantage through transactions with other constituencies

[45]. It emphasizes goals, accomplishment, result orientation, and task focus [49, 50]. However, emphasizing advancement and competition can lead to higher stress levels [51].

Clan Culture

Market culture requires a flexible organizational structure and inward focus. Clan culture prioritizes loyalty, commitment, and a friendly work environment. It emphasizes family atmosphere, role models, and employee empowerment [45]. Success in clan cultures depends on attentiveness to customer needs, employee well-being, and recognition [47, 52].

Adhocracy Culture

Adhocracy organizations foster a flexible, dynamic, entrepreneurial, and creative work environment, promoting individual initiative, freedom, and risk-taking [47, 53]. Success in these organizations is defined by producing unique products and services, rapid growth, and resource acquisition [45].

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

Cameron and Quinn's culture categorization has both desired and undesired outcomes. Clan culture fosters empowerment, team building, employee involvement, and innovation [54, 55]. However, it may also have unfavorable qualities, such as being hesitant towards change and a lack of emphasis on achieving desired outcomes [54], and a lack of external focus [56]. Adhocracy culture encourages creativity, flexibility, and adaptability. However, it can also lead to a lack of structure and control [54], negatively impacting quality management and maintaining consistent procedures [56]. An adhocracy culture can cause burnout and a lack of accountability [57]. While a hierarchy culture provides order, direction, and efficiency [45], it can limit flexibility, stifle creativity, and hinder adaptability to changing market conditions [54, 58]. Market culture drives innovation, growth, and risk-taking behavior, improving competitiveness and profitability. Additionally, market culture encourages employees to think creatively and come up with new ideas to stay ahead of the competition [45, 54]. However, it can also have negative outcomes, such as a cutthroat atmosphere, quality management, and employee dissatisfaction [54, 56].

Cameron and Quinn's organizational culture model shows context-dependent outcomes across industries, sectors, and regions. For example, academic workers prefer a clan culture [46], while university students prefer market and hierarchical cultures [55]. Adhocracy culture is prevalent in the pharmaceutical sector, while defender and reactor strategies exhibit clan cultures [59].

Employee Creativity

In today's competitive business environment, organizations must promote employee creativity to maintain a competitive edge [60]. Employee creativity involves generating innovative ideas that lead to the development of new products, services, and processes [61]. Organizations with creative employees work more efficiently and generate strategies to overcome obstacles, ultimately benefiting the business [62, 63]. Training can improve employee creativity, which also can be influenced by factors like domain-relevant skills, task motivation, and creative thinking styles [5]. Organizations can foster creativity by providing autonomy, encouraging

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experimentation, and providing resources and support for creative projects [60]. However, a culture that values and rewards creativity can incentivize employees to think creatively [64].

Antecedents/Predictors of Employee Creativity

Employee creativity is influenced by leadership, organizational factors, culture, climate, and human resources management practices. For example, leadership positively impacts creativity in the tourism and hospitality industries [65]. It is also positively influenced by high-performance work systems as well as work well-being [66], while role ambiguity negatively impacts creativity [64]. Polychronic attitude, functional flexibility, job commitment, stress, emotional intelligence, and supportive supervisors are important predictors of employee creativity. For example, Proactive personality, supportive supervisors, and rewards positively impact creativity [67, 68], while extrinsic motivations are negatively correlated [69].

Organizational Culture and Employee Creativity

Organizational culture, influenced by size, networks, and operations, shapes employee perception, attitudes, motivation, and behavior. Cameron and Quinn's model identifies four dimensions: Hierarchy, Market, Clan, and Adhocracy, each with unique correlations with employee creativity.

Hierarchy culture is characterized by a formal, structured work environment with strict adherence to rules and procedures. This culture can hinder creativity and innovation by discouraging expression of ideas and risk-averse behavior [60]. Employees may feel that they are not valued and face negative consequences for challenging the status quo [70]. As a result, hierarchy culture can hinder creativity and innovation. Accordingly, the first hypothesis is developed as follows:

- H 1: Hierarchy culture is negatively related to employee creativity.

Market culture emphasizes achieving results and competition, promoting individualism and taking calculated risks. Employees in market-oriented cultures are encouraged to explore different approaches and outperform peers, leading to creative thinking and innovation. This competitive environment encourages employees to understand customer demands, leading to more creative attitudes and solutions [43, 70]. Accordingly, the second hypothesis is developed as follows:

- H 2: Market culture is positively related to employee creativity.

Clan culture fosters trust, loyalty, and belongingness among employees which enhances creativity. It encourages teamwork, collaboration, and a familial working environment, fostering trust and innovation [45]. Employees feel valued and part of a supportive community, leading to the development and implementation of innovative ideas [70]. Accordingly, the third hypothesis is developed as follows:

- H 3: Clan culture is positively related to employee creativity.

Adhocracy culture values innovation, flexibility, risk-taking, and exploring new ideas [45]. This culture encourages employees to think outside the box and generate new ideas. Shin and Zhou [64] found that employees working in organizations with a strong adhocracy culture tend to be more innovative Accordingly, the fourth hypothesis is developed as follows:

- H 4: Adhocracy culture is positively related to employee creativity.

Psychological Well Being

Psychological well-being is a positive state of mind that helps individuals function effectively and manage daily demands [71]. It comprises six components: autonomy, purpose in life, personal growth, self-esteem, life satisfaction, and positive affect. Positive affect involves positive emotions, while life satisfaction represents overall satisfaction. Self-esteem and autonomy enable personal growth, meaning, and direction [72]. Psychological well-being is essential for personal and professional growth, and is linked to positive outcomes in the workplace, such as job satisfaction, performance, and creativity [72, 74].

Antecedents of Psychological Well-Being

Psychological well-being is influenced by various factors, including personality traits, social support, work environment, physical health, spirituality, and job characteristics. Positive personality traits like extraversion, agreeableness, conscientiousness, and emotional stability improve well-being, while negative traits like neuroticism hinder it [75, 76]. Social support, including assistance and comfort from others, positively impacts psychological well-being [77, 78]. Close relationships with friends and family also contribute to well-being, while social isolation and loneliness can negatively impact mental health [79, 80]. The work environment is another significant antecedent of psychological well-being. Psychological well-being is positively associated with factors like job satisfaction, work-life balance, and job security, while job stress and insecurity are negatively associated [81, 82]. Physical health is another key antecedent, with good physical health resulting in greater psychological well-being [75, 83]. Spirituality is also a significant antecedent, with strongly spiritual individuals having better psychological well-being than less spiritual ones [84,85]. Job characteristics, including demands, control, and resources, impact psychological well-being. Job resources like social support and autonomy improve employee well-being, while high expectations and low control lead to stress and burnout. [86- 87- 88, 89].

Outcomes/Consequences of Psychological Well-Being

Psychological well-being is linked to improved physical health, mental health, work, relationships, and life satisfaction [71, 90]. High levels of psychological well-being reduce the risk of chronic diseases, such as cardiovascular disease and cancer, and lower the risk of physical disabilities [91, 92]. It also leads to better cognitive functioning, reduced depression and anxiety, and reduced likelihood of developing mental health disorders [93, 94]. Additionally, psychological well-being significantly impacts work lives, by reducing burnout and turnover with employees with higher levels of well-being being more engaged, performing better, and experiencing higher job satisfaction [95]. Psychological well-being is also crucial for various aspects of life, including social interactions, relationships, academic achievement, resilience, creativity, and innovation. Studies have shown that individuals with higher levels of psychological well-being have better relationships, lower social anxiety, and better academic performance [96-97, 98]. They also have greater resilience and coping skills, which are essential for navigating academic challenges [99]. Additionally, individuals with high psychological well-being exhibit curiosity and openness to new experiences, which are essential traits for creative thinking [100].

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The Mediating Role of Psychological Well Being

Organizational culture significantly influences employee creativity. However, the mechanism by which Organizational culture impacts creativity is unclear. This section explores psychological well-being's mediating role between the variables.

Hierarchical cultures can lead to decreased flexibility and creativity, as well as employee burnout and stress [54, 101]. Additionally, a rigid hierarchy can discourage risk-taking and stifle creativity, negatively impacting company performance [58]. However, psychological well-being is positively related to employee creativity, as employees with higher motivation, positive affect, and engagement are more likely to generate and implement creative ideas [102]. Accordingly, the fifth hypothesis is developed as follows:

- H 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.

Market culture can have both positive and negative effects on employee creativity. Strong market cultures can lead to increased profitability and innovation, encouraging employees to think creatively and outside the box [45, 54]. However, these cultures may prioritize profit over employee satisfaction and mental health, creating a high-pressure work environment that negatively affects employee well-being [54, 103]. Positive mental health practices and policies can support employees, encouraging them to take risks and generate innovative ideas. Research shows that psychological well-being is a significant predictor of employee creativity [102, 104]. Accordingly, the sixth hypothesis is developed as follows:

- H 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.

Clan culture fosters a supportive and collaborative work environment, promoting psychological well-being among employees [45]. This environment fosters employee development, collaboration, and positive organizational performance by fostering innovative ideas and leveraging skills [58- 105, 106]. Clan culture encourages open expression of ideas, fostering autonomy and competence, leading to higher levels of psychological well-being. This positive outcome, including job satisfaction, performance, and creativity, is linked to creative thinking and innovative behaviours of employees [73, 74]. Accordingly, the seventh hypothesis is developed as follows:

- H 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 fosters creativity by allowing employees to explore new ideas and make decisions independently [107]. This environment promotes experimentation, innovation, and flexibility, leading to increased motivation and job satisfaction [88]. Employees in Adhocracy Culture feel empowered and free to explore new ideas, promoting well-being and reducing job demands. Research shows that psychological well-being, including positive affect, self-acceptance, and personal growth, is positively associated with creativity [108]. Organizations that encourage employees to have control over their work and actively contribute to decision-

making processes are more likely to experience higher levels of psychological well-being [109]. Accordingly, the eighth hypothesis is developed as follows:

- H 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.

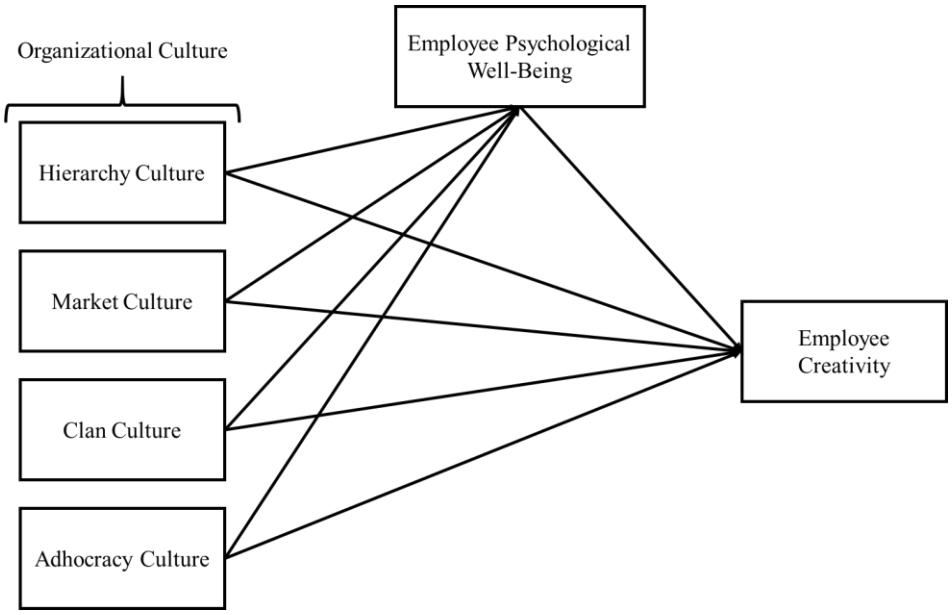


Figure 1. Theoretical Model

METHODOLOGY AND DATA COLLECTION INSTRUMENTS

The sample of the study consists of 310 employees working in IHH Humanitarian Relief Foundation. 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).

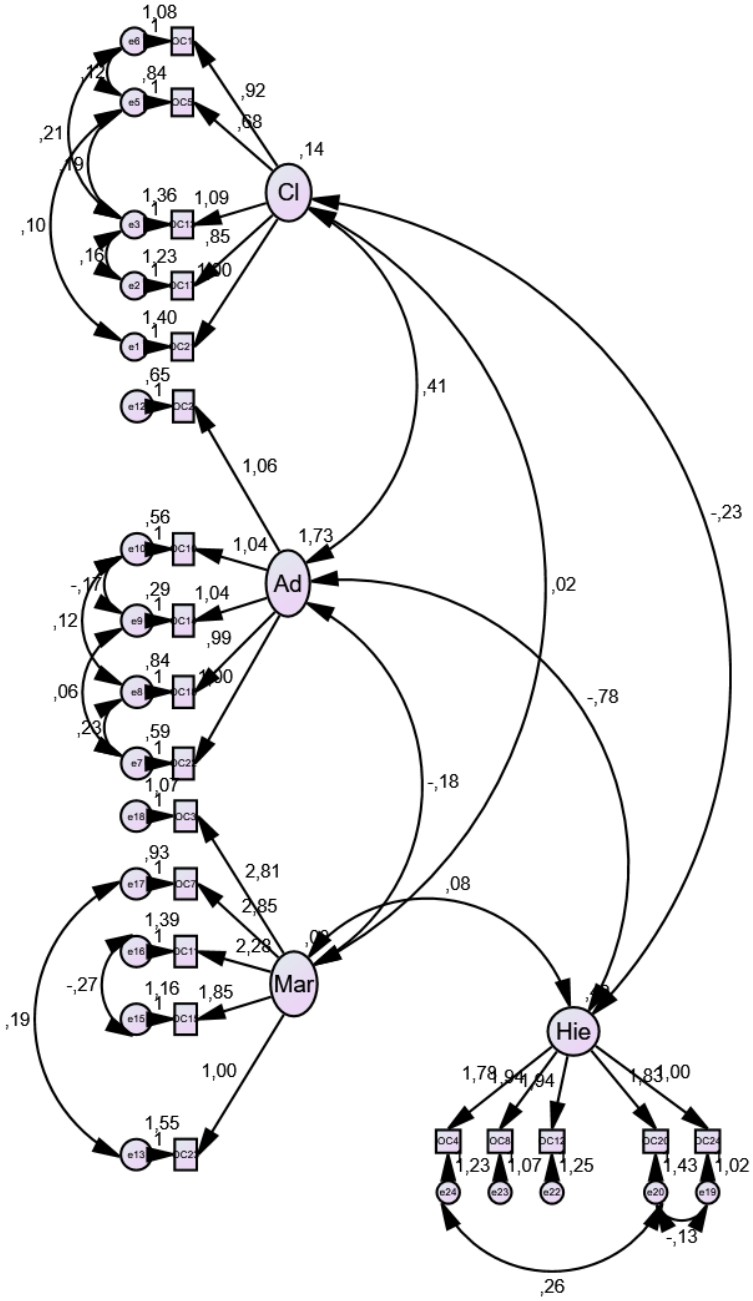
An online questionnaire form was used as the method of data collection in this study. It comprises three parts. Instructions on how to complete the questionnaire form and information on the aim and scope of the research are provided in the first section. Measures of organizational culture, psychological well-being, and employee creativity are included in the second part, while the demographic data is included in the third.

Organizational Culture Scale

The Organizational Culture Assessment Instrument (OCAI) is a scale assessed by Cameron and Quinn's [9] and adapted to Turkish by Çalışır [110]. It includes 24 items and four dimensions, with each culture type represented as a dimension. Each response is given a score between 1 and 7 (i.e., 1: Completely disagree, 7: Completely agree). Items 1, 5, 9, 13, 17, 21 on the

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questionnaire form assess clan culture, whereas items 2, 6, 10, 14, 18, 22 assess adhocracy culture, items 3, 7, 11, 15, 19, 23 market culture, and items 4, 8, 12, 16, 20, 24 hierarchical culture. The scale's validity was tested through confirmatory factor analysis, with acceptable structural fit and construct validity. Items 6, 9, 16, and 19 were removed in the first trials to maintain consistency. Confirmatory factor analysis was performed again after removing these items. Results demonstrated the construct validity of the scale for this study (X2=331.65, p=0.00, x2/d.f= 2.19, RMSEA=0.06, CFI=0.93, GFI=0.90, IFI=0.93). They also showed an adequate degree of structural fit. The analysis is presented in Figure 2.

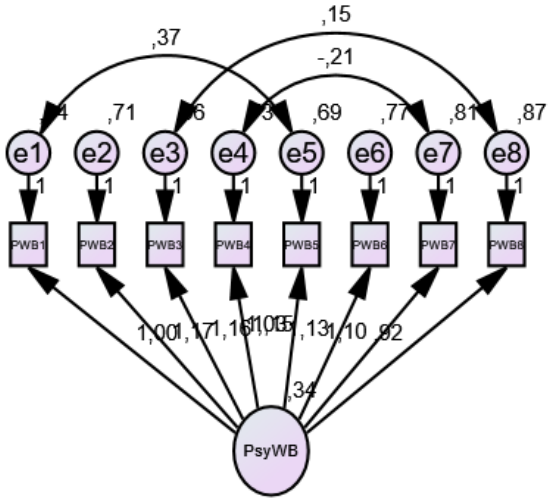


Cl: Clan culture, Ad: Adhocracy culture, Mar: Market culture, Hie: Hierarchy culture
Figure 2. Confirmatory Factor Analysis of Organizational Culture Scale

Cronbach's α coefficients showed reliability in organizational culture dimensions, with acceptable internal consistency according to the results (αClan = 0.71, αAdhocracy = 0.94, αMarket = 0.72, αHierarchy = 0.82).

The Psychological Well-Being Scale

The scale, developed by Diener and others [111] and adapted to Turkish by Telef [112], measures psychological well-being using 8 components. Each response is given a score between 1 and 7 (i.e., 1: Completely disagree, 7: Completely agree). Items 25, 26, 27, 28, 29, 30, 31, and 32 on the questionnaire form measure psychological well-being. Confirmatory factor analysis demonstrated construct validity, with an adequate degree of structural fit. Results (X2=35.65, p=0.005, x2/d.f= 2.09, RMSEA=0.06, CFI=0.97, GFI=0.97, IFI=0.97) show construct validity and structural fit. The analysis is presented in Figure 3.



PsyWB: Psychological Well-being

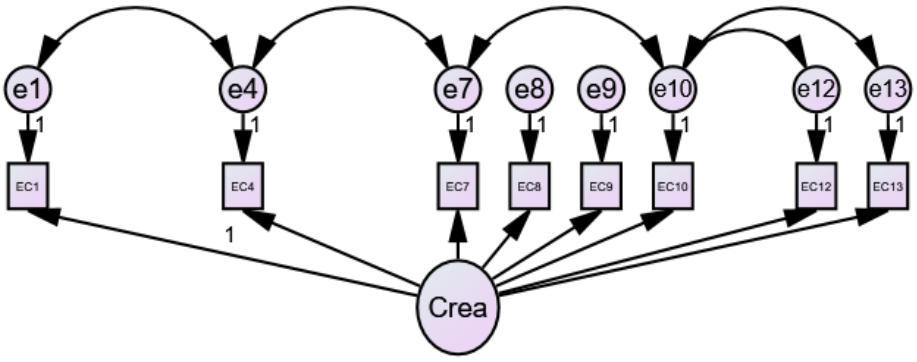
Figure 3. Confirmatory Factor Analysis of Psychological Well-being Scale

Cronbach's α coefficient showed acceptable internal consistency for scale reliability (α = 0.82).

The Employee Creativity Scale

The Zhou and George scale [113] assesses employee creativity using 13 items, evaluated over 7 points (i.e., 1: Completely disagree, 7: Completely agree). The scale was adapted to Turkish by Nart [114] and tested through confirmatory factor analysis. On the questionnaire form, items 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, and 45 measure employee creativity. 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 (X2=66.35, p=0.000, x2/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.

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Crea: Creativity
Figure 4. Confirmatory Factor Analysis of Employee Creativity Scale

Cronbach's α coefficient tests scale reliability, indicating acceptable internal consistency (α = 0.91).

DATA ANALYSIS PROCEDURE

Data were analyzed using SPSS, Process Macro V4.1, and AMOS software. Using SPSS, descriptive statistics were calculated for each variable, including means and standard deviations. Using SPSS, the reliability tests were carried out. AMOS was used to evaluate the measuring instrument's validity. Using SPSS Process Macro V4.1, hypotheses were tested.

FINDINGS

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

Table 1. Descriptive Statistics and Correlation Coefficients

	M	***SD***	**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
**$p<0.01$, *$p<0.05$								

Table 1 shows significant correlation coefficients between variables, organizational culture, psychological wellbeing, and creativity, are marked in bold. These findings support the need for regression analyses to test hypotheses. The first step investigates the mediating role of psychological well-being between hierarchy culture and employee creativity. The results are presented in Table 2.

Table 1. Hypothesis Tests (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						

Results indicate that Hierarchy culture negatively impacts employee creativity (β=-0.17, p<0.05), with psychological well-being not mediating the relationship (β=-0.01, NS). Hypothesis 1 is supported, while hypothesis 5 is rejected. The second step is to examine the mediating role of psychological well-being between market culture and employee creativity. Table 3 presents the results.

Table 2. Hypothesis Tests (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						
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						

Results indicate that Market culture positively impacts employee creativity (β=0.53, p<0.001), with psychological well-being mediating the relationship (β=-015, LLCI: -0,28, ULCI: -0.05). Hypotheses 2 and 6 are supported. Next step, the study investigates the mediating role of psychological well-being between clan culture and employee creativity. Results are presented in Table 4.

Table 3. Hypothesis Tests (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						

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Results indicate that Clan culture positively influences employee creativity (β= 0.84, p<0.001), but psychological well-being doesn't mediate the relationship (β= 0.01, NS), so hypothesis 3 is supported, and hypothesis 7 is rejected. In the next step, the mediating role of psychological well-being between adhocracy culture and employee creativity is investigated. The results are presented in Table 5.

Table 4. Hypothesis Tests (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						

Results indicate that adhocracy positively impacts employee creativity (β= 0.37, p<0.001), with psychological well-being not mediating the relationship (β= -0.07, NS), supporting hypothesis 4 and rejecting hypothesis 8. The full list of hypotheses and test results are presented in Table 6.

Table 5. Results of Hypothesis 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.	**Rejected**
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.	**Rejected**
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.	**Rejected**

DISCUSSION

This study explores the relationship between organizational culture, psychological well-being, and employee creativity at IHH Humanitarian Relief Foundation. It provides valuable insights into the mediating role of psychological well-being (PWB) in these relationships. The findings support hypotheses 1, 2, 3, 4, and 6, while rejecting hypotheses 5, 7, and 8.

The study reveals that hierarchy culture negatively influences employee creativity, while market culture, clan culture, and adhocracy culture have positive effects on employee creativity. This research contributes to existing knowledge by providing empirical evidence of the relationships between organizational culture and employee creativity, emphasizing the importance of considering different cultural dimensions in fostering creative outcomes. 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 highlights the need to explore other mediating factors between organizational culture and employee creativity.

The findings provide practical implications for managers and employees. Understanding the impact of different dimensions of organizational culture on employee creativity can help create a supportive work environment that fosters creativity. Promoting market culture and discouraging hierarchy culture encourages employees to be more innovative and open to new ideas. Recognizing the positive association between adhocracy culture and employee creativity can guide managers in implementing more flexible and adaptive processes that stimulate creative thinking. Improving the psychological well-being of employees can foster creativity, especially in a market-driven culture. Managers can use various approaches to enhance employee well-being, such as creating opportunities for skill enhancement, supporting work-life balance, and nurturing a supportive and positive workplace culture. However, the study has limitations, such as a small sample size of 310 employees from a single organization and the need for replication with larger and more diverse samples. Additionally, self-reported measures may introduce social desirability bias and common method bias, and the organization relies heavily on volunteers, making data collection challenging. Future research could investigate additional mediators such as job satisfaction, intrinsic motivation, or creative self-efficacy to gain a more nuanced understanding of when organizational culture has a greater or weaker effect on employee creativity. Expanding the research to different industries and contexts would also help validate and generalize the findings. Future research could use surveys, interviews, and focus groups to enhance quantitative research findings on organizational culture, psychological well-being, and employee creativity.

CONCLUSION

This study examined the relationship between organizational culture and employee creativity, focusing on the mediating role of psychological wellbeing (PWB). Results showed that hierarchy culture negatively influences creativity, while market culture, clan culture, and adhocracy culture positively affect it. PWB mediates the relationship between market culture and employee creativity, but not other organizational cultures. This research contributes to the literature in both theoretical and practical terms, allowing managers to create supportive work environments that foster creativity. Further research could explore mediators like job satisfaction, intrinsic motivation, and creative self-efficacy to understand organizational

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culture's impact on employee creativity. Expanding to different industries and contexts would validate the findings.

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