

***Creative Performance as an Outcome of Organizational Culture: The Mediating Role of Psychological Safety and the Moderating Role of Inclusive Leadership***



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# **FINAL THESIS APPROVAL SHEET**

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**Topic of Research:** *Creative Performance as an Outcome of Organizational Culture: The Mediating Role of Psychological Safety and the Moderating Role of Inclusive Leadership*

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## ABSTRACT

The current study aimed at investigating the relationship between organizational culture and employee creative performance, mediated and moderated by psychological safety and inclusive leadership, respectively, amongst the employees of telecommunication sector of Islamabad, Pakistan. A sample of 200 employees was collected through convenience sampling from the telecom organizations of Islamabad. To measure the study variables three instruments were used i.e., Organizational Culture (OC) scale, Creative Performance (CP) scale, Psychological Safety (PS) scale, and Inclusive Leadership (IL) scale. Results demonstrated a significant positive effect of organizational culture on employee creative performance, as well as on psychological safety. Similarly, psychological safety positively and significantly affects employee creative performance. Moreover, psychological safety mediates the relationship between organizational culture and employee creative, however, inclusive leadership had an insignificant moderate effect on the relationship between organizational culture and psychological safety, while having a strong positive and direct effect on psychological safety. This study has its practical implications within the telecom sector, informing policy structures, inclusive practices, and employee-leader training, helping sustain competitive advantage, while contributing to academic research for creativity constructs and its antecedents. Additionally, limitations such as self-report biasness, generalizability, and cross-sectional research design were highlighted to inform future research.

**Keywords:** *Employee Creative Performance, Organizational Culture, Psychological Safety, Inclusive Leadership, Telecommunication Sector*

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## **DEDICATION**

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