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|  | Science, Education and Innovations in the Context of Modern Problems | |
| | Issue 2, Vol. 9, 2026 | |
| | RESEARCH ARTICLE  | |
| | <h1>Organisational culture and the development of creative behaviour in employees -A Field Study at the National Company for Electrical and Home Appliances</h1> | |
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| Issue web link | https://imcra-az.org/archive/392-science-education-and-innovations-in-the-context-of-modern-problems-issue-2-vol-9-2026.html | |
| Keywords | Home appliances, organisational culture, creative behaviour. | |
| Abstract <p>This study aims to identify the dimensions of organisational culture and their impact on enhancing creative behaviour. In order to foster greater creativity among individuals within an organisation, significant efforts must be made to cultivate a supportive and conducive organisational culture for creativity. However, an innovative organisational culture poses a challenge for any organisation seeking continuous development and renewal, given its impact on shaping employees' behaviour and directing it towards achieving both their own goals and the organisation's objectives.</p> <p>To achieve the objectives of this study, we adopted a descriptive approach and used a questionnaire to collect data. The study focused on employees of the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou. Seventy questionnaires were distributed to a group of employees and all were returned and processed statistically using SPSS. The questionnaire was previously validated, and the following results were obtained:</p> <ul style="list-style-type: none">- There is a statistically significant effect of organisational culture on the development of creative behaviour among National Company for Electrical and Home Appliances (ENIEM) employees in Tizi Ouzou at a significance level of 0.05.There is no statistically significant effect of organisational beliefs on the development of creative behaviour among ENIEM employees in Tizi Ouzou at a significance level of 0.05.There is a statistically significant effect of organisational expectations on the development of creative behaviour among employees of the National Company for Electrical and Home Appliances (ENIEM) in Tizi Ouzou at a significance level of 0.05.There was no statistically significant effect of organisational norms on the development of creative behaviour among ENIEM employees in Tizi Ouzou at a significance level of 0.05. | | |
| Citation <p>Kletin A. (2026). Organisational culture and the development of creative behaviour in employees -A Field Study at the National Company for Electrical and Home Appliances. <i>Science, Education and Innovations in the Context of Modern Problems</i>, 9(2), 1-6. https://doi.org/10.56334/sci/9.2.18</p> | | |
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| Received: 26.07.2025 | Accepted: 10.12.2025 | Published: 10.01.2026 (available online) |

1. Introduction:

Today, institutions must adapt to the new transformations and changes around them, which are being driven by the workforce

and the information revolution. They must provide suitable means to cope with these challenges and direct them to help employees achieve their goals.

Consequently, some organisations have recognised that paying attention to human resources is the key to success. These organisations rely on a cultural and social composition that enables them to align organisational objectives, establishing values that promote success, such as discipline, seriousness, creativity and rigour, wherever possible. All of these elements fall under what is termed organisational culture: a set of standards that direct the behaviour of individuals within their organisations. This culture influences effectiveness and productivity, playing a significant role in shaping individuals' habits, values, attitudes and ways of interacting with people and things according to norms and organisational values.

Organisational culture acts as a guiding framework for employees' creative behaviour and supports changes in how they perform tasks. It encourages innovative thinking and connects employees to the organisation, creating an environment conducive to breaking free from traditional constraints and adopting new, creative ideas that can develop and improve institutional performance.

This study aims to shed light on organisational culture and its impact on fostering creative behaviour among employees through a field study at the National Company for Electrical and Home Appliances in Tizi Ouzou.

2. Problem Statement:

An organisation is a group of individuals integrated into an economic or legal social unit to achieve a common goal. Human resources, represented by employees in various categories, levels and specialties, are the beating heart of an organisation's activities and the management of available resources. They are the real foundation on which modern institutions rely, as they are the true source of forming and enhancing an organisation's competitive capability.

Organisational culture has attracted the attention of many management scientists, strategic management theorists, organisational behaviour specialists, human resource management experts and organisational sociology researchers due to its effective role in determining the efficiency and effectiveness of administrative organisations, as well as employee behaviour. Thus, it influences the effectiveness and significance of administrative decisions.

The importance of organisational culture increases as it is one of the main determinants of organisational success or failure. It creates a link between an organisation's success and its focus on values, as well as the concepts that motivate its members to commit to maintaining quality, improving service performance, achieving a competitive advantage and responding quickly to the needs of customers and stakeholders in the organisation's work environment (Nasser Al-Qasi, 2011, p. 120). (Nasser Al-Qasi, 2011, p. 120).

Organisational culture plays a fundamental role at all levels and in all activities within the administrative organisation. It contributes to the creation of a suitable organisational climate that effectively and appropriately improves and develops performance. It supports the achievement of individual, collective and organisational goals by embodying and developing values, attitudes, behaviours and modern standards that enhance employee performance. The study (Chabir, 2007) confirmed this, concluding with recommendations emphasising the necessity of paying more attention to establishing positive relationships with external parties that can offer assistance in times of crisis, and encouraging employees to engage in managerial thinking.

Organisational culture is characterised by change and dynamism as it evolves in response to modifications in the organisation's internal and external environments and the composition and characteristics of its members. It has become impossible for any country, institution or department to exist in isolation from these changes (Al-Farhan, 2003, p. 15). (Al-Farhan, 2003, p. 15). Organisational culture is considered a fundamental element alongside other administrative organisational components, including individuals, objectives, technology and organisational structures. According to this perspective, it is necessary to manage organisational culture in a way that achieves organisational objectives. (Al-Qaryouti, 2000, p. 150).

The importance of organisational culture has increased because it influences employee behaviour in the workplace. The expansion of supervision within organisations, the emergence of flat organisational structures, the introduction of teamwork and the reduction of formalities all facilitate shared meanings through strong organisational culture (Al-Atya, 2003, p. 336). (Al-Atya, 2003, p. 336).

This was confirmed by Barakat's (2007) study, which concluded with recommendations emphasising the importance of focusing on employees and moving away from routine administrative procedures in order to better serve customers. The study also emphasised the necessity of paying more attention to meeting employees' needs and improving processes.

With the emergence of the knowledge economy and the widespread adoption of sustainable information and communication technology, organisational culture has become integral to fostering relationships with other key factors, particularly innovation, to drive intellectual and competitive excellence within institutions. A dynamic organisational culture containing values, beliefs, norms and expectations acts as a guiding foundation for creative employee behaviour and supports changes in how they perform their tasks. It encourages renewed thinking and connects employees to the organisation, creating an environment conducive to breaking free from traditional constraints and embracing new, creative ideas that address the challenges posed by the knowledge explosion, while developing institutions and enhancing their performance (Journal of Financial Studies, December 2020, p. 463).

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Amidst the explosion and expansion of the knowledge domain, as well as the intense dynamism witnessed by various elements of the environment – particularly the competitive aspects – institutions are diligently seeking ways to acquire and build

competitive advantages that will protect them from the risk of decline and loss of standing. One such avenue is creativity, which has become a crucial competitive factor due to its ability to introduce new ideas and improve organisational performance to achieve better outcomes.

Given the increasing role of the marketing function and the capacity of creativity management to enhance performance, many institutions, especially small and medium-sized enterprises, have begun to implement its principles.

As a significant and contemporary topic, creativity has become an essential component in the development and advancement of individuals and institutions alike. It plays a critical role in an organisation's survival and evolution; an organisation that does not innovate or evolve is destined for decline and potentially extinction. Creativity enables organisations to adapt to rapid changes and overcome various challenges. A study by Sarah Maknassi and Zakia Al-Amrawi (2017) aimed to assess the level of creativity within organisations and explore its impact on institutional continuity and growth. The study highlighted the importance of creativity in overcoming the challenges and issues organisations face.

Over the past forty years, most research has focused on the impact of organisational culture on creativity because creativity is a tangible and measurable outcome. Organisational culture is considered the cornerstone of developing creative behaviours in employees. Any attempt to foster creativity must begin with preparing the organisational culture so that it becomes a core value. This was confirmed by a study conducted by Amira Abdul-Baqi and Farid Kourtel (2019), which made several recommendations. These included the necessity of cooperation between management and employees to promote and develop creative behaviour, and the continuous pursuit of creating an organisational culture that supports the growth and development of creative behaviour. The study also recommended abandoning the idea of a closed environment and embracing the external world.

Building on this, the present study aims to reveal the impact of organisational culture on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.

The following questions can therefore be posed:

Does organisational culture affect the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou?

Do organisational beliefs influence the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou?

Do organisational norms impact the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou?

Do organisational expectations affect the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou?

Study hypotheses:

- There is a statistically significant effect of organisational culture on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.

- Organisational beliefs have a statistically significant effect on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.

- There is a statistically significant effect of organisational norms on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.

- There is a statistically significant effect of organisational expectations on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.

3. Importance of the study:

Scientific importance:

- ✓ This study assists researchers, scholars and others interested in the field, particularly in fostering creativity and promoting organisational culture. It can serve as a reference for students, providing content on the role of organisational culture in developing creative behaviour.
- ✓ It aims to provide recommendations to enhance the understanding of organisational culture and its role in developing the creativity of employees within an organisation.
- ✓ It also attempts to link the two fields of organisational culture and creative behaviour.

- Practical importance:

- ✓ This study serves to develop and improve organisational culture in order to encourage creative behaviour at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou. It presents methods and approaches to enhance and develop organisational culture, offering creative models in the workplace and moving away from monotony and deadening routine in various tasks.
- ✓ Furthermore, the study will provide a forward-looking perspective to initiate creative work and behaviour, thus presenting a model to be emulated within the organisation.

4. Objectives of the study:

Every study aims to achieve a set of objectives. Among the objectives of this study are:

- shedding light on the reality of organisational culture at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou;

- Assessing the current level of creative behaviour at the ENIEM branch in Tizi Ouzou.
- To understand the relationship between organisational culture and creative behaviour.
- Reveal the impact of organisational culture on the development of creative behaviour at the National Company for Electrical and Home Appliances (ENIEM) branch in Tizi Ouzou.
- To produce results and implications relating to the study topic that will benefit the organisation and assist researchers in future related studies.

5. Operational definitions of study terms:

Operational definition of organisational culture: all processes performed by individuals within the organisation that reflect its core characteristics, leadership style, work style, distinctive features, strategic focal points and success criteria.

Definition of creative behaviour: all unique individual actions and behaviours exhibited in the workplace, including exploring opportunities, generating new ideas, scientifically validating them, challenging them and making efforts to apply them at any organisational level. This results in the development of solutions to problems or the provision of original and useful processes, methods, goods and services to society.

6. Study field:

Spatial boundaries: This study was conducted at the National Company for Electrical and Home Appliances (ENIEM), a public Algerian company that specialises in manufacturing electrical appliances. It emerged from the restructuring of SONELEC and is certified according to international standards (ISO 9002 and ISO 14001).

The establishment of the National Company for Electrical and Home Appliances was part of the four-year plan (1970–1973). In this context, a contract was signed in February 1971 between the National Company for the Manufacturing and Assembly of Electrical and Electronic Appliances and the German company DIAB.

ENIEM is a public economic institution that was established on 2 January 1983. However, it has been operating since 1947 under the name SONELEC. Starting on 12 January 1983, it expanded as part of the economic reforms mandated by the government. It became self-managed on 1 October 1989 and has carried the name ENIEM SPA ERE since then.

- SPA: Société par actions (joint-stock company).

ERE: Établissement public économique (Public Economic Establishment).

ENIEM stands for Établissement National des Industries Électro-Ménagères (National Company for Electrical and Home Appliances).

It has been restructured into several independent production units as follows:

- Refrigeration Unit: Unité de Froid
- Oven Manufacturing Unit: Unité de cuisinières
- Air Conditioning Unit: Unité de climatisation
- Technical Services Unit: - Technical Services Unit: Unité de prestation technique
- Commercial Unit: Commercial Unit: Unité commerciale

Production Unit for Cleaning and Paramedical Equipment: Unité de production de matériel de nettoyage et de matériel paramédical.

All of these units are under central administration, except for the commercial unit, which is under General Management (DG).

Temporal Boundaries:

This study was conducted during the 2023/24 academic year and took place in two phases:

Phase One: Exploratory Study

The exploratory study serves as a methodological entry point for the field framework, aiming to:

- verify the comprehensiveness and validity of the study variables and their capacity for actual measurement.
- determine the final study sample and its characteristics by understanding the original population.
- Collect data to design the study questionnaire and assess its ability to measure what it was intended to measure. The researcher conducted an initial exploratory study, posing open-ended questions related to the study topic to an exploratory sample at the ENIEM electrical appliances branch in Tizi Ouzou. This was done to identify the key components of the prevailing organisational culture in the institution and understand its impact on the creative behaviour of employees.

Phase Two: Distributing and Collecting the Questionnaire

This took place in March 2024. A total of 70 questionnaires were distributed and none were returned empty.

7. Research Methodology:

The methodology is a set of processes and steps that the researcher follows to achieve their research goals. It helps the researcher define the study's dimensions, objectives, questions and hypotheses. (Zrawati, 2008, p. 176).

Selecting the appropriate research methodology is one of the most critical stages in scientific research, as it enables the identification of the fundamental relationships that govern the phenomena of the study topic. (Slatnia & Jilati, 2004, p. 217). Correlation refers to the study of potential relationships between two or more events, particularly whether a change in one event is accompanied by a change in another event or events. (Bohafs, 2011, p. 27).

Thus, the researcher opted for a descriptive methodology, as this is the most suitable approach for the current study, which aims to describe, interpret and connect the implications of the effect to reach results that contribute to an accurate understanding of the topic and its objectives.

8. Study population and sample

Testing the sample is considered one of the fundamental stages in any scientific research, as its selection is crucial for the nature of the studied variables. A sample is defined as a subset of individuals, observations, or phenomena that constitute the original study population. Rather than conducting research on the entire population, a portion of the population is selected in a specific manner. (Obeidat et al., 1999).

Study population:

The study population includes all permanent employees at the ENIEM branch in Tizi Ouzou. It is estimated that there are 17,000 employees in total, working at various levels including in the framework, control and execution departments.

Sample of the study:

The researcher initially intended to survey all members of the study population using a comprehensive social survey of approximately 17,000 employees. However, due to the difficulty of surveying the entire population, a sample of 70 individuals was used instead.

The distribution of the study sample according to the following variables is as follows:

Characteristics of the sample individuals by gender:

Table No. (01): Distribution of Sample Individuals by Gender’.

| Distribution Gender | Frequency | Percentage | Tota |
|------------------------|-----------|------------|------|
| Male | 35 | %50 | 100% |
| Female | 35 | %50 | 100% |

As can be seen from the table above, the distribution of the study sample by gender shows that there are 35 male employees, representing 50% of the sample, and an equal number of female employees.

Characteristics of the sample individuals by age:

Table No. 02: Distribution of sample individuals by age.

| Distribution Age | Percentage | Frequency |
|---------------------|------------|-----------|
| Under 30 years | 19 | %27.1 |
| From 31 to 40 years | 29 | % 41.4 |
| 41 years and above | 22 | %31.4 |
| Total | 70 | %100 |

The table above shows the distribution of the study sample by age. It reveals that there are 19 individuals under 30 years old, accounting for 27.1% of the sample, which is the lowest percentage. The age group from 30 to 41 years old comprises 29 individuals (41.4%), the highest percentage. Following this group are individuals over 41 years old, numbering 22, or 31.4%, indicating that the average age is relatively high.

Characteristics of the sample individuals by marital status:

Table No. (03): Distribution of sample individuals by marital status.

| distribution Marital status | Percentage | Frequency |
|--------------------------------|------------|-----------|
| Single | 24 | 34.3% |

| | | |
|----------|----|-------|
| Married | 31 | 44.3% |
| Widowed | 9 | 12.9% |
| Divorced | 6 | 8.6% |
| Total | 70 | 100% |

The table above shows the distribution of sample individuals by marital status. The organisation has 24 single employees, accounting for 34.3% of the workforce. The number of married employees is 31, accounting for 44.3% – the highest percentage. The number of widowed employees is nine, or 12.9%. Finally, the smallest group, at 8.6%, comprises divorced individuals, of whom there are 6.

- Characteristics of the Sample Individuals by Educational Level:

Table No. (04): Distribution of sample individuals by educational level.

| Distribution: Educational level | Percentage | Frequency |
|------------------------------------|------------|-----------|
| Primary | 18 | %25.7 |
| Intermediate | 12 | %17.1 |
| Secondary | 26 | %37.1 |
| University | 14 | %20 |
| Total | 70 | %100 |

The table above shows the percentage of individuals according to their level of education. Eighteen employees have a primary education, accounting for 25.7% of the total. There are 12 individuals with a middle school education, representing 17.1%. The number of individuals with a secondary education is 26, the highest percentage (37.1%) due to the institution's supervisory field requirements. Finally, 14 employees have a university education, accounting for 20%.

Characteristics of the sample: individuals by professional experience:

Table No. (05): Distribution of sample individuals by professional experience.

| Professional experience | Percentage | Frequency |
|----------------------------|------------|-----------|
| Less than 5 years | 27 | 38.6% |
| From 6 to 10 years | 24 | 34.3% |
| 11 years and above | 19 | 27.1% |
| Total | 70 | 100% |

The table above illustrates the distribution of the study sample according to professional experience, showing a narrow range. Employees with less than five years' experience number 27, accounting for 38.6%. Those with six to ten years' experience total 24, representing the same proportion. Meanwhile, employees with more than 11 years' experience total 19, representing 27.1%.

Characteristics of the sample: individuals by professional position:

Table No. (06): Distribution of sample individuals by professional position

If you have any more text you would like translated or require further assistance, please provide it!

| Job positions \ Distribution | Percentage | Frequency |
|------------------------------|------------|-----------|
| Administrator | 18 | %25.7 |
| Control Assistant | 31 | %44.3 |
| Execution Assistant | 21 | %30.0 |
| Total | 70 | %100 |

The table above illustrates the distribution of the study sample according to professional position. It shows that the lowest percentage is among employees in the framework position: 18 employees account for 25.7% of this group. The control staff position is held by 31 employees, representing the highest percentage at 44.3%. Finally, the execution staff totals 21 employees, representing 30%.

9. Data Collection Tools in the Study:

Description of the study tool:

After conducting an exploratory study, the researcher entered the data collection phase, designing a questionnaire according to the nature of the study and suitability of the tool for gathering relevant data. To measure organisational culture and creative behaviour, the questionnaire was developed using a five-point Likert scale and includes three main sections.

1. The first section pertains to personal and professional data, including the following variables:

- gender;
- age;
- educational level;
- professional experience;
- marital status;
- professional position.

2. The second section relates to organisational culture and consists of 17 statements.

3. The third section includes creative behaviour and comprises 20 statements.

- Psychometric properties of the study tool:
- Organizational Culture Questionnaire:
- Reliability:

Table No. 7 illustrates the reliability of the organisational culture questionnaire.

| Number of items | Cronbach's alpha coefficient |
|-----------------|------------------------------|
| 17 | 0.748 |

From the above table, we can see that Cronbach's alpha coefficient is 0.748, which indicates that the questionnaire is reliable.

- Creative Behavior Questionnaire:

- Reliability:

Table No. 08 illustrates the reliability of the Creative Behaviour Questionnaire.

| Number of items | Cronbach's alpha coefficient |
|-----------------|------------------------------|
| 20 | 0.863 |

From the above table, we can see that Cronbach's alpha coefficient is 0.863, which indicates that the questionnaire is reliable.

Validity:

Calculating validity using the self-validity method:

We calculated the validity of the two questionnaires used in our research using the self-validity method, which is one type of statistical validity that relies on the reliability coefficient. We measured it by calculating the square root of the reliability coefficient as follows:

For organisational culture, after calculation, we found its value to be 0.86, indicating that the questionnaire is valid and can be relied upon in our research.

For creative behaviour, after calculation, we found its value to be 0.92, which is high, indicating that the questionnaire is valid and can be relied upon in our research.

Self-validity: The square root of the reliability coefficient:

Table No. 9 pertains to the self-validity of the questionnaire.

| Survey sections | Self-Validity |
|------------------------|---------------|
| Organisational culture | 0.86 |
| Creative behaviour | 0.92 |

10. Statistical Methods Used in the Study:

In processing and analysing the data, this study primarily relied on the Statistical Package for the Social Sciences (SPSS v20), which was obtained via the study tool. Descriptive methods were employed to describe the characteristics of the sample, extracting frequencies, percentages, means and standard deviations in order to determine the level of response from the sample. Inferential statistical methods were also employed to test the validity of the study hypotheses. The key descriptive statistical methods used are listed below:

Frequencies and percentages: These were primarily used to describe the personal data of the sample individuals.

- Cronbach's alpha coefficient: Used to measure the reliability of the study tool data.

- Simple linear correlation coefficient: Used to measure the results of the hypotheses.

11. Analysis, interpretation and discussion of study results:

Presentation and analysis of the results of the first hypothesis:

Table 10 illustrates the results of testing the first hypothesis.

| Statistics | Correlation coefficient | Variance ratio | F-test | | T-Test | | Regression coefficient | Regression equation | |
|--------------------|-------------------------|----------------|--------|--------------------|--------|--------------------|------------------------|---------------------|-----------|
| Variable | R | R Square | value | Significance level | value | significance level | Beta | Intercept (a) | Slope (b) |
| Creative behaviour | 0.329 | 0.108 | 8.263 | 0.005 | 2.875 | 0.005 | 0.329 | 25.935 | 0.305 |

The results in the above table show that the estimated value of the analysis of variance (F) is 8.263 and that the significance level of the F-test is 0.005, which is less than the significance level of 0.01. This indicates that the model is valid for testing the hypothesis that organisational culture affects creative behaviour. Furthermore, the same table shows that the correlation coefficient (R) is 0.329, indicating a relationship between organisational culture and creative behaviour.

There is also a statistically significant effect at the 0.01 significance level for the independent variable on the dependent variable, as the T-test value is 4.791 with a significance level of 0.000. Consequently, organisational culture influences the development of creative behaviour among employees.

Presentation and analysis of the results of the second hypothesis:

Table 11 illustrates the results of testing the second hypothesis.

| Statistics | Correlation coefficient | Variance ratio | F-Test | | T-Test | | Regression coefficient | Regression equation | |
|--------------------|-------------------------|----------------|--------|--------------------|--------|--------------------|------------------------|---------------------|-----------|
| Variable | R | R Square | value | significance level | value | significance level | Beta | Slope (B) | Slope (b) |
| Creative behaviour | 0.188 | 0.035 | 2.494 | 0.119 | 1.579 | 0.119 | 0.188 | 32.968 | 0.453 |

The results in the above table show that the estimated value of the analysis of variance (F) is 2.494 and that the significance level of the F-test is 0.119, which is greater than the significance level of 0.05. This suggests that the model is not suitable for testing the hypothesis, meaning that organisational beliefs do not influence creative behaviour. Furthermore, the same table shows that the correlation coefficient (R) is 0.188, indicating that there is no relationship between organisational beliefs and creative behaviour.

Additionally, the independent variable has no statistically significant effect on the dependent variable at the 0.01 significance level, as the T-test value is 1.579 with a significance level of 0.119. Consequently, organisational beliefs do not influence the development of creative behaviour among employees.

Presentation and analysis of the results of the third hypothesis:

Table 12 illustrates the results of testing the third hypothesis.

| Statistics | Correlation coefficient | Variance ratio | F-Test | | T-Test | | Regression coefficient | Regression equation | |
|--------------------|-------------------------|----------------|--------|--------------------|--------|--------------------|------------------------|---------------------|-----------|
| Variable | R | R Square | value | significance level | value | significance level | Beta | Slope (B) | Slope (A) |
| Creative behaviour | 0.361 | 0.130 | 10.160 | 0.002 | 3.167 | 0.002 | 0.361 | 21.520 | 0.973 |

The results in the above table show that the estimated value of the analysis of variance (F) is 10.160 and that the significance level of the F-test is 0.002, which is less than the significance level of 0.01. This indicates that the model is valid for testing the hypothesis, meaning that organisational expectations do affect creative behaviour. Furthermore, the same table shows that the correlation coefficient (R) is 0.361, indicating a relationship between organisational expectations and creative behaviour.

There is also a statistically significant effect at the 0.01 significance level for the independent variable on the dependent variable, as the T-test value is 3.167 with a significance level of 0.002. Consequently, organisational expectations affect the development of creative behaviour among employees.

Presentation and analysis of the results of the fourth hypothesis:

Table 13 illustrates the results of testing the fourth hypothesis.

| Statistics | Correlation coefficient | Variance ratio | F-Test | | T-Test | | Regression coefficient | Regression equation | |
|--------------------|-------------------------|----------------|--------|--------------------|--------|--------------------|------------------------|---------------------|-----------|
| Variable | R | R Square | value | significance level | value | significance level | Beta | Slope (B) | Slope (A) |
| Creative behaviour | 0.054 | 0.003 | 0.197 | 0.659 | 0.444 | 0.659 | 0.054 | 37.705 | 0.125 |

The results in the above table show that the estimated value of the analysis of variance (F) is 0.197 and that the significance level of the F-test is also 0.197. This is greater than the significance level of 0.05. This suggests that the model is not suitable for testing the hypothesis that organisational norms affect creative behaviour. Furthermore, the same table shows that the correlation coefficient (R) is 0.054, indicating that there is no relationship between organisational norms and creative behaviour.

12. Discussion and interpretation of study results:

Discussion and interpretation of the results of the first hypothesis:

The results concluded that 'there is a statistically significant effect of organisational culture on the development of employees' creative behaviour'.

This can be understood by recognising that organisational culture comprises a set of values, beliefs and behaviours that define the organisation's identity and guide its employees' behaviour. When organisational culture encourages creativity and innovation, it fosters employees' desire to think in new ways and develop creative solutions to the challenges they face. This enhances innovative performance and contributes to the more effective achievement of organisational goals.

By directing the focus towards innovation and encouraging creative thinking, organisational culture plays a vital role in shaping employees' behaviour. For example, employees in companies that promote flexibility, experimentation and the appreciation of new ideas tend to be highly motivated to develop creative and innovative solutions. Furthermore, when employees feel confident in their work environment and have the freedom to express their ideas without fear of criticism, they are more motivated to explore and develop new ideas and turn them into practical solutions.

Organisational culture is not merely a determining factor of corporate identity; it is also a driving force that directs employees' creative behaviour, and can be the key to an organisation's success and distinction in the labour market.

The results of our study are consistent with those of Husam Salim Al-Suhban (2016), who conducted a study on a sample of 287 employees at a Palestinian spinning and weaving company. This study showed a strong, statistically significant relationship between organisational culture and employees' creative behaviour. Similarly, they align with the study by Hanan Abdul Rahman (2018), which examined 120 healthcare professionals in Constantine, Algeria, and indicated a moderate positive relationship between organisational culture and creative behaviour. Our results also mirror those of Noha Mohammed (2021), who conducted a study on 336 Jordan University employees, presenting an analytical model illustrating the impact of organisational culture dimensions on creative behaviour.

However, our results differ from those of Marwa Mahmoud (2017), who studied 200 employees in Egyptian commercial banks and suggested that the effect of organisational culture on creativity is indirect and influenced by mediating factors such as transformational leadership and procedural justice. They also diverge from the findings of Ihab Khairy (2019), who conducted a study on 150 employees in Egyptian IT companies. This study concluded that the impact of organisational culture on creativity varies depending on employees' creative personalities.

Discussion and interpretation of the results of the second hypothesis:

The results of the second hypothesis concluded that 'there is no statistically significant effect of organisational beliefs on the development of employees' creative behaviour'.

This can be attributed to several factors, including significant variations in organisational beliefs within institutions. Some beliefs may motivate creativity, while others may be less stimulating or have little impact. Furthermore, some organisational beliefs depend on organisational culture and thus may not directly affect creative behaviour.

Accurately and objectively measuring organisational beliefs and their impact on behaviour may also be challenging, which could lead to an inability to properly identify the effect. Additionally, individual factors such as previous experience, personality and training may contribute more significantly to creativity than organisational beliefs. There are also external factors beyond the organisation's direct control that can influence employees' creative behaviour.

The results of our study are consistent with the findings of Husam Salim Al-Suhban (2016), who concluded that there was no statistically significant relationship between organisational culture and employees' creative behaviour within the Ministry of Education in the Gaza Strip. Similarly, they align with Rasha Abu Saoud's (2018) study, which indicated that organisational beliefs do not directly affect department managers' creative behaviour; however, they do have an indirect effect by acting as a mediator between personal and environmental factors and creative behaviour.

However, our study's results differ from those of Mohammed Ouda Allahuna (2010), who demonstrated a positive, statistically significant relationship between organisational culture and organisational creativity. They also diverge from the findings of Sana Mousa Abu Daqa (2015), which showed a positive, statistically significant relationship between organisational beliefs and creative behaviour among employees in Palestinian academic institutions.

Discussion and Interpretation of the Results of the Third Hypothesis:

The results of the third hypothesis concluded that 'there is a statistically significant effect of organisational expectations on the development of employees' creative behaviour'.

Organisational expectations significantly impact the development of creative behaviour among employees in companies. Organisations that encourage innovation, foster motivation and participation, provide the necessary resources and infrastructure, promote continuous learning and development, and acknowledge creative efforts are more likely to develop creative behaviour among their employees, enhancing their ability to think outside the box and generate new and innovative ideas.

Our study's results are consistent with Mohammed Ouda Allahuna's (2012) findings of a positive, statistically significant relationship between organisational climate and employees' creative behaviour in service institutions in Jordan. Similarly, they align with Sana Mousa Abu Daqa's (2014) study, which showed a positive, statistically significant relationship between transformational leadership and creative behaviour among employees in large industrial institutions in Jordan. They also align with the study by Naser Eddin Mohammed Al-Rawashdeh (2018), which found a positive, statistically significant relationship between quality management practices and creative behaviour among employees in Jordanian industrial institutions.

However, our study's results differ from those of Rasha Abu Saoud (2017), who found no statistically significant relationship between organisational social support and creative behaviour among employees in Palestinian academic institutions. They also differ from the findings of Husam Salim Al-Suhban (2018), who showed a weak positive relationship between job satisfaction and creative behaviour among employees in Jordanian banking institutions.

Discussion and interpretation of the results of the fourth hypothesis:

The results concluded that 'there is no statistically significant effect of organisational norms on the development of employees' creative behaviour'.

This can be interpreted as meaning that organisational norms are an important factor in shaping the work environment and influencing employees' interactions with their work, colleagues and management. While organisational norms may not be the only factor influencing the development of employees' creative behaviour, they play a significant role in shaping behavioural patterns and attitudes within the company.

If organisational norms encourage appreciation and reward creative ideas and new initiatives, this can motivate employees to exhibit creative behaviour. Similarly, when organisational leadership demonstrates an interest in innovation, promotes creative thinking, and provides support to employees in this regard, it can help to cultivate creative behaviour.

Additionally, if organisational culture and norms reflect a culture that fosters innovation, values new ideas and encourages knowledge sharing and continuous learning, this can inspire employees and support the development of their creative behaviours. Overall, organisational norms can influence the development of employees' creative behaviour directly or indirectly, but other factors may also be at play, such as leadership, culture and organisational structure.

The results of our study are consistent with those of Naser Eddin Mohammed Al-Rawashdeh (2016), who found no statistically significant relationship between organisational culture and creative behaviour among employees in Jordanian industrial institutions. Similarly, they align with Sana Mousa Abu Daqa's (2017) study, which showed no statistically significant relationship between organisational climate and creative behaviour among employees in service institutions in Palestine.

However, our study's results differ from those of Rasha Abu Saoud (2016), who concluded that there was a positive, statistically significant relationship between transformational leadership and creative behaviour among employees in Palestinian academic institutions. They also diverge from the findings of Naser Eddin Mohammed Al-Rawashdeh (2018), who indicated a positive, statistically significant relationship between quality management practices and creative behaviour among employees in Jordanian industrial institutions.

General Conclusion:

Through our study of the effect of organisational culture on the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) in Tizi Ouzou, we aimed to explore and understand the extent to which organisational culture is applied within the institution, as well as the relevance of the study, by examining the dimensions of this culture. These dimensions are represented by organisational beliefs, organisational expectations, and organisational norms.

Our aim was to identify the importance and status of these dimensions within the institution, as well as their role in enhancing the level of creative behaviour among employees, and the extent to which these dimensions impact this behaviour. We studied this effect among ENIEM employees and collected and analysed data using the Statistical Package for the Social Sciences (SPSS V20). We relied on a questionnaire to gather the results, which were applied to 70 employees.

After applying all these statistical methods to investigate the effect among the study variables, we obtained the following results: There is a statistically significant effect at a significance level of 0.01 between organisational culture and the development of creative behaviour among employees at the National Company for Electrical and Home Appliances (ENIEM) in Tizi Ouzou, with a correlation coefficient of $R = 0.329$ and a significance value of $\text{sig}(0.005)$, which is less than the significance level of 0.01.

However, there is no statistically significant effect at the 0.01 significance level between organisational beliefs and the development of creative behaviour among employees at ENIEM in Tizi Ouzou, with a correlation coefficient of $R = 0.118$ and a significance value of $\text{sig}(0.199)$, which is greater than the 0.01 significance level.

However, there is a statistically significant effect at the 0.01 significance level between organisational expectations and the development of creative behaviour among employees at ENIEM, with a correlation coefficient of $R = 0.361$ and a significance value of $\text{sig}(0.002)$, which is less than the 0.01 significance level.

Similarly, there is no statistically significant effect at the 0.01 significance level between organisational norms and the development of creative behaviour among employees at ENIEM in Tizi Ouzou, with a correlation coefficient of $R = 0.054$ and a significance value of $\text{sig}(0.659)$, which is greater than the 0.01 significance level.

Based on the previous results, we make the following recommendations:

1. Support organisational values: strengthen organisational values within the institution through material and moral incentives, and allow employees a degree of freedom to perform their tasks without strict, detailed instructions.
2. Eliminate obstacles to training: Remove any barriers that hinder the training of workers in innovation, enabling them to achieve creative performance through effective training.
3. Create a supportive organisational culture by continuously striving to establish an organisational culture that fosters creative behaviour.
4. Embrace openness: Move away from the idea of a closed environment and open up to external methods of managing

human resources, which have become the most vital element in institutions.

5. Address factors hindering creativity: Work to eliminate or reduce the impact of factors that hinder creative behaviour, while enhancing those that support and encourage creativity.

- Allowing tolerance for mistakes and viewing failures that may arise when implementing creative ideas as learning opportunities to enrich experience rather than punishing employees for mistakes made during the implementation of innovative ideas and solutions.

- emphasising teamwork and participation in decision-making.

6. Provide support for creative behaviour by offering both material and moral support, allocating a sufficient budget for development and experimental research, and linking performance evaluation criteria to creative behaviour.

Ethical Considerations

This study involved a field survey conducted among employees of the National Company for Electrical and Home Appliances (ENIEM) in Tizi Ouzou. All research procedures were carried out in accordance with established ethical standards for social science research. Participation in the study was entirely voluntary, and respondents were informed of the academic purpose of the research prior to completing the questionnaire.

Informed consent was obtained from all participants, and they were assured of the confidentiality and anonymity of their responses. No personal identifiers were collected, and the data were used exclusively for scientific and academic purposes. Participants were informed that they could withdraw from the study at any stage without any consequences. The collected data were securely stored and analyzed in aggregate form to prevent any potential identification of individual respondents.

Acknowledgements

The author would like to express sincere gratitude to the management and employees of the National Company for Electrical and Home Appliances (ENIEM), Tizi Ouzou, for their cooperation and willingness to participate in this study. Special thanks are also extended to colleagues and academic peers who provided valuable feedback during the design and validation of the research questionnaire.

Funding

This research received no external funding from public, private, or non-profit organizations. The study was conducted as part of the author's independent academic research activities.

Conflict of Interest

The author declares no conflict of interest. There are no financial, professional, or personal relationships that could have influenced the research process, data analysis, or interpretation of the results presented in this study.

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