Organizational Culture and Its Relationship with Managerial Creativity. A Field Study of Al-Tuwairqi Group in Khobar, KSA.

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In the large scale companies, organizational culture is an important factor to increase the creativity in managers because it helps to increase an environment that encourages innovation, collaboration, and the free exchange of ideas. Therefore, study aimed to test the impact of organizational cultural dimensions on managerial creativity in the Al-Tuwairqi Group in Khobar, KSA. Using self-administered survey instrument, data were collected from 140 employees using simple random sampling technique. The multiple regression results shown that all dimensions namely, administrative leadership, the use of incentives and motivation, as well as training and development of organizational culture have significant influence on managerial creativity. The study with the significant findings highlighted from theoretical perspective which emphasized the critical role of organizational culture in enhancing managerial creativity which is contributing to the literature on organizational behavior and innovation. Practically, organizations should invest in effective organization culture development which is implementing effective incentive systems, and cultivate a supportive culture to enhance managerial creativity. Research limitations and future directions were also discussed in study end.

Keywords: Organizational Culture, Managerial Creativity, Managerial Leadership,

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Introduction

Employee creativity is the cornerstone of organizational innovation and the key to long-term success (Jia et al., 2024). It enables managers to solve complex challenges through developing innovative and effective solutions that traditional methods may ignore (Peng et al., 2024). This capability is especially important in an increasingly volatile and competitive business environment, where flexibility and new ideas are paramount (Peng et al., 2024). Managers who think creatively can identify unique opportunities, streamline processes, and introduce new products or services that set their organizations apart from competitors (Mehmood et al., 2021). Generally, managerial creativity contributes to a dynamic work environment which is increasing a culture where innovation is expected rather than simply encouraged (Pavlenchyk et al., 2023) Especially, this culture could significantly increase employee morale and engagement because employees tend to be more motivated when they belong to an organization where values and rewards creativity is an integral for the organizations (Juyumaya & Torres, 2022). Specifically, creative managers can effectively motivate their teams through modeling innovative behaviors and encouraging subordinates to think outside the box, which in turn creates a cohesive and forward-thinking organizational culture (Shalley, 2024). These studies emphasized that managerial creativity is an important concern for the organization. In this regards, this research becomes an area of study on managerial creativity.

Different factors effect to the managerial creativity in the organizations. Importantly, organizational culture is key to managerial creativity which is creating a framework in which new ideas can flourish (Shalley, 2024). A culture that emphasizes front and collaboration encourages managers to share ideas and try new strategies without fear of failure or retaliation (Scaliza et al., 2022). Such an environment encourages psychological safety, which is important for creative thinking because it allows managers to take risks and learn from their mistakes (Ludwig, 1992). Autonomy is another aspect of it importance in creating a culture that supports innovation, as it gives managers the freedom to independently explore new strategies and solutions (Shao et al., 2019). This is the reason, creativity is explicitly valued and rewarded, it becomes an integral part of the organizational character, stimulating innovation and continuous

improvement (Ali Taha et al., 2016). These studies emphasized that organization culture increases the employee creativity.

Literature signifies on various dimensions of organization culture, including organizational values, performance leadership, use of rewards and motivation, training, skills, and leisure are important to enhance managerial creativity (Ali Taha et al., 2016; Hadijaya et al., 2024; Sihombing et al., 2018). Organizational values which consisted of innovation, openness, and continuous learning established a supportive environment in which managers felt they were encouraged to think creatively and pursue innovative solutions (Gilson, 2024). These values are guiding principles that shape behavior and decision-making processes within the organization, and increase a culture that increases the managerial creativity (Pinarbasi et al., 2024). In other words, administrative leadership plays an important role in driving managerial creativity face by setting the tone for a new cause- a friendly culture (Abdullah & Saeed, 2024). Leadership that demonstrates a commitment to creativity through clear guidance, support, and resources empowers managers to take calculated risks and test new ideas (Pablos, 2024). Effective leadership also creates an environment of trust and psychological safety, in which it is important for managers to feel confident in sharing their creative ideas and making progress without fear of negative consequences (Pablos, 2024)that also increase the performance of the organizations.

The use of rewards and motivation further enhances managerial creativity through recognizing and encouraging creative effort (Mdhlalose, 2024). A reward system that revels new achievements not only validates managers' contributions but also creates strong incentives to continue pursuing creative efforts (Zhang et al., 2024). Through matching rewards with creative output, organizations reinforce the importance of creativity and show managers that their innovative contributions are valuable and important to the success of the organization (Cui et al., 2024). Finally, training, qualifications, and recreation are important factors in increasing and sustaining managerial creativity (Singh & Phoolka, 2024). Continuous learning opportunities such as professional development programs and workshops provide managers with the latest knowledge and skills needed to find innovative solutions (Poghosyan et al., 2024). In addition, recreational activities can provide managers with mental health and fresh perspectives and can stimulate creative thinking and problem-solving (Sun et al., 2024). Through investing in these areas, organizations ensure that their managers are well equipped to meet the challenges of dynamic

business environment with sophisticated and effective strategies (Can et al., 2024). Together, these cultural components form a strong framework that supports and improves managerial creativity. These previous studies emphasized that organizational culture dimensions significantly and positively increase the managerial creativity. Therefore, study focused on the impact of organizational culture on managerial creativity.

Despite extensive research on the impact of organizational culture on overall organizational performance, there are notable empirical differences in its impact on managerial creativity. Many existing studies focus on how organizational culture provides business measures such as productivity, profitability and employee satisfaction in particular (Hadi et al., 2024; Karmila et al., 2024; Rustandi et al., 2024; Wardana et al., 2024). This study contributes to the literature by specifically examining how aspects of organizational culture directly influence managerial creativity. Through shifting the focus from broad organizational culture to the role of culture in promoting creative performance management practices, this study fills an important gap in the context Saudi Arabia in understanding how specific organizational cultural dimensions could enhance new managerial behaviors address the development (Rustandi et al., 2024). Furthermore, existing research tends to treat organizational culture as a single phenomenon, ignoring the unique effects of its various dimensions on managerial creativity (Abawa & Obse, 2024; Lwanga & Ngulube, 2024). Little attention has been paid to how organizational culture dimensions affect work influencing managerial creativity. This study provides a comprehensive analysis through examining specific organizational cultural dimensions that contribute to managerial creativity. Furthermore, previous studies have produced inconsistent findings on the relationship between organizational culture and creativity because extant literature have major focus on other aspects (Batool et al., 2024; Harahap et al., 2024; Karmila et al., 2024; Wardana et al., 2024). Through addressing this gap, this study aims to test the impact of organizational culture on managerial creativity.

Along the theoretical perspective, study practically also contributed on the significance of organization culture which increase the managerial creativity that is suggesting that businesses should prioritize cultural elements that encourage innovation and risk-taking. Through cultivating an environment that values open communication, collaboration, and continuous learning, organizations can drive creative solutions and improve managerial effectiveness. Implementing such cultural practices could lead to enhanced

problem-solving capabilities that could help in boosting overall organizational performance and competitive advantage. The rest of the paper was divided into four chapters. Literature review where both theoretical and empirical aspect of literature were discussed. Then, research methodology where both aspect of research design and sampling techniques were discussed. Afterwards, data analysis and results were discussed where both aspect of descriptive and statistical analysis were conducted. Then, discussion and implications has been discussed.

Literature Review

Theoretical Perspective

Managerial creativity is defined as the capacity to continuously renew and enhance operations by applying new ideas and innovative techniques (Halinski et al., 2024). In a related perspective, (Ford & Gioia, 2000) characterizes managerial creativity as the ability to generate new ideas and implement them effectively to facilitate change and development within organizations. In general, managerial creativity refers to the capability of employees within an organization to produce and develop innovative ideas that keep pace with ongoing developments and changes, enabling them to address the challenges posed by competition (Halinski et al., 2024). Additionally, managerial creativity contributes to a dynamic work environment which is increasing a culture where innovation is expected rather than simply encouraged (Pavlenchyk et al., 2023). This culture could significantly increase employee morale and engagement because employees tend to be more motivated when they belong to an organization where values and rewards creativity is an integral for the organizations (Juyumaya & Torres, 2022). Additionally, creative managers can effectively motivate their teams through modeling innovative behaviors and encouraging subordinates to think outside the box, which in turn creates a cohesive and forward-thinking organizational culture (Shalley, 2024). These studies emphasized that managerial creativity is an important concern for the organization. In this regards, this research becomes an area of study on managerial creativity

Various factors are important to increase the managerial creativity but organizational culture is a fundamental aspect of contemporary organizations, functioning as the environmental context in which they operate (Batool et al., 2024). It is shaped by the behaviors, thought patterns, values, habits, attitudes, and technical skills that employees acquire within the workplace (Batool et al.,

2024). In other sense, organizational culture is a cognitive framework composed of the attitudes, values, behavioral norms, and expectations shared by employees within the organization (Yousaf et al., 2024). This culture is underpinned by a set of core characteristics collectively valued by the organization's members (Yousaf et al., 2024). Organizational culture includes a range of values, beliefs, traditions, and practices contributed by members, extending to rituals that govern employee behavior through interactions in both formal and informal work settings (Labib, 2024) define it as a model of shared values that dictates how behavior and attitudes are regulated while establishing what is considered important to the organization's members to increase creativity.

Furthermore, (Malokani et al., 2024) identified that organizational culture is an distinguishing features that differentiate one organization from another, marked by relative continuity and a significant influence on employee behavior. Values serve as a central concept for evaluating individual actions through continuous interactions and social relationships (Gayatri & Prasilowati, 2024). Beliefs encompass shared understandings regarding the nature of work and social life within the organizational context, including the methodologies for completing tasks (Gilson, 2024). These beliefs emphasized the importance of participation in decision-making processes and the impact of teamwork on achieving organizational objectives (Batool et al., 2024). Additionally, promoting managerial creativity among employees is a strategic goal for organizations, particularly as they confront various challenges and issues that they aim to address (Shalley, 2024). Generally, there are various dimensions of organizational culture. Among those organizational values, managerial leadership, use of rewards and motivation, training, skills, and leisure are important to enhance managerial creativity (Halinski et al., 2024). These elements are crucial for defining organizational identity and guiding individual behavior within the institution (Singh & Phoolka, 2024). These cultural elements are often demonstrated through unwritten rules, traditions, and practices that become integral to the organization's daily operations. Therefore, study focused on impact of organizational culture on the managerial creativity. The above variables are predicted in Figure 1.
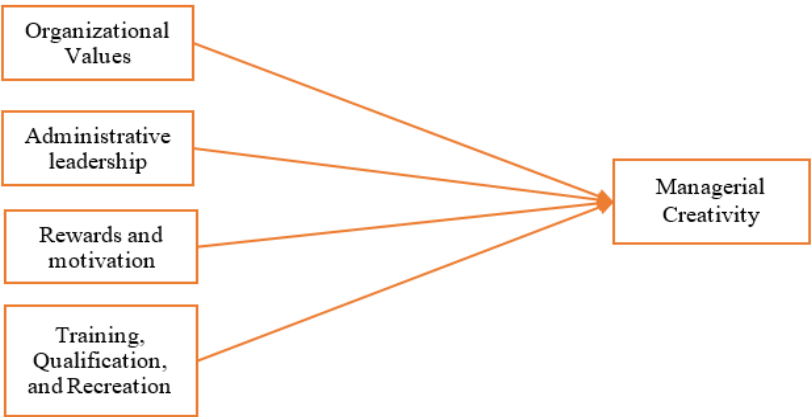
Figure 1: Theoretical Framework

Hypothesis Development

Organizational values play an important role in influencing the work environment and shaping managerial creativity.(Pinarbasi et al., 2024) highlighted that a strong organizational culture based on values such as collaboration, trust and authority enhances creativity among managers. They also argued that when organizations prioritize values that encourage open communication and idea sharing, managers are more likely to think critically and develop innovative solutions. In other study (Gilson, 2024) also found that organizations that emphasized values that encouraged creativity such as autonomy and disaster support are tended to have managers who were more creative and willing to explore more new innovative ideas. Additionally, (Rubio-Andrés & Abril, 2024) also highlighted that organizational values focusing on long-term relationships and collective well-being contribute significantly to creative entrepreneurial behavior through building trust and having barriers sequence of reduction. In other study, (Batool et al., 2024) also found that organizational values increases the culture of innovations which are important for the organizations creativity. Therefore, they found the positive and significant impact of organizational values on the managerial creativity. Together, these studies confirm that organizational values directly influence managerial creativity levels. Therefore, study has following research hypothesis below,

H1.   Organizational values significantly impact to managerial creativity.

Furthermore, administrative leadership is also an essential to create an

environment that encourages creativity (Abdullah & Saeed, 2024). Extant studies have shown that leadership style significantly influences managerial creativity. (Tan et al., 2024) suggested that transformational leadership, which appears to motivate and inspire subordinates, leads to greater creativity in managers building which increases the managerial creativity. Further study (Tan et al., 2024) also found the positive and significant relationship between administrative leadership and managerial creativity. They also argued that leaders who raise a culture of innovation and give managers the freedom to explore new ideas, their internal organizations they are more creative which increase the managerial creativity. (Liu & Nie, 2024) study found that leadership that provides a clear vision and sets challenging goals provides an enabling environment for creative problem solving, as it motivates managers to push the limits of their capabilities a such leaders in participative decision-making engage and encourage teamwork find a direct positive effect on managerial creativity, indicating that leadership is key to developing creativity. Further empirical study of Veasna et al. (2024), also found that administrative leadership also positively and significantly impact on the managerial creativity. These previous studies emphasized that administrative leadership positively and significantly increase the managerial creativity. Therefore, formulating this relationship in below hypothesis,

H2.   Administrative leadership significantly impact to managerial creativity.

Further empirical studies also identified that rewards and motivation is also important to enhance the managerial creativity. For instance, Mdhlalose (2024) found that intrinsic motivation driven by factors such as discovery and personal growth greatly improved creativity. Studies have shown that when managers feel motivated by personal growth and intellectual challenge, their creativity increases. Similarly, Zhang et al. (2024) also emphasized the importance of intrinsic rewards for nurturing creativity which is arguing that creativity-related rewards focus on recognition and ownership rather than extrinsic motivation. Muzafary et al. (2021) further found that employees, including managers, who view rewards as recognition of their creativity are more motivated, and more innovative mood and productivity. On the other hand, the same study warned that extrinsic rewards that mask intrinsic motivation, such as monetary incentives, can have negative effects on managerial creativity. Gong et al. (2021) further concluded that extrinsic and extrinsic motivations can mutually support cost manager creativity in a positive

way. In other study, Mdhlalose (2024) also found that rewards increase the managerial creativity because organization with more effective rewards system improve the financial structure of their employees. This increases the motivation towards their innovative ideas which helps to enhance overall managerial creativity. These studies emphasized to establish the following hypothesis below,

H3. Rewards and motivation significantly impact to managerial creativity.

Equally, along with other dimensions, training, qualifications and recreational activities significantly influence managerial creativity through providing skills, knowledge and critical psychological space for creative thinking (Chaubey et al., 2022). Rampa and Agogué (2021) showed that managers who receive ongoing training in creative strategies and problem-solving techniques are more effective in generating new ideas. Studies have shown that skills enhancing training programs increases attitudinal change and help managers tackle challenges from different perspectives. Similarly, Koppett, (2023) found that diverse knowledge areas characterized through competence in creative thinking, equipped with tools to solve problems and expanded managerial creativity. Gu et al., (2024) further supported this view that activities designed to reduce stress and encourage relaxation, such as in relaxation or physical relaxation, contribute to cognitive recovery, lifting performance managers are more open to new ideas and solutions that increase the overall managerial creativity. On the other hand, further study of Bavik and Kuo (2022) also found the significant impact of organizational qualification on the managerial creativity. They also recommended that further research could be conducted on other developing countries. Further study of (Rampa & Agogué, 2021) also found the positive impact training on the managerial creativity. Thus, based on previous studies, following hypothesis is proposed below,

H4. Training, qualification, and recreation significantly impact to managerial creativity.

Research Methodology

This study investigates the relationship between organizational culture and managerial creativity in companies. For this purpose, quantitative research approach was employed. This research approach is lies that it provides an effective objective which are statistically measurable and helps to analyzing the

data which enabling researchers to draw reliable and generalizable conclusions. This approach facilitates the identification of patterns, relationships, and causal links between variables through structured methods like surveys and experimentsv (Borgstede & Scholz, 2021). Therefore, this study used the quantitative research approach. Additionally, cross sectional survey method approach was employed to collect from the study selected respondents (Dale & Davies, 1994). The social survey method is among the most widely used research methodologies in descriptive studies and inferential studies which is offering a substantial amount of data and insights related to the research topic. In this study, the social survey methodology is utilized as a questionnaire.

Study Instrument

The study utilizes a questionnaire comprised of two sections. The first section gathers personal data from the participants, including gender, age, educational qualifications, years of experience, and job title. The second section contains statements related to the study's themes, totaling 25 items. This section focuses on organizational culture, which encompasses four dimensions: organizational values, management leadership, the use of rewards and motivation, and training, qualification, and recreation, comprising 20 items. Additionally, the topic of managerial creativity included 5 items. A five-point Likert scale is used for respondents to express their level of agreement with the statements, ranging from Strongly Agree (5) to Strongly Disagree (1). The study categorizes the responses of the sample participants regarding these statements into levels as follows:

Table 1

Levels of Response to the Study Instrument Statements

Level	Score Range
Very Low	1.00 - 1.79
Low	1.80 - 2.59
Average	2.60 - 3.39
High	3.40 - 4.19
Very High	4.20 - 5.00

Study Population and Sample

The study population consists of employees from the Abdullah Abdulaziz Al-Tuwairqi Group in Khobar. Given the challenges associated with conducting a comprehensive enumeration of all members of the population, a simple random sampling method was employed to gather data. This sampling

technique ensures that every individual in the population has an equal chance of being selected, minimizing bias and enhancing the representativeness of the sample. As the population of the study was known which was 850 respondents. The sample size for 840 respondents is 265 is sufficient (Adcock, 1997). Among these 265 there were 160 responses come back which is 60% response rate. In the 160 responses, there were only 140 effective for the further analysis. These responses were put in the excel sheet first and uploaded on the SPSS for the study analysis.

Analysis of Sample Characteristics

Table 2 below depicted values shown the demographic analysis of the study. There were total 140 respondents where 80% representations if of males and 20% represents is the female. Minimum number of responses of female is because Saudi Arabia is not a female dominant society. Therefore, this gender representation is consistent with the broader labor market trends in the Saudi private sector, where males typically comprise a larger portion of the workforce. The age distribution reveals that the majority of respondents (52.1%) are aged 25 to 35, followed by 28.6% under 25 years old, 12.1% between 35 to 45 years, and 7.1% over 45 years. This suggests that the workforce is predominantly young, with a significant portion of younger employees likely contributing to managerial creativity, given their initiative and enthusiasm. Additionally, educational qualifications show that a substantial majority (over 55%) of employees hold at least a bachelor's degree, reflecting a well-educated sample capable of providing valuable insights into creativity and innovation within the organization. Regarding work experience, a majority of respondents have between two and four years of experience (43.6%) or less than two years of experience (33.6%), which is suggesting that company hires many relatively new employees. While the sample includes individuals with varying levels of experience, over two-thirds possess sufficient experience which is offering the potential to leverage their expertise to enhance managerial creativity. The job title distribution indicates that administrators make up the largest portion (52.1%) of the sample, followed by employees (27.1%), technicians (15.7%), and managers (5%). This suggests that the study has captured responses across a wide range of professional roles, though administrators, who may play a key role in driving managerial creativity, form the majority of the respondents. Table 2 predicted values shown the demographic characteristics of the study.

Table 2

Demographic Analysis

Category	Frequency	Percentage
Gender		
Male	112	80%
Female	28	20%
Age		
Under 25 years	40	28.60%
25 to under 35 years	73	52.10%
35 to under 45 years	17	12.10%
45 years and above	10	7.10%
Secondary	9	6.40%
Educational Qualification		
Diploma	54	38.50%
Bachelor's Degree	69	49.30%
Master's Degree and Above	8	5.70%
Experience		
Less than 2 years	47	33.60%
2 to 4 years	61	43.60%
5 to 7 years	19	13.60%
8 years and above	13	9.30%
Job Title		
Manager	7	5%
Administrator	73	52.10%
Technician	22	15.70%
Employee	38	27.10%

Source: Author's Estimation

Descriptive Analysis

After demographic analysis, further descriptive analysis were conducted. The mean value of organizational values is 3.294. This shown that organizational values have a significant influence on creativity within the institution, with an average mean of 3.294. This indicates that the values declared by the organization are perceived as a strong reflection of the institution's culture. Employees believe these values guide their behavior toward fostering creativity and innovation, enhancing collaboration, and promoting a sense of belonging. The average score across the four statements under this dimension implies that organizational values generally contribute to creating a supportive environment for creativity. However, the mean score of 3.294 also indicates that the impact of organizational values on employee motivation and creative performance is moderate, pointing to areas where these values might not be fully integrated into all organizational practices. This suggests that while organizational values provide a foundation for creativity, their influence might not be robust enough to sustain a consistently innovative culture across all areas of the organization.

Further results shown that administrative leadership also plays a critical role in increasing managerial creativity along with the average mean of 3.264. This

score suggests that employees perceive administrative leaders as supportive in encouraging and guiding creativity within the workplace. Leaders are recognized for encouraging innovation, fostering creative skills, and providing necessary resources. However, the slightly lower score in this dimension, particularly for statements regarding leaders as role models in creative thinking and behavior, suggests that there may be gaps in how leaders demonstrate and model creative behaviors. The data reveals that while leaders are effective in supporting creative initiatives, their personal commitment to and visible demonstration of creative practices could be more prominent. The mean score of 3.264 indicates that while administrative leadership is crucial for creativity, there may be a need for stronger leadership engagement, particularly in leading by example and ensuring that employees are consistently recognized and rewarded for their creative contributions. On the other hand, overall mean value of training qualification and recreation is 3.283 which is indicating a moderate level of agreements which shown that these aspects are adequately supported within the companies This results suggested that while the organization provides some opportunities for training and recreational activities, there may be room for improvement in fully meeting employee needs in these areas. On the other hand, overall mean for managerial creativity is 3.237 which is reflecting a moderately supportive environment for increasing creativity among managers. This implies that while there is some encouragement for creativity and innovation, the organization may need to enhance its structures, resources, and leadership support to further boost managerial creativity. In addition all crohnbach alpha values were greater than 0.7 which shown the reliability of the construct (Tavakol & Dennġck, 2011). Above descriptive and reliability test are predicted in Table 3 below,

Table 3

Descriptive Statistics

Statement	Mean	Standard Deviation	Rank	Level of Agreement	Alpha
Organizational Values					0.892
The declared organizational values accurately reflect the culture of the institution.	3.243	0.821	5	Average	
Organizational values guide employees' behavior toward creativity and innovation.	3.336	0.87	1	Average	
Organizational values enhance collaboration and interaction among employees to achieve managerial creativity.	3.329	0.893	2	Average	
Organizational values influence the motivation of employees to achieve creative performance.	3.257	0.876	4	Average	
Organizational values contribute to building the identity of the institution and enhancing belonging to it.	3.307	0.872	3	Average	
Mean for Organizational Values	3.294	0.867		Average	0.803
Administrative Leadership					

Statement	Mean	Standard Deviation	Rank	Level of Agreement	Alpha
Administrative leaders encourage innovation and renewal in the workplace.	3.336	1.043	1	Average	
Administrative leaders encourage employees to develop their creative skills.	3.314	1.018	2	Average	
Administrative leaders demonstrate role models in creative thinking and behavior.	3.214	1.105	5	Average	
Administrative leaders recognize and reward employees when they achieve creativity at work.	3.221	1.08	4	Average	
Administrative leaders provide the necessary support and guidance for employees to achieve creativity.	3.236	1.173	3	Average	
Mean for Administrative Leadership	3.264	1.084		Average	0.823
Use of Rewards and Motivation					
The use of rewards and motivation encourages creativity within the organization.	3.279	1.119	3	Average	
There is a fair system for distributing rewards and motivation in the organization.	3.264	1.029	4	Average	
Rewards and motivation enhance employees' desire to present innovative ideas and solutions.	3.286	1.207	2	Average	
Rewards and motivation are important factors in attracting and retaining creative employees.	3.321	1.219	1	Average	
There is an appropriate balance between monetary and non-monetary rewards in the organization.	3.15	1.175	5	Average	
Mean for Use of Rewards and Motivation	3.26	1.15		Average	0.867
Training, Qualification, and Recreation					
The training and qualification I received support the development of my creative skills at work.	3.271	1.079	2	Average	
The organization provides opportunities for recreation and relaxation for employees.	3.386	0.941	1	Average	
The existence of recreational periods contributes to enhancing managerial creativity within the organization.	3.271	1.137	3	Average	
There is a connection between training, qualification, recreation, organizational culture, and managerial creativity in the organization.	3.264	1.07	4	Average	
Statement	Mean	Standard Deviation	Rank	Level of Agreement	Alpha
I have received training and qualification in the organization to develop my creative skills at work.	3.221	1.1	5	Average	
Mean for Training, Qualification, and Recreation	3.283	1.065		Average	0.782
Managerial Creativity					
There is a supportive environment for creativity within the organization.	3.271	1.065	3	Average	
The organization encourages the generation of new and innovative ideas.	3.221	1.087	4	Average	
There are flexible structures and processes that contribute to achieving managerial creativity.	3.121	1.172	5	Average	
The organization provides the necessary support and resources to implement innovative ideas.	3.314	1.039	1	Average	
There is strong guidance and leadership that enhance managerial creativity within the organization.	3.257	1.159	2	Average	
Mean for Managerial Creativity	3.237	1.104		Average	0.852

Statement	Mean	Standard Deviation	Rank	Level of Agreement	Alpha
Ranking of Dimensions of Organizational Culture					
Organizational Values	3.294	0.867	1	Average	
Training, Qualification, and Recreation	3.283	1.065	2	Average	
Administrative Leadership	3.264	1.084	3	Average	
Use of Rewards and Motivation	3.26	1.15	4	Average	
Mean for Overall Dimensions	3.275	1.041		Average	0.901

Source: Author's Estimation

Regression Results and Findings

The next step after the descriptive analysis was to test the study hypothesis. For this, multiple regression analysis were conducted. The multiple regression analysis results shown a statistically significant positive effect of various organizational culture dimensions on managerial creativity. The organization have significance influence on managerial creativity with the positive beta value of 0.254 which is indicating that a 1% increase in organizational culture corresponds to a 0.254% increase in managerial creativity with a high statistical significance (p = 0.000). In the same vein, organizational values also positively and significantly influence on managerial creativity.

This results shown that organizational values exhibit a stronger influence on creativity with a positive beta coefficient of 0.911, meaning that for every 1% increase in organizational values, managerial creativity increases by 0.911%. Administrative leadership also plays positive and significant role in increasing the managerial creativity with positive beta value of 0.901 which is suggesting that improvements in leadership can significantly enhance creativity within the organization. On the other hand, rewards and motivation also positively and significantly effect to the managerial creativity with a positive beta value of 0.853 which is showing the importance of incentivizing employees for innovative behavior. Lastly, training, qualification, and recreational opportunities shown the significance influence on managerial creativity with a beta value of 0.978 which is indicating that enhancing employees' skills and providing relaxation opportunities strongly supports their creative potential. All variables in this study exhibit strong statistical significance (p = 0.000), with R values ranging from 0.787 to 0.910 which is signifying robust correlations between the organizational factors and managerial creativity. The above results are depicted in Table 4.

Table 4

Regression Results

Relationships	B	T Value	F Value	Statistical Significance	Result
Organizational Culture-> Managerial Creativity	0.254	25.616**	656.177**	0.000	Accepted
Organizational Values-> Managerial Creativity	0.911	14.967**	224.015**	0.000	Accepted
Administrative Leadership ->Managerial Creativity	0.901	19.756**	390.303**	0.000	Accepted
Rewards and Motivation ->Managerial Creativity	0.853	21.812**	475.759**	0.000	Accepted
Training, Qualification, and Recreation-> Managerial Creativity	0.978	25.816**	666.478**	0.000	Accepted

Source: Author's Estimation

Discussion

This study investigates the relationship between organizational culture and managerial creativity in companies. To test this objective quantitative data collected from employees using simple random sampling technique. The result indicated that organizational culture significantly influence to the managerial creativity in Saudi Arabia. This result highlighting the important role of successful organizational culture in managerial creativity. Generally, results shown that improved organizational culture increases managerial creativity which is indicating a strong relationship between the two variables. This results is supported with outcome of (Malokani et al., 2024), which showed the significant positive impact of organizational culture on employee creativity. Historically, Saudi Arabia is experiencing a major economic and social transformation as a strong organizational culture can be a cornerstone in this transformation, as it encourages values such as teamwork, openness and flexibility, all of which bring creative problem solving to increased creativity. Thus, it is enforced that Saudi Arabia should priorities on culture values because in steel industry employees have different culture which increase the creative environment. This increasing creativity could contribute to improved problem-solving skills and greater employee engagement, which ultimately helps organizations meet the demands of a rapidly changing business environment. In this regards, Saudi organizations that prioritize a culture of innovative thinking are better equipped to align their objectives with the country's equity development strategy Contributes to the country's overall economic growth and competitive advantage.

Among the dimensions of organizational culture, organization culture also

significantly impacting to the managerial creativity of steel industry in Saudi Arabia. The results indicate a strong positive relationship between organizational values and creativity which is emphasizing that employees are more likely to engage in creative thinking when they align with their organizational values. This finding is in accordance with the study of (Gilson, 2024), which showed that organizational values play an important role in promoting creativity. Technically, organizational values increase the creativity of the organization managerial creativity. These findings are particular significant in the Saudi Arabia where alignment of institutional values with national objectives is critical to achieving long-term growth and development. As the country transitions to a knowledge-based economy, it is not as if institutions emphasis on a strong value system will not only improve employee satisfaction but other sustainable development objectives both creativity and innovation will be promoted. This reflects a broader global trend where organizations are increasingly recognizing the need to instill values in employees that support creativity and problem solving. Therefore, for the Saudi Arabian steel organizations, it is emphasized that organizational cultures should be prioritized on encouraging the accountability that could greatly affect employee creativity.

Further depicted result indicated that administrative leadership significantly influence the managerial creativity. This results shows that as operational leadership becomes more effective, managerial creativity also increases. Traditionally, effective leadership is key to unlocking the creative potential of the workforce. Strong leadership requires not only providing clear direction and strategic vision but also fostering an environment where employees feel empowered to take risks and find solutions (Abdullah & Saeed, 2024). The results are consistent with several studies (Nihad & Fouad, 2021; Tan et al., 2024), who identified the significant relationship between good leadership and creativity. They also argued that investing in leadership development and prioritize strong leadership practices tend to improve managerial creativity. These finding highlighting that these results are important in the context of Saudi Arabia, where leadership is expected to drive organizational change and innovation in the corresponding sectors. Therefore, combination of clear leadership and an environment that encourages open communication can significantly enhance creativity that could lead to better decision-making, innovation and overall productivity in Saudi organizations that could also increase the competitive advantage of the organizations.

The rewards and motivations significantly and positively influence to the managerial creativity of steel industry in Saudi Arabia. This study highlighting the significant role of rewards and motivation in reinforcing managerial creativity which is suggesting that creativity increases as a result of higher rewards and incentives. The findings are in line with the study of (Mdhlalose, 2024) study where they show that rewards and incentives are key drivers of employee creativity. This finding suggested that when organizations provide intrinsic and extrinsic rewards, such as financial incentives, career advancement opportunities, and recognition, employees engage in creative thinking and problem solving that increase their creativity. In other perspective, organizational culture may also be particularly effective in Saudi Arabia, where employee loyalty and satisfaction play an important role in long-term organizational success. In this regards, organization should prioritize rewards and motivations that will increase their managerial creativity which will give priority to increase organizational performance.

Lastly, study highlights the positive impact of training, qualifications, and leisure opportunities on managerial creativity. This result shown that when the training and qualification of any individual increase then their creativity is also increasing in the steel industry of Saudi Arabia. The results is supporting with the following study of (Chaubey et al., 2022) where they reinforces this view, that training programs could positively influence creativity. It has been observed based on findings, organizations in Saudi Arabia continue to focus on human resource development which is providing opportunities for employees to develop, improve their skills and participate recreational activities will contribute to a culture of carrying of new production. This investment is not only improving employee productivity but also knowledge-based economy and meeting the objectives of sustainability. Therefore, through investing in employee development through ongoing training and offering recreational activities to promote work-life balance, Saudi organizations can further enhance the creativity of their employees that could lead to increase the country economic growth in the nation's and social development.

Implications and Future Directions

The result highlighted various theoretical and practical implications. Theoretically, research provides significant theoretical contributions to the understanding of the relationship between organizational culture and managerial creativity in the context of Al-Tuwairki group in Khobar, Saudi

Arabia. Extant studies were mainly focused on the impact of organizational culture on performance with limited attention of organizational culture dimensions on managerial creativity. Therefore, this study contributed to test the impact of organizational culture dimensions on managerial creativity with a significant and positive impact. This study extends the work of Azeem et al. (2021) and Batool et al, (2024), who viewed culture as a collective phenomenon without addressing its unique effects on creativity. The study also fulfilling the gaps which are existed in the theoretical models through showing that organizational culture's impact on creativity is multifaceted and context-dependent which is providing a new insight into how each cultural factor contributes to creative managerial behaviors. This theoretical expansion also emphasizes the importance of integrating culture-specific practices in the management of creativity, a perspective that is often underexplored in the broader organizational culture literature. The study could also help to other researchers to conduct their research with extended model to increase model strength.

From a practical point of view, this study provides valuable insights for organizations, especially for the Al-Tuwairki group in Khobar, Saudi Arabia. The findings could help to managers to know the importance of organizational culture because organizational cultural diversity shows an important role in increasing managerial creativity where research study offers actionable suggestions for organizations to create an environment that raises innovation. Further research might also help to the management of understanding of cultural practices because these practices could encourage creativity. In other words, results possibly will also help to the finance managers in investing in leadership training, and establishing a reward system that encourages creative thinking can help organizations improve managerial performance and innovation. The findings could help to the policy makers in highlighting the importance of organizations which are actively shaping their culture to stimulate creativity, going beyond generic organizational practices to focus on specific cultural contexts that directly affect managerial creativity.

Despite the valuable contributions of this study, there are several limitations that should be considered. Firstly, study conducted on one company (Al-Tuwairqi Group in Khobar, Saudi Arabia), which may limit the generalizability of the findings to other organizations or industries in different regions. In this regards, further study could be conducted on other sectors or country to increase the generalizability of the study. Additionally, the study relies on self-

reported data cross sectional data from employees, which could introduce bias due to individual perceptions of organizational culture and creativity. Therefore, future research could be explored on longitudinal study that could be conducted to examine the long-term impact of organizational culture on managerial creativity. Lastly, study conducted on organizational culture, while there are also other factors that could impact to managerial creativity. Therefore, future study might explore the role of external factors, such as market dynamics or national cultural values, in shaping the relationship between organizational culture and creativity. This would offer a broader perspective on how organizational culture can be optimized to enhance creativity in various organizations.

Conclusion

The study aimed to test the impact of organizational cultural dimensions on managerial creativity in the Al-Tuwairqi Group in Khobar, KSA. Using self-administered survey instrument, data were collected from 140 employees using simple random sampling technique. The regression results shown that organization culture has positive and significant influence on managerial creativity. On the other hand, organizational culture dimensions, organizational values significantly influence to managerial creativity. Admistrative leadership also positively and significantly increase the managerial creativity. Rewards and motivation also significantly increase the managerial creativity. Training also significantly increase the managerial creativity. The study with the significant findings shighlighted from theoretical perspective which highlighted the critical role of administrative leadership, incentives, and organizational culture in in enhancing managerial creativity which is contributing to the literature on organizational behavior and innovation. Practically, organizations should invest in leadership development, implement effective incentive systems, and cultivate a supportive culture to enhance managerial creativity and drive innovation. Research limitations and future directions were also discussed in study end.

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