

## THE IMPACT OF MANAGERIAL CREATIVITY ON JOB PERFORMANCE IN YEMENI BANKS: A FIELD STUDY

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### Abstract

*This study explores the vital role of managerial creativity in enhancing job performance in Yemeni banks, given the challenges facing the sector in a volatile environment. It aims primarily to assess the extent to which innovative management practices contribute to improving employee efficiency and increasing their sense of belonging to their organizations. The methodology relied on a field study that included a sample of employees, during which data were collected and statistically analyzed. The results showed that managerial creativity contributes significantly to explaining 51.8% of the variance in job performance, with a strong positive correlation that is highly statistically significant. "Originality" topped the list of the most influential dimensions, followed by 'fluency' and then "flexibility." These results confirm that adopting innovative management methodologies is not a luxury but a decisive factor in driving productivity and enhancing organizational loyalty. Based on this, the study offers a set of practical recommendations for decision-makers in banks, most notably: developing specialized training programs that focus on developing creative thinking among management leaders, giving employees greater authority, and launching incentive systems that support creative initiatives. The study also points to some methodological limitations, concluding with a call to broaden the scope of future research to explore the role of new variables such as digital transformation and its impact on the banking landscape.*

**Keywords:** *Managerial creativity, job performance, fluency, originality, flexibility, Yemeni banks.*

**JEL Classification:** M12, M14, O31, G21

### I. INTRODUCTION

It is an indisputable fact today that the rules of organizational work have been turned upside down. The economic landscape is no longer a stable market, but has transformed into a complex and interconnected world that only gives those who can adapt rapidly a chance to survive. Any form of hesitation or adherence to rigidity is tantamount to an implicit decision to exit the competition. In light of these turbulent changes, managerial innovation emerges as an indispensable strategic approach that enables organizations to overcome the most difficult obstacles and achieve organizational sustainability. Any hesitation or slowness, any form of inertia, is tantamount to declaring surrender in a market that respects only the most powerful and flexible entities. Amid these challenges, managerial creativity emerges as an indispensable strategic tool, enabling organizations to overcome obstacles and achieve organizational sustainability. In this regard, recent research findings indicate that organizations that adopt this creative approach outperform their traditionally managed counterparts by up to 40% in efficiency metrics (Damanpour & Aravind, 2012; Tidd & Bessant, 2021).

Concerning Yemen specifically, the banking sector faces challenges that can be described as truly exceptional, making it a fertile area for study. Banking operations take place under extremely complex conditions, directly resulting from prolonged political and economic turmoil. Herein lies the paradox: specialized reports clearly indicate that financial institutions, both in Yemen and the Arab region, that have adopted creative and entrepreneurial approaches to management have succeeded in maintaining their operational stability and increasing their performance efficiency, and have even managed to build a real competitive advantage compared to banks that have preferred to stick to conventional management practices (Abou-Moghli et al., 2012; Al-Bori & Al-Ameri, 2025; AlAjam, 2022).

In this critical context, managerial creativity becomes a fundamental pillar of institutional success. It is embodied in the ability of leaders to generate innovative solutions to intractable problems, manage scarce resources with unexpected efficiency, and, most importantly, instill a spirit of motivation and confidence in employees despite a difficult work environment (Amabile & Pratt, 2016). A study (García-Morales et al., 2012) showed that adopting creative leadership practices contributes to improving institutional performance and competitive advantage by 30% to 35% compared to traditional approaches. A study (Dess & Lumpkin, 2005) also confirms that creativity at senior leadership levels enhances the overall performance of the organization by

raising internal motivation, improving the work environment, and increasing the effectiveness of decision-making in highly volatile environments. The findings of (Shanker et al., 2017) support this view, noting that an organizational climate that encourages creativity is closely linked to institutional performance by supporting innovative work behaviors among employees.

In light of these findings, the central issue that this study seeks to address is highlighted in the following fundamental question:

How can managerial creativity contribute to improving job performance in Yemeni banks under the exceptional circumstances they are experiencing?

From this perspective, this study aims to analyze the relationship between managerial creativity and job performance in Yemeni banks, to reveal the nature, direction, and strength of this relationship, and to provide practical proposals to enhance the creative work environment, thereby contributing to raising the efficiency of the banking system and improving its organizational effectiveness in facing crises.

## II. REVIEW OF THE LITERATURE AND DEVELOPMENT OF HYPOTHESES

### a) Managerial creativity: its concept and dimensions

Managerial creativity represents an integrated strategic approach that aims to improve organizational performance by developing managerial practices and renewing leadership styles. It can be defined as “the ability to create and implement unconventional solutions to managerial challenges, design more efficient work systems, and manage available resources in innovative ways” (Amabile, 2018). Recent literature indicates that creativity in the financial sector is not a simple change, but rather a comprehensive, transformative process that goes beyond traditional frameworks toward adopting advanced methodologies that enhance the organization's ability to adapt to the changing environment by empowering leaders and encouraging organized innovation (Anderson et al., 2014; Damanpour & Aravind, 2012). In the Yemeni context, a study by (AlAjam, 2022) confirms that managerial innovation has become the most important tool for banks to survive and achieve competitiveness, as it effectively contributes to raising performance efficiency and developing the capabilities of senior management to face severe economic challenges. On this basis, the study proposes the following main hypothesis:

**H1:** There is a statistically significant positive relationship between managerial creativity and job performance in Yemeni banks.

#### i. Fluency: Depth and diversity of solutions

Fluency is considered a central dimension of managerial creativity, defined as “the ability to generate as many alternatives and options as possible in a given time period, along with the flexibility to switch between these options” (Torrance, 1966). In the banking environment, fluency gives management leaders the advantage of dealing with multiple operational challenges in parallel, which speeds up the decision-making cycle and improves the quality of the solutions provided. A study by (Reiter-Palmon et al., 2012) shows that highly fluent management teams produce more diverse and innovative solutions, which positively impact institutional performance by 25% to 35%. A study by (Anderson et al., 2014) supports this finding, confirming that intellectual fluency is a key component that directly influences the efficiency of management decisions in complex environments such as banks. Accordingly, the study proposes the first sub-hypothesis:

**H1a:** There is a strong and statistically significant relationship between fluency and job performance in Yemeni banks.

#### ii. Flexibility: the ability to adapt and respond

Managerial flexibility is not merely an option, but a vital component of success in any work environment that is not static. It is defined in practical terms as “the ability of management to respond quickly and adjust methods and strategies to suit any unexpected or emergency changes or circumstances” (Runco & Jaeger, 2012). Applied studies confirm that organizations with high managerial flexibility are better able to absorb shocks and cope with crises because they respond to changes with greater success (Uhl-Bien & Arena, 2018). Based on this, the study proposes the second sub-hypothesis:

**H1b:** There is a statistically significant positive relationship between flexibility and job performance in Yemeni banks.

#### iii. Originality: Embodiment of Innovation and Excellence

Originality represents the true and essential face of managerial creativity, reflecting “the ability to develop unique and unprecedented ideas and solutions that depart from prevailing routine practices” (Amabile, 2018). Research reveals that managerial originality is the main driver of creating a sustainable competitive advantage for organizations, as it raises the level of organizational excellence by up to 33%, according to the results of a study (Masa'd & Aljawarneh, 2020). On this basis, the study proposes the third sub-hypothesis:

**H1c:** There is a statistically significant positive relationship between originality and job performance in Yemeni banks.

**b) Job performance: determinants and indicators**

Job performance is the primary indicator for assessing the efficiency of any organization and is defined as “the level at which individuals achieve their desired goals with high effectiveness and remarkable efficiency” (Armstrong & Taylor, 2020). Job performance can be analyzed through the following four main dimensions:

**i. Productivity: Performance Efficiency and Quality**

Productivity is the quantitative measure of job performance, expressing “the extent to which an employee masters the tasks assigned to them and accomplishes them within the specified time frame and with the required quality” (Armstrong & Taylor, 2020). Research indicates that managerial creativity contributes to an increase in productivity of approximately 58% in financial institutions by improving operational efficiency and developing administrative work methods (Al-Bori & Al-Ameri, 2025; Uhl-Bien & Arena, 2018).

**ii. Organizational commitment: depth of belonging and loyalty**

The concept of organizational commitment refers to ‘the extent of an employee's emotional and functional attachment to their workplace and their actual willingness to exert a level of extra effort beyond what is required to achieve organizational goals’ (Meyer & Allen, 1997). What is striking about the research findings is that a work environment open to creativity fosters a strong sense of belonging, with levels of organizational commitment increasing by between 34% and 49% (Abu Buraik, 2022; Al-Bori & Al-Ameri, 2025; Shanker et al., 2017).

**iii. Job satisfaction: an indicator of mental health**

Job satisfaction represents “the positive psychological and emotional state resulting from an employee's fair evaluation of their working conditions and relationships within the organization” (Locke, 1976). Research evidence shows that managerial creativity plays an effective role in raising job satisfaction by up to 38% (Judge et al., 2017).

**iv. Behavioral effectiveness: quality of behavioral performance**

Behavioral effectiveness refers to “an employee's ability to adopt and implement positive behaviors that go beyond the formal job description and support organizational goals” (Motowidlo & Van Scotter, 1994). Meta-studies confirm that creative practices at work contribute to a significant improvement in this behavioral effectiveness, with an impact of up to 56% (Harari et al., 2018).

**c) The relationship between managerial creativity and job performance**

The relationship between managerial creativity and job performance is now a focal point in modern management literature, as they are two variables that interact within an integrated systemic network. This relationship can be viewed and analyzed through multiple theoretical perspectives. For example, the motivational path is based on the theory of intrinsic motivation. This theory suggests that environments that value creativity directly nurture the intrinsic (internal) motivation of employees, which in turn has a positive impact on the quality and efficiency of their performance. Studies have shown that creative leaders have a remarkable ability to motivate their subordinates, not only with money but also by creating an attractive and stimulating organizational climate that encourages experimentation and innovation (Zhou & George, 2001).

The efficiency path focuses on resource theory, which views managerial creativity as a valuable organizational resource that can be invested in to improve operational efficiency. Studies indicate that creative management can improve resource efficiency by 52% (Barney, 1991).

The integrative path combines motivational and efficiency aspects, highlighting the interaction between psychological and organizational factors in determining performance levels. Studies reveal that the interaction between these factors explains 35% of the variation in job performance (Gong & Farh, 2009).

In terms of empirical evidence, in the international context, a field study of 120 organizations showed that managerial creativity contributes to improving job performance by 43% by promoting positive employee behaviors (Amabile & Pratt, 2016).

In the Arab context, a study in the Gulf banking sector revealed that banks that implement managerial creativity programs recorded a 33% improvement in job performance compared to traditional ones (Masa'd & Aljawarneh, 2020). A study (Gong & Farh, 2009) also confirmed that managerial creativity contributes to raising performance quality and achieving institutional excellence in Arab banks by between 30% and 50%.

In the Yemeni context, a field study showed that managerial creativity is a decisive factor in maintaining job performance levels in Yemeni banks despite difficult conditions (Al-Bori & Al-Ameri, 2025).

In terms of implementation mechanisms, managerial creativity empowers employees by delegating authority and encouraging individual initiatives, which has a positive impact on their performance (Zhang & Bartol, 2010).

Additionally, it fosters a stimulating work environment that supports innovation and encourages creativity, ultimately enhancing employee performance (Baer, 2012).

It also leads to the development of administrative processes and procedures, which enhance job performance efficiency (Damanpour & Aravind, 2012).

As for challenges and obstacles, on the organizational side, they include bureaucracy and centralization in decision-making, which limit the impact of managerial creativity on job performance (Tushman & O'Reilly, 2006). On the environmental side, they include unstable political and economic conditions, which negatively affect the effectiveness of the relationship between the two variables (Hitt et al., 2016).

#### d) Research gap

Despite the wealth of knowledge in studies that have addressed the relationship between managerial creativity and job performance, there are clear research gaps that justify the need for this study, which can be summarized as follows:

- i. **Scarcity of research in crisis environments:** There is a scarcity of studies that have examined this relationship in complex crisis environments such as Yemen. The nature of the challenges and influencing factors differs radically from those in stable environments.
- ii. **Absence of locally integrated models:** There is a lack of integrated research models that study the relationship between these variables in Arab environments in general and Yemen in particular, taking into account cultural and institutional specificities.
- iii. **Limited advanced methodologies:** Few studies have applied advanced statistical methodologies to analyze the relationships between these variables in the Yemeni banking sector specifically, especially given the scarcity of reliable data.
- iv. **Fragmentation of creativity dimensions:** Limited research has addressed the three dimensions of managerial creativity (fluency, flexibility, and originality) in an integrated manner in the banking sector, with a thorough analysis of their interactions.

Based on the above, these gaps call for the development of a coherent conceptual model. This model aims to comprehensively link the dimensions of managerial creativity to functional performance indicators, taking into account all the contextual factors that characterize the Yemeni environment. This is precisely the main endeavor that this study is dedicated to achieving.

#### e) Conceptual model of the study

The variables of the study, as shown in Figure 1, are as follows:

- i. **Independent variable:** Administrative creativity in its dimensions: “fluency, originality, and flexibility.”
- ii. **Dependent variable:** Job performance in terms of productivity, organizational commitment, job satisfaction, and behavioral effectiveness.

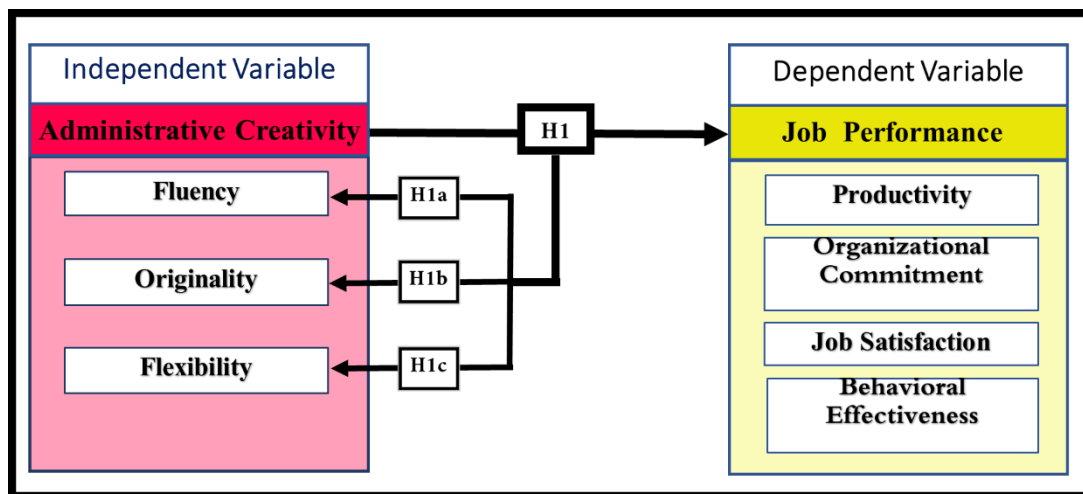


Figure 1: Conceptual Model

### III.METHODOLOGY:

#### a) Study Design

The study adopted a quantitative approach using descriptive and analytical methods to determine the impact of managerial creativity on job performance in Yemeni banks. To analyze the relationships between the variables, partial least squares structural equation modeling (PLS-SEM) was used due to its ability to handle complex models (Hair et al., 2017). The SPSS statistical program (version 24) was also used to perform descriptive analysis and validity and reliability tests.

#### b) Study population and sample

To achieve the study objectives, research was conducted on fourteen of the seventeen banks operating in Yemen, as the other four banks declined to participate in the survey. The research covered the main headquarters operating in the Yemeni capital, Sana'a. Thirty questionnaires were distributed to each bank, totaling 420 questionnaires. A total of 341 responses were returned, yielding an 81% response rate. After filtering the data and removing incomplete questionnaires, 323 questionnaires were retained for statistical analysis. This number is considered appropriate for applying partial least squares path modeling. 323 questionnaires were suitable for statistical analysis. This number is considered appropriate for applying partial least squares structural equation modeling (PLS-SEM), according to the statistical criteria of (Hair et al., 2017; Henseler et al., 2016).

#### c) Study tool

The questionnaire was developed based on tools that had been validated in previous studies, such as (Al-Bori & Al-Ameri, 2025; AlAjam, 2022). The tool included fifteen statements to measure the independent variables (managerial creativity and its dimensions: fluency, originality, and flexibility), with an average of five statements per dimension, in addition to sixteen statements to measure the dependent variable (job performance and its dimensions: productivity, job commitment, job satisfaction, and behavioral effectiveness), at a rate of four statements per dimension. It includes specific measures of the variables using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). It should be noted that before the study, a preliminary test was conducted on a sample of 45 participants, and the observations were used to improve the clarity of the statements and the construction of the tool. The apparent validity was also verified by presenting the questionnaire to three academic experts in the field of management and public policy. Cronbach's alpha and composite reliability (CR) were used to assess stability, with all values exceeding the minimum acceptable threshold of 0.70. Concurrent and discriminant validity were examined using average variance extracted (AVE) and HTMT ratios.

#### d) Analysis method

The analysis steps included the following:

- i. Descriptive analysis (means and standard deviations).
- ii. Reliability testing using Cronbach's alpha and composite reliability (CR).
- iii. Concurrent and discriminant validity testing using AVE, Fornell–Larcker criterion, and HTMT ratio.
- iv. Structural model testing to measure direct relationships.
- v. Hypothesis testing using bootstrapping with 5,000 samples.

### IV.RESULTS

#### a) Results of the descriptive analysis of the demographic variables of the sample:

Table 1 below presents the basic demographic characteristics of the study sample, as this data serves as the reference framework through which responses can be analyzed and interpreted in light of the diverse backgrounds of the participants. This analysis also contributes to assessing the extent to which the sample is representative of the original community and identifying any potential bias in the distribution.

**Table 1** shows the demographic characteristics of the study sample.

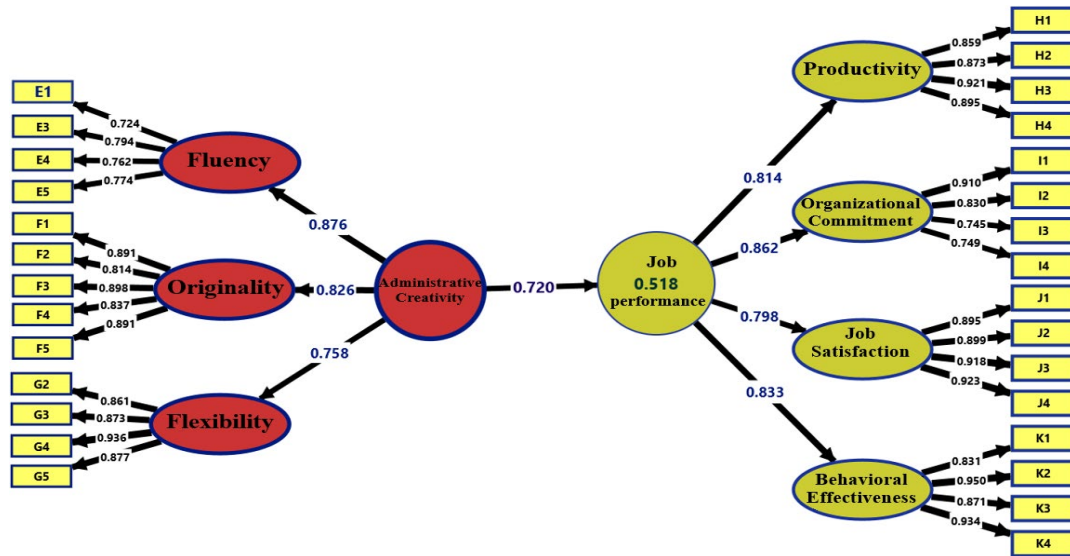
Variable	Category	Frequencies	Percentage
Age	Less than 30 years	79	24.5%
	30-40 years	164	50.8%
	40-50 years	60	18.6%
	More than 50 years	20	6.2%
	<b>Total</b>	<b>323</b>	<b>100%</b>

Variable	Category	Frequencies	Percentage
Gender	Male	274	76.5%
	Female	76	23.5%
	<b>Total</b>	<b>323</b>	<b>100%</b>
Educational Level	General Secondary	18	5.6%
	Bachelor's	242	74.9%
	Master's	57	17.6%
	Doctorate	6	1.9%
	<b>Total</b>	<b>323</b>	<b>100%</b>
Specialization	Management	77	23.8%
	Finance and Banking	49	15.2%
	Accounting	107	33.1%
	Economics	18	5.6%
	Others	72	22.3%
	<b>Total</b>	<b>323</b>	<b>100%</b>
Years of Service	Less than 5 years	57	17.6%
	5-10 years	110	34.1%
	10-15 years	79	24.5%
	More than 15 years	77	23.8%
	<b>Total</b>	<b>323</b>	<b>100%</b>
Type of Institution	Government Bank	75	23.2%
	Commercial Bank	104	32.2%
	Islamic Bank	113	35%
	Microfinance Bank	31	9.6%
	<b>Total</b>	<b>323</b>	<b>100%</b>

- i. **Age group:** The age distribution showed that 50.8% of employees were in the 30-40 age group, indicating that approximately half of the sample were in the middle of their working lives. The under-30 age group accounted for 24.5%, and the 40-50 age group accounted for 18.6%. The age group over 50 was the smallest, at 6.2%. This distribution shows a high concentration of employees in the middle of their careers, a group that is typically associated with higher levels of stability and organizational commitment (Allen & Meyer, 1996). The distribution also highlights the presence of a promising base of young and middle-aged workers.
- ii. **Gender:** The gender distribution showed that 76.5% of employees were male, while 23.5% were female, meaning that females accounted for less than a third of the total sample, and that the majority of employees were male.
- iii. **Years of service:** The distribution of years of experience showed that 34.1% of employees had between 5 and 10 years of experience, while 17.6% had less than 5 years of experience, 24.5% had between 10 and 15 years of experience, and 23.8% had more than 15 years of experience. This diversity represents a strategic advantage that combines new ideas with established institutional knowledge, supporting the adoption of innovative approaches to zakat management (Dess & Shaw, 2001).
- iv. **Place of work:** The distribution indicates that 35% of respondents work in Islamic banks, while 32.2% work in commercial banks and 23.2% work in government banks. The smallest proportion of the sample, 9.6%, works in microfinance banks. This distribution ensures coverage of all central operations in the general departments of banks in the Yemeni capital, Sana'a, providing a comprehensive view of the functional performance environment in Yemeni banks.
- v. **Educational level:** The results showed that 74.9% of participants hold a bachelor's degree, while 17.6% hold a master's degree and 5.6% hold a high school diploma. This shows that employees have higher education qualifications, but the percentage of those with advanced qualifications (doctorates) is limited, at 1.9% combined. This means that the percentage of highly qualified employees is limited, which calls for attention to be paid to strengthening capacity-building programs in the banking sector (Ng & Feldman, 2009).
- vi. **Specialization:** Employees specializing in accounting formed the largest group at 33.1%, while those specializing in management accounted for 32.8%. Those specializing in various other fields accounted for 22.3%, while those specializing in finance and banking accounted for 15.2%. Those specializing in economics accounted for the smallest proportion of the sample, at 5.6%. This distribution of

specializations reflects the high capacity of banks to implement banking plans efficiently and effectively (Mintzberg, 1994).

b) Evaluation of the Measurement Model:



To ensure the accuracy of the results, the psychometric properties of the standard model (based on Figure 2 and Table 2) were verified. The analysis indicated that the model had a high degree of reliability, as all factor loadings were sufficiently high (above 0.70). The indicators did not stop there; internal consistency tests (Cronbach's alpha and composite reliability) yielded values that exceeded the required standard (0.70), reinforcing our confidence in the stability of the scale (Cohen, 2013; Thorndike, 1995). To further support these results, the average variance extracted (AVE) values, which were higher than 0.50, confirmed the model's convergent validity (Cohen, 2013; Hair et al., 2019).

Table 2 shows the values of internal consistency, composite reliability, and convergent validity.

Latent variable	question	Factor loading	Cronbach's Alpha ( $\alpha$ )	CR	AVE
Fluency	E1	0.724	0.762	0.764	0.584
	E3	0.794			
	E4	0.762			
	E5	0.774			
Originality	F1	0.891	0.917	0.920	0.752
	F2	0.814			
	F3	0.898			
	F4	0.837			
	F5	0.891			
Flexibility	G2	0.861	0.909	0.910	0.787
	G3	0.873			
	G4	0.936			
	G5	0.877			
Productivity	H1	0.859	0.910	0.918	0.787
	H2	0.873			
	H3	0.921			
	H4	0.895			
	I1	0.910			

Latent variable	question	Factor loading	Cronbach's Alpha ( $\alpha$ )	CR	AVE
Organizational _ Commitment	I2	0.830	0.824	0.834	0.658
	I3	0.745			
	I4	0.749			
Job _ Satisfaction	J1	0.895	0.893	0.894	0.758
	J2	0.899			
	J3	0.918			
	J4	0.923			
Behavioral _ Effectiveness	K1	0.831	0.909	0.910	0.787
	K2	0.950			
	K3	0.871			
	K4	0.934			

Discriminant validity was also verified using the Fornell-Larcker criterion and the HTMT ratio. The results showed that the square roots of the AVE values placed on the diagonal in the matrix specified in Table 3 were greater than the correlation coefficients between the variables, confirming the distinctiveness of each variable from the others according to the criterion (Fornell & Larcker, 1981).

**Table 3:** Discriminant Validity - Fornell-Larcker Matrix

Variable (Structure) - Fornell-Larcker	OC	O	BE	Fle	Flu	P	JS
Organizational Commitment	0.811						
Originality	0.598	0.867					
Behavioral Effectiveness	0.701	0.707	0.898				
Flexibility	0.634	0.755	0.672	0.887			
Fluency	0.427	0.743	0.602	0.530	0.764		
Productivity	0.681	0.518	0.661	0.532	0.329	0.887	
Job Satisfaction	0.748	0.642	0.633	0.675	0.479	0.516	0.909

In addition, HTMT values were recorded below 0.85, according to Table 4, which proves the discriminant validity of the variables based on the criterion (Henseler et al., 2015).

**Table 4:** Discriminant Validity – HTMT

Variable (Structure) - HTMT	OC	O	BE	Fle	Flu	P	JS
Organizational Commitment							
Originality	0.691						
Behavioral Effectiveness	0.808	0.770					
Flexibility	0.732	0.822	0.731				
Fluency	0.532	0.847	0.714	0.631			
Productivity	0.777	0.557	0.721	0.580	0.387		
Job Satisfaction	0.836	0.695	0.686	0.733	0.565	0.545	

### c) Structural Model Evaluation:



Figure 3: Structural Model

Table 5: Structural model quality measures

Dependent Variable	R <sup>2</sup>	Q <sup>2</sup>	f <sup>2</sup>	SRMR	Effect Size
Job Performance	0.518	0.442	1.074	0.078	Medium effect

The results shown in Figure 3 and Table 5 indicate that the explanatory power of the structural model was significant, with a coefficient of determination (R<sup>2</sup>) for institutional performance of 0.518. This confirms that managerial creativity explains 51.8% of the variance in job performance. This is according to the standard (Hair et al., 2019). In addition, the predictive significance (Q<sup>2</sup>) value was 0.456, which is considered a medium to high predictive power for the model according to the standard (Chin, 1998; Cohen, 2013). The effect size is also considered large according to the f<sup>2</sup> values shown in the table above and according to the criterion (Cohen, 2013). When assessing the suitability of the statistical model, the SRMR index is used to measure the level of agreement between the theoretical correlation matrix and its observed counterpart. The model under study recorded a value of 0.078 for this index, indicating that it exceeds the acceptance criterion set at 0.08 according to the research (Hu & Bentler, 1999).

#### d) Hypothesis testing results

##### i. Main hypothesis testing results:

The main hypothesis was tested using Figure 3 and Table 6, as follows:

Table 6: Coefficients of the main hypothesis path H1

H	Path	$\beta$	Standard deviation	T-value	P-value	Result
H1	Administrative _Creativity -> Job Performance	0.720	0.049	14.910	0	Accepted

After verifying the quality of the structural model, the main direct hypothesis was tested using the Bootstrapping technique with 5000 samples. Figure 3 and Table 6 show the results as follows:

Administrative \_Creativity → Job \_Performance (H1):

The results showed that managerial creativity has a positive and significant effect on job performance, as evidenced by the statistical values of the beta coefficient, which show ( $\beta = 0.720$ ,  $T = 14.910$ ,  $p < 0.01$ ,  $f^2 = 0.074$ ,  $R^2 = 0.518$ ). This result indicates that managerial creativity essentially explains the noticeable variation in job performance, showing a clear effect. This interpretation is supported by the R<sup>2</sup> value of 0.518, indicating that the managerial creativity variable can explain approximately 51.8% of the variance in job performance. The amount of variance explained at this level is statistically significant, indicating a moderate to high explanatory power. of managerial creativity in improving job performance in Yemeni banks, as it is close to the upper limit (0.67) according to the standard (Cohen, 2013). Furthermore, the f<sup>2</sup> test value of (1.074) indicates the significant impact of this correlation according to the standard (Cohen, 2013). These statistical indicators support the importance of managerial creativity in improving job performance in Yemeni banks, confirming the first hypothesis (H1).

##### ii. Testing the sub-hypotheses

The main hypothesis branches into five sub-hypotheses, as shown in Figure 4 and Table 6, as follows:



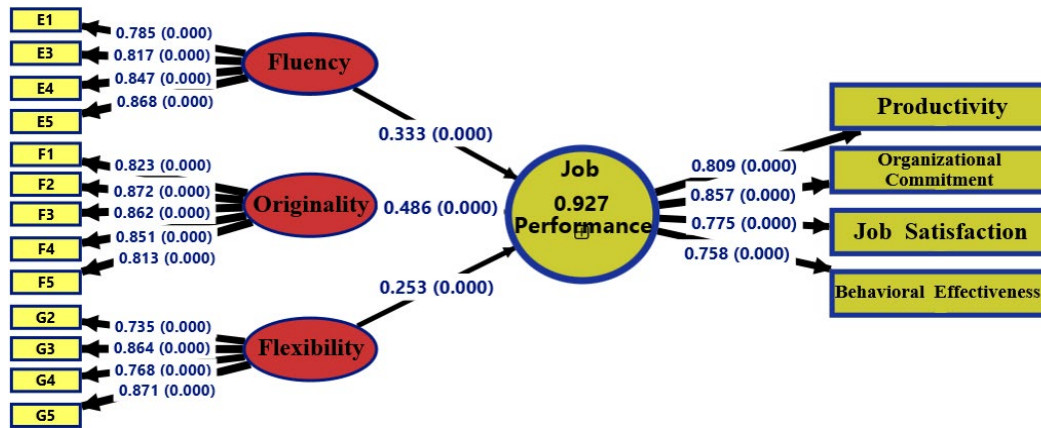


Figure 4: Path analysis for sub-hypotheses H1a to H1c

Table 7: Path analysis of sub-hypotheses H1a to H1c

H	Path	$\beta$	Standard deviation	T-value	P-value	$f^2$	Result
H1a	Fluency-> Job _Performance	0.333	0.022	15.034	0	0.445	Accepted
H1b	Originality-> Job _Performance	0.486	0.019	25.910	0	1.686	Accepted
H1c	Flexibility-> Job _Performance	0.253	0.025	10.034	0	0.231	Accepted

#### 1. Fluency ← Functional performance (H1a):

The results confirmed this expectation, as shown in Figure 3 and Table 7, where the results showed a positive effect of fluency on functional performance in Yemeni banks ( $\beta = 0.333$ ,  $p < 0.001$ ,  $t = 15.034$ ,  $f^2 = 0.445$ ). The magnitude of the effect was also large according to (Cohen, 1992) criterion.

#### 2. Authenticity ← Functional Performance (H1b):

The results specified in Figure 3 and Table 7 confirmed that authenticity has a positive effect on job performance in Yemeni banks ( $\beta = 0.486$ ,  $p < 0.001$ ,  $t = 25.913$ ,  $f^2 = 1.686$ ). The magnitude of the effect was also very large according to (Cohen, 1992) criterion.

#### 3. Flexibility ← Job Performance (H1b):

The results also confirmed, as shown in Figure 3 and Table 7, that flexibility has a positive effect on job performance in Yemeni banks ( $\beta = 0.253$ ,  $p < 0.001$ ,  $t = 10.034$ ,  $f^2 = 0.231$ ). In addition, the magnitude of the effect was moderate according to (Cohen, 1992) criterion.

### V. DISCUSSION OF RESULTS:

In light of the statistical analyses conducted by the study, a set of fundamental results emerges that sheds light on the nature of the relationship between managerial creativity and improved job performance in the Yemeni banking sector. The results show that managerial creativity has a clear and positive impact on improving job performance, with a high impact coefficient ( $\beta = 0.720$ ), supported by a T value exceeding 14.910, confirming a high level of statistical significance ( $p < 0.01$ ). These results indicate that managerial creativity explains approximately 52% of the change in job performance, which can be described as a medium to high effect, according to the scientific standards set by (Cohen, 2013) for measuring the strength of relationships. This reinforces the view that managerial creativity is a key factor in enhancing the efficiency of employees within banks operating in Yemen.

These findings are consistent with a number of previous studies that have linked the promotion of creative practices to improved organizational outcomes. In a previous study by (Amabile & Pratt, 2016), it was found that adopting creative leadership methodologies contributes to raising institutional performance by 30% to 35%. A study by (Masa'd & Aljawarneh, 2020) on Arab banks also showed that managerial creativity plays a clear role in improving job performance by 33%. In addition, research by (AlAjam, 2022) indicated that administrative innovation is one of the vital mechanisms for ensuring the continuity of institutions in difficult circumstances and crisis environments. When addressing the sub-dimensions of administrative creativity, the analyses showed the following detailed results:

The impact of managerial fluency was unambiguous. The impact coefficient (0.333) with a high level of statistical significance indicates that managers' ability to generate multiple solutions simultaneously effectively

contributes to accelerating the pace of decision-making and improving its quality. This has been confirmed by previous studies (Anderson et al., 2014; Reiter-Palmon et al., 2012), noting that developing intellectual fluency opens up new horizons for solving complex managerial problems. Originality came first, recording the highest impact factor (0.486), confirming that new and innovative ideas are the main driver of job performance excellence. This is fully consistent with the studies of (Amabile, 2018; Masa'd & Aljawarneh, 2020) that intellectual originality is the cornerstone of building a sustainable competitive advantage for organizations. In terms of managerial flexibility, the results show that the relationship is undoubtedly positive, but its intensity remains moderate when measured against other factors. This fact places us before the responsibility of developing tools for managers to adapt to new developments and enable them to anticipate challenges rather than wait for them. In this context, we find ourselves rediscovering what has already been confirmed by (Runco & Jaeger, 2012; Uhl-Bien & Arena, 2018) that organizational resilience acts as a protective shield against organizational storms. In our Yemeni context, this is not an intellectual luxury but an existential necessity for the banking sector in the midst of successive crises. The combined results of these dimensions paint a clear picture that administrative creativity has gone beyond being an administrative luxury to become an imperative for the Yemeni banking sector, especially amid the difficult conditions the country is experiencing.

**a) Conclusions and Recommendations:**

**i. Conclusions:**

1. Originality is the most influential dimension of creativity in improving performance, followed by fluency and then flexibility.
2. The high academic level of employees contributes to their increased responsiveness to creative trends and practices.
3. Managerial creativity is at the heart of the factors influencing employee performance, accounting for more than 50% of the variation in performance levels.
4. A creative environment contributes to deepening employees' sense of belonging to their organizations, increasing their job satisfaction, and motivating positive behaviors.
5. Managerial creativity in Yemeni banks has shifted from being an optional improvement to a vital tool for survival in the face of successive political and economic challenges.

**ii. Recommendations**

1. Give employees broader powers and encourage them to take individual and collective initiatives that enhance their administrative fluency.
2. Adopt qualitative incentive systems based on creative performance evaluation, not just quantitative performance indicators.
3. Establish specialized innovation units or departments within the organizational structure of banks, aimed at developing innovative solutions to operational problems.
4. Invest heavily in developing leadership cadres through a package of specialized training programs designed specifically to hone creative thinking skills and enhance the ability to make non-standard decisions.
5. Build bridges of effective cooperation between the banking sector and academic institutions to launch joint research and training programs that address the latest developments in management innovation and keep pace with the latest developments in this field.
6. Work to create a supportive regulatory environment that encourages experimentation and innovation and treats mistakes as real opportunities for continuous development and improvement.

**b) Limitations and future studies:**

**i. Study limitations:**

1. Despite the importance of the study's findings, they are not without certain limitations that must be taken into account:
2. The exceptional political and economic circumstances in Yemen negatively affected the accuracy of data collection and limited the representativeness of the sample of the research community.
3. The geographical scope of the study focused exclusively on the capital, Sana'a, which may limit the possibility of generalizing the results to other governorates with varying conditions and characteristics.
4. The use of a questionnaire methodology alone prevented a deeper exploration of the cultural and behavioral aspects of administrative creativity.
5. The study's focus on the banking sector alone deprived it of the opportunity to compare with other sectors.

6. Limiting the study to a single snapshot of data prevented us from tracking the evolution of the relationship between variables over time.

## ii. Suggested future studies

1. Study the roles of transformational leadership and organizational culture as mediating variables in the relationship between managerial creativity and job performance.
2. Use a longitudinal approach to monitor the development of the relationship between the study variables over different time periods.
3. Research the impact of digital transformation and artificial intelligence technologies in supporting administrative creativity initiatives within Arab banks.
4. Conduct qualitative studies to explore the experiences of creative managers and how they deal with crises.
5. Expanding the scope of the research to include other service sectors such as higher education and telecommunications companies, thereby enriching the Arabic library with comparative studies.

## VI. CONCLUSION

This study confirms beyond doubt that managerial creativity is the backbone of performance improvement in Yemeni banks. By enhancing productivity, strengthening loyalty, and motivating positive behavior, creativity emerges as an irreplaceable strategic option for resilience in an environment characterized by volatility and instability. The study has thus contributed to the Arab library with an applied model that can be built upon to explore the horizons of administrative creativity in crisis environments.

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- No conflict of interest
- The researcher prepared all tables and figures.
- The relevant ethics committee at the academy approved the study.

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