

Administrative Creativity meditates the association between Organizational Culture and Employee Performance: Evidence from Yemeni Telecommunications Corporation.

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ABSTRACT

The study aimed to investigate the potential mediating role of administrative Creativity in the association of organizational culture with employee performance among Yemeni employees. Four hundred and seventeen Yemeni Telecommunications Corporation employees were enlisted to complete the Organizational Culture Survey, the Employee Performance Questionnaire, and the Administrative Creativity Questionnaire. The results show that organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) were positively correlated with administrative creativity dimensions (Changeability, Problem-solving, Spirit of risk, and Encouraging creativity) and with just two employee performance dimensions (Task Performance and contextual Performance) while negatively with third dimension; Counterproductive Work Behaviour. Further analysis revealed that organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) predicted just two of employee performance dimensions (Task Performance and contextual Performance) and just two of administrative creativity dimensions (Changeability and problem-solving) played mediating roles among these variables. We found that organizational culture could predict employee performance among Yemeni Telecommunications Corporation employees, and administrative Creativity may be one of the underlying factors of this association.

1. Introduction

Modern organizations face significant challenges and profound transformations in response to global developments that have impacted various aspects of contemporary life. The globalization of the economy, politics, tourism, and various facets of human activity has brought about political, economic, cultural, technological, and other significant changes. These changes have created highly competitive environments in both local and global markets, forcing organizations to expand their market share or at least maintain it. They must also adapt to and confront these changes rather than isolate themselves from them in an environment characterized by global openness and intense competition.

This endeavour can only be achieved by organizations through the prudent investment in their human resources, leveraging their knowledge, skills, creative abilities, and innovation, in addition to the values and principles derived from the environmental culture in which they operate. Organizations are complex mixtures of values, habits, attitudes, and symbols that come together to form a common culture among their members, commonly referred to as organizational culture . This culture embodies and develops the values, attitudes, behaviours, and standards that contribute to the development and improvement of job performance. It serves as a reflective mirror for any organization's ability to adapt to its environment, making it characterized by change and dynamism in response to

changes occurring in both internal and external environments. This ensures the organization's sustainability and enhances its effectiveness in achieving the desired development. Organizations possessing a solid organizational culture empower their members to commit, innovate, and take initiative in improving performance [Bibliography [3]]. This drives them to achieve distinguished individual and collective performance that enables the organization to achieve its objectives. The organizational performance of organizations and the individual achievement of their human resources are directly or indirectly subject to the specificity of the prevailing organizational culture, one of the most essential controlling and influencing factors in organizational effectiveness.

Therefore, researchers agree that successful organizations can accommodate various forms of Creativity and innovate new ideas that provide a margin of freedom for human resources [Bibliography [5, [3]]. This increases their levels of responsibility, commitment, and diligence in improving performance strengthening collaboration bonds, which contributes to activating the organizational performance of the organization and providing it with the necessary elements of strength and sufficient competitiveness to create a unique competitive advantage. This study investigates the mediating role of administrative Creativity in the relationship between organizational culture with employee performance at the Yemeni Telecommunications Corporation.

1.1. Organizational Culture

The concept of organizational culture appeared at the beginning of the 1980s when each organization or institution had its own culture, which included various tangible aspects of the organization and the assumptions that individuals would have about the organization to which they belong and its external environment. In anthropology, organizational culture was used before It is nearly a hundred years old, and it is constantly changing and dynamic, which has made it have multiple definitions. Organizational culture plays a significant role at all levels and activities within the administrative organization, as it contributes to creating the appropriate organizational climate, which works to improve and develop performance appropriately and effectively, which helps achieve individual, group and organizational goals.

Robbins et al. states that there is agreement that the culture of organizations is due to the system applied through the system of familiar concepts, norms and traditions that prevail among the organization members and distinguish it from other organizations.

Organizational culture has been defined as "consisting of shared values, beliefs, and perceptions that determine the behaviour of the organization members. The more these values, beliefs, and perceptions are used and shared, the stronger the organization's culture becomes, and it significantly impacts determining control over the organization's behaviour [Bibliography [2]]. Organizational culture is also considered as "the basic assumptions and values that a particular group develops, to adapt and deal with external and internal influences, which are agreed upon and necessary to teach to new workers in the organization, to perceive things and think about them in a certain way that serves the official goals. Patterson et al. [Bibliography [4]] has also been defined the organizational culture as "a pattern of basic assumptions created, discovered, or developed by a group as learned through its adjustment to the problems of the outside world and the necessities of internal fit, and which have proven their validity to be considered valuable and should be taught to new members of the organization as valid ways of perceiving and thinking" And feeling about problems.

The importance of organizational culture comes from the fact that it constitutes the intellectual and reference framework for human resources behaviour, as it determines the acceptable work, which the early founders and work groups are encouraged to do, and the unacceptable work, which is expected to face disapproval and disapproval from them, in addition. Organizational culture's importance stems from the fact that it provides an excellent framework for organizing and directing organizational behaviour. It affects employees and shapes the patterns of behaviour they are required to follow within their work organization. Organizational culture also represents an essential aspect of the internal environment of any organization, as it is what maintains the unity of the organization. Its integration is represented by the employees' agreement on specific elements. Whenever a new employee arrives, he must adhere to the organization's culture, that is, accept its values, beliefs, and customs, which have been recognized and agreed upon by everyone, so everyone is committed to them. The importance of organizational culture also follows from the fact that organizational culture has a role in guiding decision-making by employees in the absence of written rules or

policies [Bibliography [1, [3]]. Hence, organizational culture can be considered a decisive factor in the success of implementing functional strategies in the organization, which affects the efficiency of management in achieving the organization's goals.

1.2. Organizational Culture and Employee Performance

Employee performance is a multifaceted concept encompassing various dimensions, such as task performance, contextual performance, and counterproductive behaviour. High employee performance contributes to an organization's success and competitiveness. Several studies, such as those by Motowidlo et al. and Podsakoff et al. [Bibliography [4, [1]] have emphasized the importance of understanding the antecedents and influencing factors of employee performance.

A study conducted by Wambugu et al. [Bibliography [32]] on Wärtsilä Limited, a private organization in Kenya, to investigate the effect of organizational culture on employee performance and found that there is a positive relationship between organization culture and employee performance while this effect diversely varied among the variables with work processes and systems having more effect to employees performance. A recent study conducted by Kenedi et al. [Bibliography [6]] investigated the effect of organizational culture on the performance of the Port Authority of Tanjung Balai Karimun employees. The researchers found that organizational culture had a positive effect on employee performance.

Another study conducted by Mohd Isa et al. [Bibliography [2]] investigated the role of organizational culture in an employee's performance among 250 employees in Oman and found that three organizational cultural dimensions (Bureaucratic, Innovative and Supportive cultures correlate with employee performance.

Understanding the relationship between organizational culture and employee performance is crucial for businesses. By cultivating a culture that aligns with employees' values, encourages collaboration, supports growth, and recognizes achievements, organizations can create an environment where employees are motivated, engaged, and perform at their best.

1.3. Administrative Creativity as a mediator

Applying novel organizational techniques, such as adjustments to workplace structure or organizational procedures, is called Creativity. It is a significant factor in long-term business performance, particularly in rapidly changing markets [Bibliography [1]]. Organizational culture is characterized by its members' shared values, presumptions, and beliefs [Bibliography [2]]. These shared values serve as the cornerstone for mutual understanding and communication, and they impact employee behaviour through internal integration and coordination, which are its two primary tasks [Bibliography [4, [1]]. As a result, an organization's culture can encourage innovative behaviour among its members by helping them to embrace innovation as a core value and to become more committed to it [Bibliography [3]].

Organizational culture can either stimulate administrative Creativity and firm performance or act as a barrier. Notably, the best culture to forecast Creativity and success is creative culture. These lead to the conclusion that the relationship between particular organizational cultures and performance is mediated by administrative Creativity [Bibliography [1]].

A recent study by Suifan et al. [Bibliography [02]] investigated the mediation role of Innovativeness on the relationship between organizational culture, leadership and performance among 288 employees in the Jordanian airline industry. The results found that Innovativeness positively and significantly mediated the effects of organizational culture and leadership on performance. In turn, organizational culture may influence performance and innovation, contingent upon how well the organization's leadership style works. Although a bureaucratic culture favours and significantly impacts perceived market success, it does not statistically or significantly correspond with perceived organizational performance.

Our study investigates the mediating role of administrative Creativity in the association of organizational culture with employee performance among Yemeni Telecommunications Corporation.

1.4. The current study

The Yemeni Telecommunications Corporation is the body responsible for regulating and managing the telecommunications sector in Yemen. This institution works to provide communications services and develop the country's communications infrastructure, including fixed and mobile phones, Internet and data services. Its role aims to enhance communication and improve communications infrastructure for citizens and businesses in Yemen.

The Yemeni Telecommunications Corporation is one of the essential service institutions seeking to provide services to various sectors and providing high-quality communications and technology services to segments of society in line with global changes and technological and cognitive development in the field of communications and information technology in a way that meets the needs of economic development and social and economic development and encourages investment. The number of employees in the main centre of the General Telecommunications Corporation in the secretariat of the capital, Sana'a, reached (1,700) employees, according to the information on the administrative system in the institution in question . Therefore, the need to motivate the human competencies to provide its various services has emerged.

The Yemeni Telecommunications Corporation, like other institutions and organizations, depend on management and on the Creativity of those working in the institution or organization administratively to meet the challenges of the current era, as the progress of organizations has become dependent on administrative Creativity. So, this study investigates the roles of administrative creativity dimensions (Changeability, Problem-solving, Spirit of risk, and Encouraging creativity) in the association of organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) on employee performance (Task Performance, Contextual Performance, Counterproductive Work Behaviour) in the Yemeni Telecommunications Corporation.

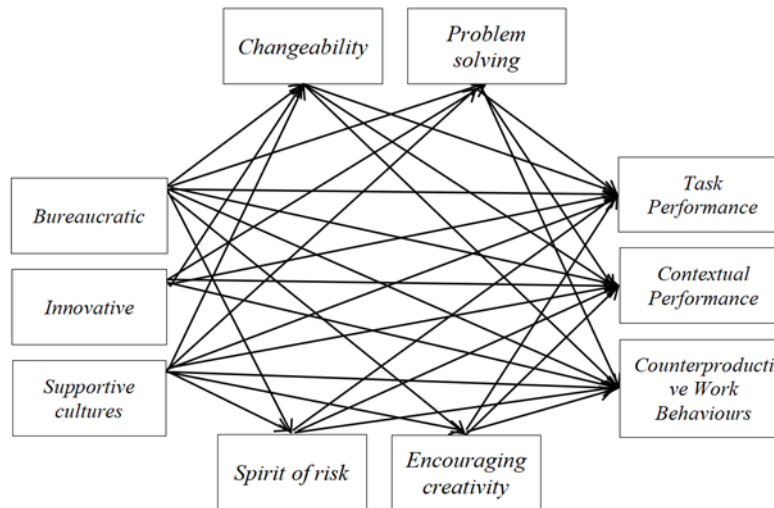


Figure 1: Study model

2. Method

The current study is designed as a cross-sectional study to test if there is a mediating role of administrative Creativity in the association of organizational culture on employee performance among Yemeni employees.

2.1. Participants and Procedures

A total of 417 employees of Yemeni Telecommunications Corporation voluntarily participated in this study. The age of the sample ranged from 18 to 58 years. All of them have at least three years of work experience. The questionnaires were individually administered and took 25 to 35 minutes.

2.2. Tools

- *Organizational Culture*: The Arabic version of the Organizational Culture Survey [Bibliography [2]] was used. This version has demonstrated reliability and validity in Arabic contexts. The organizational culture survey contains 21 items and is divided into three sub-dimensions: Bureaucratic (7) items, Innovative (7) items, and Supportive cultures (7) items. Respondents assessed each item on a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha coefficients of .77, .78, and .72, respectively.

- *Employee Performance*: The Arabic version of the Individual Work Performance (IWP) of Koopmans et al. [Bibliography [1]] was used. This version has demonstrated reliability and validity in Arabic contexts. The work performance questionnaire contains 18 items and is divided into three sub-dimensions: Task Performance (5) items, Contextual Performance (8) items, and Counterproductive Work Behaviours (5) items. Respondents assessed each item on a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha coefficients of .73, .71, and .77, respectively.

- *Administrative Creativity*: The Arabic version of the Administrative Creativity Questionnaire was used. This version has demonstrated reliability and validity in Arabic contexts. The administrative creativity questionnaire contains 21 items and is divided into four sub-dimensions: Changeability (7) items, Problem-solving (6) items, the Spirit of risk (3) items and Encouraging Creativity (5) items. Respondents assessed each item on a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree)—Cronbach's alpha coefficients of .81, .76, .72, and .79, respectively.

2.3. Data analysis

Peterson's correlation coefficients were calculated to examine relationships between study variables. The mediation analyses were done on SPSS using the PROCESS macro (version 3.5). 95% confidence intervals for the mediated effects in the models of this investigation were generated using 5000 bootstraps resamples.

3. Results

3.1. Correlations among the research variables

The results in Table (2) revealed that Organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) were positively correlated with administrative creativity dimensions (Changeability, Problem-solving, Spirit of risk, and Encouraging creativity) and with just two employee performance dimensions (Task Performance and contextual Performance) while negatively with third dimension; Counterproductive Work Behaviour.

Table (1): Correlation among the research variables

Variables	1	2	3	4	5	6	7	8	9	10
1. Bureaucratic	1									
2. Innovative	.243*	1								
3. Supportive cultures	.410*	.415*	1							
4. Changeability	.576*	.441*	.703*	1						
5. Problem-solving	.243*	.977*	.419*	.456*	1					
6. Spirit of risk	.135*	.573*	.205*	.181*	.464*	1				
7. Encouraging Creativity	.310*	.227*	.466*	.598*	.236*	.113*	1			
8. Task Performance	.325*	.880*	.419*	.575*	.902*	.413*	.263*	1		

		*	*	*	*	*	*	*	
9. Contextual Performance		.373*	.658*	.866*	.649*	.674*	.331*	.399*	.554*
		*	*	*	*	*	*	*	*
									1
10. Counterproductive Work Behaviour	Work	-.090	.130*	.222*	.206*	-.107*	-.106*	-.114*	-.170*
			*	*	*			*	*
									1
	Mean								
	S D								

3.2 The mediating effects.

a) Direct and Indirect Effects of Bureaucratic on Employee Performance

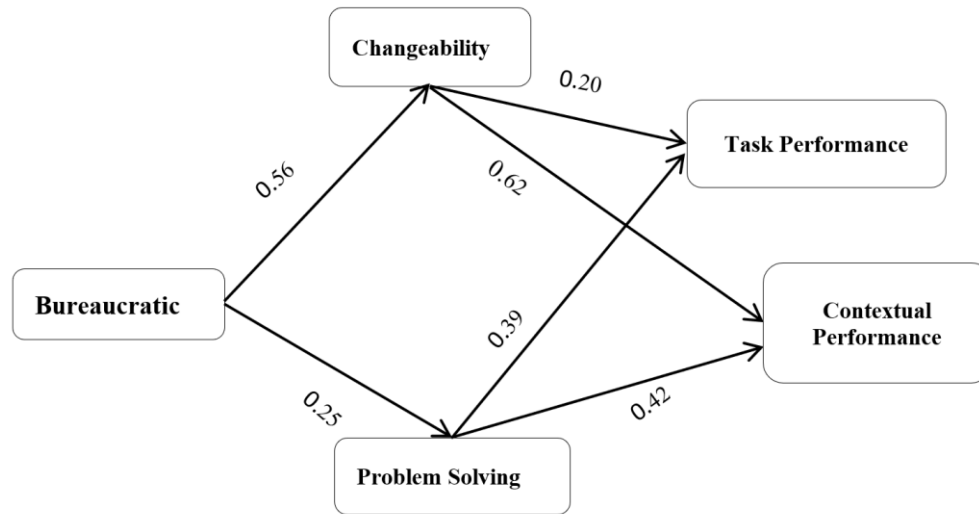
To investigate the first dimension of Organizational Culture, Bureaucratic influence on Task Performance, Contextual Performance and Counterproductive Work Behaviour. It adopts the bias-corrected percentile bootstrap method (model 4, sample = 5000, 95% CI) to test the mediating effect results. When Bureaucratic was used as the independent variable, Task Performance, Contextual Performance and Counterproductive Work Behaviour as the dependent variables, and Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity as the mediating variables, the results were as follows: The total effect of Bureaucratic on Task Performance and Contextual Performance is significant respectively ($\beta = .26, p < 0.01$; $\beta = .36, p < 0.01$) while no significant when its on Counterproductive Work Behaviour ($\beta = .07, p > 0.05$), the direct effect of Bureaucratic on Task Performance, Contextual Performance and Counterproductive Work Behaviour is not significant respectively ($\beta = .008, p > 0.05$; $\beta = .01, p > 0.05$; $\beta = .03, p > 0.05$). Bureaucratic positively predicted Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity (see Model 1, Model 2, Model 3 and Model 4 in Table (2)). But just Changeability and Problem-solving positively predicted Task Performance and Contextual Performance (see Model 5, and Model 6 in Table (2)). Finally, the bias-corrected percentile bootstrap method indicated that the indirect effect of Bureaucratic on Task Performance and Contextual Performance through Changeability and Problem-solving were not significant, $ab = .008, SE = 0.01, 95\% CI = [-.02, .04]$; $ab = .01, SE = 0.03, 95\% CI = [-.05, .08]$. This indicates that Changeability and Problem-solving entirely mediated the effect of Bureaucratic on Task Performance and Contextual Performance. However, these variables do not mediate with Bureaucratic on Counterproductive Work Behaviour.

Table 2. Testing the Mediation Effect of Bureaucratic on Employee Performance

Bureaucratic		Changeability	Problem-solving	R ²	F
Model 1 (Changeability)	β	.56			
	SE	.03		.33	205.58***
	t	14.33			
Model 2 (Problem-solving)	β	.25			
	SE	.05		.05	25.97**
	t	5.09			
Model 3 (Spirit of risk)	β	.06			
	SE	.02		.01	7.69*
	t	2.77			

Model 4	β	.21			
(Encouraging Creativity)	SE	.03		.09	43.99**
	t	6.63			
Model 5	β	.20	.62		
(Task Performance)	SE	.02	.01	.10	48.92***
	t	8.39	33.76		
Model 6	β	.39	.42		
(Contextual Performance)	SE	.04	.03	.60	125.77***
	t	8.20	11.98		

Figure 2: the Mediation Effect of Bureaucratic on Employee Performance



b) Direct and Indirect Effects of Innovative on Employee Performance

To investigate the first dimension of Organizational Culture, Innovative's influence on Task Performance, Contextual Performance and Counterproductive Work Behaviour. It adopts the bias-corrected percentile bootstrap method (model 4, sample = 5000, 95% CI) to test the mediating effect results. When Innovative was used as the independent variable, Task Performance, Contextual Performance and Counterproductive Work Behaviour as the dependent variables, Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity as the mediating variables, the results were as follows: The total effect of Innovative on Task Performance and Contextual Performance is significant respectively ($\beta = .59, p < 0.01$; $\beta = .53, p < 0.01$), while no significant when its on Counterproductive Work Behaviour ($\beta = .07, p > 0.05$), the direct effect of Innovative on Task Performance, Contextual Performance and Counterproductive Work Behaviour is not significant respectively ($\beta = .08, p > 0.05$; $\beta = 1.10, p > 0.05$; $\beta = .07, p > 0.05$). Innovative positively predicted Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity (see Model 1, Model 2, Model 3 and Model 4 in Table 3). But just Changeability and Problem-solving positively predicted Task Performance and Contextual Performance (see Model 5, and Model 6 in Table 3). Finally, the bias-corrected percentile bootstrap method indicated that the indirect effect of Innovative on Task Performance and Contextual Performance through Changeability and Problem-solving were not significant, $ab = -.008, SE = 0.07, 95\% CI = [-.16, .14]$; $ab = -.10, SE = 0.15, 95\% CI = [-.40, .19]$. This indicates that Changeability and Problem-solving entirely mediated the effect of

Innovative on Task Performance and Contextual Performance. However, these variables do not mediate with Innovative on Counterproductive Work Behaviour.

Table 3. Testing the Mediation Effect of Innovative on Employee Performance

Innovative		Changeability	Problem-solving	R ²	F
Model 1 (Changeability)	β	.36			
	SE	.03		.19	100.15***
	t	10.07			
Model 2 (Problem-solving)	β	.85			
	SE	.09		.95	8613.83***
	t	92.81			
Model 3 (Spirit of risk)	β	.23			
	SE	.01		.32	203.26***
	t	14.25			
Model 4 (Encouraging Creativity)	β	.12			
	SE	.02		.05	22.60**
	t	4.75			
Model 5 (Task Performance)	β	.21	.63		
	SE	.02	.03	.85	471.26***
	t	9.87	7.65		
Model 6 (Contextual Performance)	β	.40	.53		
	SE	.04	.15	.60	125.90***
	t	9.61	3.33		

c) Direct and Indirect Effects of Supportive Cultures on Employee Performance

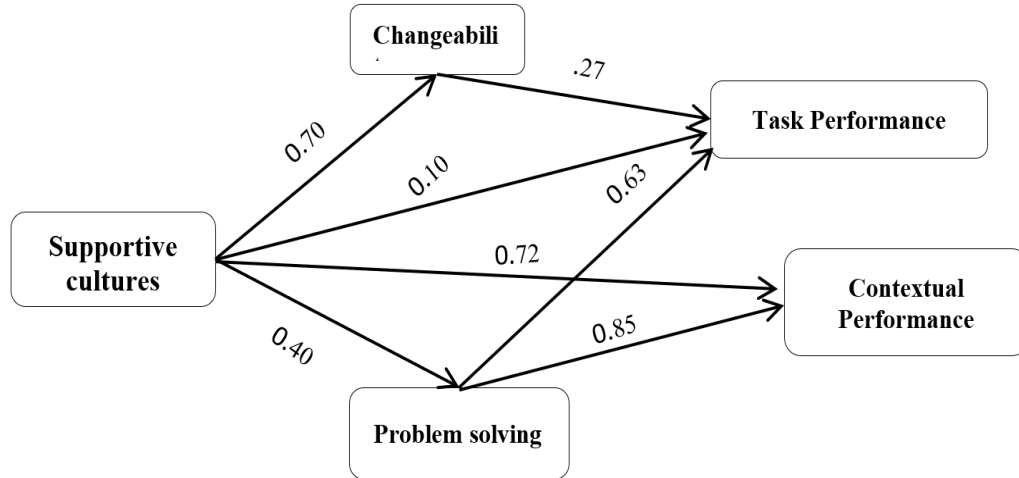
To investigate the first dimension of Organizational Culture, Supportive cultures's influence on Task Performance, Contextual Performance and Counterproductive Work Behaviour. It adopts the bias-corrected percentile bootstrap method (model 4, sample = 5000, 95% CI) to test the mediating effect results. When Supportive cultures were used as the independent variable, Task Performance, Contextual Performance and Counterproductive Work Behaviour as the dependent variables, and Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity as the mediating variables, the results were as follows: The total effect of Supportive cultures on Task Performance, Contextual Performance and Counterproductive Work Behaviour is significant respectively ($\beta = .34$, $p < 0.01$; $\beta = .85$, $p < 0.01$; $\beta = .18$, $p > 0.05$), the direct effect of Supportive cultures on Task Performance and Contextual Performance were significant respectively ($\beta = .10$, $p < 0.01$; $\beta = .72$, $p < 0.01$), while Counterproductive Work Behaviour is not significant ($\beta = .12$, $p > 0.05$). Supportive cultures positively predicted Changeability, Problem-solving, Spirit of risk, and Encouraging Creativity (see Model 1, Model 2, Model 3 and Model 4 in Table 4). But just Changeability and Problem-solving positively predicted Task Performance and Contextual Performance (see Model 5, and Model 6 in Table 4). Finally, the bias-corrected percentile bootstrap method indicated that the indirect effect of Supportive

cultures on Task Performance and Contextual Performance through Changeability and Problem-solving were significant, $ab = .10$, $SE = 0.02$, $95\% CI = [.14, .07]$; $ab = .72$, $SE = 0.02$, $95\% CI = [.67, .77]$. This indicates that Changeability and Problem-solving partly mediated the effect of Supportive cultures on Task Performance; however, only Problem-solving mediated the effect of Supportive cultures on Contextual Performance. In addition, these variables have no mediating role with Supportive cultures on Counterproductive Work Behaviour.

Table 4. Testing the mediation effect of Supportive cultures on Employee Performance

Supportive cultures		Changeability	Problem-solving	R ²	F
Model 1 (Changeability)	β	.70			
	SE	.03		.40	405.98***
	t	20.14			
Model 2 (Problem-solving)	β	.40			
	SE	.04		.17	88.37**
	t	9.40			
Model 3 (Spirit of risk)	β	.10			
	SE	.02		.04	18.21*
	t	4.26			
Model 4 (Encouraging Creativity)	β	.32			
	SE	.03		.21	115.34**
	t	10.73			
Model 5 (Task Performance)	β	.10	.27	.63	
	SE	.02	.02	.01	.86
	t	4.73	11.12	35.11	540.14***
Model 6 (Contextual Performance)	β	.72	.34		
	SE	.02	.02	.81	480.32***
	t	28.62	16.81		

Figure 4: the Mediation Effect of Supportive cultures on Employee Performance



4. Discussion

4.1. Correlations

The findings of our study revealed that organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) were positively correlated with two dimensions of employee performance (Task Performance, Contextual Performance) and negatively with Counterproductive Work Behaviour. Employees exhibit better task and contextual performance while reducing counterproductive work behaviour. This suggests that fostering Bureaucratic and innovation within the organization positively impacts how employees perform their tasks and engage within the context. Similarly, the positive correlation between a Supportive culture and employee performance dimensions aligns with the notion that a supportive environment encourages higher task and contextual performance while reducing counterproductive work behaviour. This indicates that when an organization promotes a supportive culture, it positively influences how employees perform their tasks and behaviour within the workplace. This result consists of studies like [Bibliography [2]].

Our findings also revealed that organizational culture dimensions (Bureaucratic, Innovative and Supportive cultures) positively correlated with administrative creativity dimensions (Changeability, Problem-solving, Spirit of risk, and Encouraging creativity). Employees tend to display higher levels of Creativity in administrative tasks. This highlights the role of an innovative culture in fostering a conducive environment for administrative Creativity. Similarly, a supportive organizational culture also contributes to enhancing administrative Creativity. Employees in such cultures are likelier to exhibit changeability, problem-solving skills, a spirit of risk-taking, and an inclination toward encouraging Creativity in administrative tasks.

Finally, the results suggest that in this specific context, Bureaucratic culture, Innovative and Supportive cultures within the organization play significant roles in fostering better employee performance and administrative Creativity. These findings emphasize the importance of cultivating these particular cultural aspects to enhance performance and Creativity within the workplace.

4.2. The mediating effects.

a) Bureaucratic on Employee Performance

The study results found that the bureaucratic dimension positively influences task and contextual performance but doesn't directly affect counterproductive work behaviour. This implies that while bureaucratic culture might enhance productivity and alignment with organizational goals (reflected in the task and contextual performance), it doesn't necessarily contribute to reducing counterproductive behaviours among employees. Moreover, bureaucracy's lack of direct effects on task performance, contextual performance, and counterproductive work behaviour suggests that other variables might be at play, explicitly mediating factors like changeability and problem-solving. Bureaucratic culture positively predicts these mediating variables but does not directly impact the performance and behaviour outcomes. The subsequent finding that only changeability and problem-solving positively predict task and contextual performance indicates that these factors play a critical role in translating bureaucratic influences into enhanced performance outcomes. This is reflected in the mediation analysis, which suggests that changeability and problem-solving mediate entirely the effect of bureaucratic culture on task and contextual performance. In other words, the influence of bureaucratic culture on these aspects goes through the lens of these mediating variables. However, these mediating variables, changeability and problem-solving, do not seem to mediate the impact of bureaucratic culture on counterproductive work behaviour. This suggests that while bureaucratic culture may not directly lead to counterproductive behaviours, it doesn't utilize changeability and problem-solving to mitigate such behaviours. The study's use of the bias-corrected percentile bootstrap method enhances the robustness of the findings by considering potential biases in the analysis.

b) Innovative on Employee Performance

The results found that an innovative culture positively predicted changeability, problem-solving, spirit of risk, and encouraging Creativity. This indicates that fostering an innovative culture within an organization encourages these qualities among employees. Where changeability and problem-solving were identified as mediators between an innovative culture and task performance as well as contextual performance, these factors help explain how an innovative culture influences positive performance outcomes. However, these mediating variables did not play a role in explaining the relationship between an innovative culture and counterproductive work behaviour. This suggests that the lack of innovation might not be the sole factor influencing counterproductive behaviours. The findings suggest that fostering an innovative culture within an organization significantly impacts task and contextual performance. It indirectly affects these outcomes by enhancing changeability and problem-solving skills among employees. However, the lack of a direct effect on counterproductive work behaviour implies that factors beyond an innovative culture might contribute more significantly to such negative behaviours in the workplace. The study's use of the bias-corrected percentile bootstrap method enhances the robustness of the findings by considering potential biases in the analysis.

c) Supportive Culture on Employee Performance

The study identifies that a supportive culture positively predicts changeability, problem-solving, spirit of risk, and encouraging Creativity. Among these, changeability and problem-solving positively predict task performance and contextual performance. This suggests that these two factors play a role in translating the influence of a supportive culture into improved task and contextual performance. Mediation Analysis: The mediation analysis reveals that changeability and problem-solving partially mediate the effect of a supportive culture on task performance. In simpler terms, these factors act as a bridge between a supportive culture and enhanced task performance, showing they contribute significantly to this relationship. However, only problem-solving seems to mediate the effect of a supportive culture on contextual performance. No Mediating Role for Counterproductive Work Behavior: Interestingly, the variables considered in the study do not seem to mediate the relationship between a supportive culture and counterproductive work behaviour. This suggests that other factors might be more influential in determining such negative behaviours among employees. The results indicate that fostering an organization's supportive culture is linked to improved task and contextual performance through the mechanisms of changeability and problem-solving. Understanding these relationships can be crucial for organizations aiming to enhance their work environment and productivity. Moreover, the absence of mediation in counterproductive behaviour suggests a need for further exploration of factors influencing such behaviours in the workplace. The study's use of the bias-corrected percentile bootstrap method enhances the robustness of the findings by considering potential biases in the analysis.

d) Limitations

Limitations in this study can be highlighted for this study; first, the study was conducted solely among Yemeni Telecommunications Corporation employees, which might limit the generalization of the findings to other industries or cultural contexts. Variations in organizational cultures across industries or regions could yield different results. Second, the data collection relied on self-reported surveys (Organizational Culture Survey, Employee Performance Questionnaire, and Administrative Creativity Questionnaire). Self-reported measures might introduce response biases, such as social desirability or subjective interpretations, potentially affecting the accuracy of the results. Third, while the study identified mediating roles of administrative creativity dimensions (Changeability and Problem-solving) between organizational culture and employee performance, it might need to capture the complex relationships between these variables. Other potential mediators or interactions might exist but were not considered. Future studies could provide a more comprehensive understanding of the complex interplay between organizational culture, administrative Creativity, and employee performance, enhancing the applicability and robustness of the findings.

5. Conclusion

The study delved into the intricate relationship between organizational culture, administrative Creativity, and employee performance within the context of Yemeni Telecommunications Corporation through surveys and analysis involving 417 employees. This research aimed to uncover the potential mediating role of administrative Creativity in connecting organizational culture with employee performance dimensions. The dimensions of organizational culture—specifically Bureaucratic, Innovative, and Supportive cultures—showed positive correlations with dimensions of administrative Creativity (Changeability, Problem-solving, Spirit of risk, and Encouraging creativity). This highlights a link between the organizational environment and employees' creative capacities. While the organizational culture dimensions positively correlated with all employee performance dimensions, the predictive analysis revealed that they significantly predicted only two dimensions of employee performance—Task Performance and Contextual Performance.

Additionally, there was a negative correlation between organizational culture and Counterproductive Work Behavior. Among the various dimensions studied, it was found that only Changeability and Problem-solving mediate between organizational culture and employee performance. These two facets of administrative Creativity seemed to act as channels through which the influence of organizational culture affected certain aspects of employee performance, specifically Task Performance and Contextual Performance. The study's outcomes suggest a strong relationship between organizational culture and employee performance within the Yemeni Telecommunications Corporation.

Furthermore, it sheds light on the significance of administrative Creativity as a potential mechanism underlying this relationship. Identifying these connections provides valuable insights for organizations seeking to optimize their culture to enhance employee performance. Understanding the pivotal role of administrative Creativity may pave the way for fostering environments that promote innovation, problem-solving, and adaptability, ultimately contributing to improved employee performance within the organization.

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