Effects of Supportive Culture, Innovative Culture and Knowledge Technology Capabilities on Employees Performance: Mediating Role of Employees Commitment

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Abstract: The study aimed to investigate the impact of innovative culture, supportive culture, and knowledge technology capability on the performance of employees in the telecom sector. This study also investigated the mediating role of commitment. This study employed a quantitative research methodology. The study was conducted within the Saudi telecommunications sector. Questionnaires were developed to obtain responses from respondents through the utilization of convenience sampling. The study achieved a response rate of 75.33%. The data was analysed using Smart PLS 3.3.9. The study's findings indicate that supportive culture, innovative culture, and knowledge technology capability positively influence workers' commitment. Furthermore, the commitment of employees also exerts an influence on their performance. Furthermore, the present study also provides confirmation of the mediating role of employee commitment. The findings presented in this study can be utilized by strategic decision makers to formulate effective strategies within the telecommunications sector.
Keywords: Supportive Culture, Innovative Culture, Knowledge Technology Capability, Commitment, Employee's Performance.

1. INTRODUCTION

Organizations worldwide are encountering significant obstacles as a result of the phenomenon of globalization and the presence of a culturally diverse workforce (Reddy and Kota 2019). The aforementioned challenges are intricately connected to the presence of cultural diversity within the organization and the characteristics of the individuals comprising its workforce. The phenomenon of globalization, which involves the employment of people from various nationalities, has facilitated the expansion of organizations. Consequently, individuals hailing from diverse cultural backgrounds are motivated to engage in employment opportunities

situated in distinct geographical settings (Kenedi, Satriawan and Khaddafi 2022). Conversely, the performance of an organization is primarily contingent upon the calibre of its workforce. The significance of fostering a dynamic culture within an organization has been heightened (Agarwal and Al Qouyatahi 2018). Scholars from various disciplines, such as operations, finance, economics, supply chain management, and marketing, are collaborating to develop policies and strategies that facilitate the integration of culture within organizational objectives. However, there is a dearth of research data specifically addressing the topic of cultural diversity within the organizational context (Chams and García-Blandón 2019).

The organizational culture significantly influences the identity of the organization. Organizations that invest time and effort into cultivating their culture tend to be more successful in competitive markets due to their ongoing commitment to improvement (Muriithi 2021). Irrespective of an organization's size, it is crucial for businesses to prioritize a supportive organizational culture. Such a culture fosters unity among employees and influences their actions (Odai *et al.* 2021). A supportive organizational culture enhances trust between employees and employers by emphasizing risk-taking, creativity, and initiative-taking within the organization (Bardzell, Bardzell and Ng 2017). On the other hand, employees also develop a sense of fairness in their dealings with employers, as well as a sense of being a high-quality employee who is actively involved in all aspects of the organization. These processes also result in organizational change. A supportive organizational culture is associated with values and behaviors that contribute to the social and psychological environment of the organization. Several studies have found a connection between communal assumptions, values, and beliefs and their influence on employee interactions within an organizational system (Mahmood and Shafaat 2020). A robust and supportive organizational culture strengthens the alignment of an organization's mission, beliefs, and values. Additionally, it is necessary to foster long-term employee engagement. Contrarily, employees may desire to change their organization. Valued and respected employees are less likely to leave their respective organizations (Bardzell *et al.* 2017).

Economic competition among organizations is increasing in the current era of globalization. Intense competition significantly shortens the product life cycle (Globocnik, Rauter and Baumgartner 2020). Many policymakers, business practitioners, and researchers emphasize the significance of fostering an innovative culture in order to achieve competitive advantage and promote sustainable economic development (Arsawan *et al.* 2022). An

innovative culture is a factor that prioritizes innovation. This aspect focuses primarily on the innovative sector of management and business, as opposed to the broader sphere of management and business that has been discussed in the recent past. An innovative culture refers to an environment that fosters challenging work through a results-oriented approach in order to achieve desired outcomes (Ahmad *et al.* 2022). Many organizations strive to cultivate innovative work behaviours and foster an innovative culture. Innovative cultures foster the development and execution of novel ideas. Innovation culture refers to the elements that enhance employees' inclination towards innovation within an organization. Helmy, Adawiyah and Banani (2019) argue that organizations can foster an innovative culture, which enables them to create and implement novel processes, services, and ideas. It fosters a responsive, open, and innovative decision-making environment. Certain studies have identified innovative culture as a factor that impacts the knowledge mechanism within organizations. Additionally, it possesses the capacity to enhance knowledge application and acquisition within the organization, thereby facilitating the achievement of supplementary objectives (Lee and Chen 2019).

However, traditional organizations are prioritizing IT capabilities and knowledge-based systems (Laasonen and Kolehmainen 2017). Organizations must prioritize organizational learning to sustain a competitive market position. The ability of organizational employees to adapt to change and acquire proficiency in new skills through the integration of technology can significantly enhance the competitive advantage of the organization (Yu, Zhang and Shen 2017). Technological capabilities and organizational knowledge are crucial factors for organizational success. Organizations must cultivate a competitive culture to gain an advantage in the current competitive landscape. Organizations that have adopted and integrated information technology into their culture are more effective and efficient in achieving competitive advantage in the market (Nisha *et al.* 2022). Organizations often employ knowledge management capabilities to achieve sustainability in a competitive business environment. Organizations can develop a sustainable business model by acquiring knowledge of future technologies. Acquiring this knowledge is fundamental to achieving success in the market. In the dynamic business landscape, organizations must possess IT management capabilities and knowledge to improve their performance, innovation, and overall capabilities. Researchers in the field of information technology and knowledge management have emphasized the significance of utilizing IT for effective knowledge management, with the aim of enhancing

organizational performance (Akram *et al.* 2018).

Several factors contribute to the development of an organization, which are crucial for enhancing its effectiveness and promoting sustainability. Employee commitment tends to increase when there is a simultaneous improvement in productivity and work quality. Employee commitment plays a crucial role in enhancing organizational culture by improving its objectives, values, and norms (Nguyen *et al.* 2019). The organizational system focuses on establishing an effective culture that fosters a strong learning environment. Improving employee performance contributes to the development of a strong organizational culture (Triguero-Sánchez, Peña-Vinces and Guillen 2018). The performance of employees is crucial for the development of an effective organizational culture. An understanding of organizational culture and the acquisition of knowledge that can improve organizational behaviour are the main factors influencing employee loyalty (Turner 2022). According to Attar (2018), organizational culture is intangible as it is influenced by various factors that determine employees' approaches to achieving success. The organisation culture is also based on people programme, enablement of managers and HR policies that keep balance between well-being and performance. Developing a culture that is based on performance requires to focus on the process, values and behaviours data right and can thrive the employees to work at their optimum level (Kontoghiorghes 2016).

All employees within an organization are interconnected at a higher level. The employees are members of the organization. Organizational commitment, as described by Al Jabri and Ghazzawi (2019), is a bond that forms between employers and employees. There are variations in the level of attachment that employees have to a firm. There are various factors that can contribute to this attachment. Organizational success hinges on prioritizing committed employees (Guzeller and Celiker 2020). Organizational commitment is crucial for the efficient and effective execution of organizational operations. Organizations allocate significant resources towards identifying and recruiting suitable candidates for job positions. Organizations must seek methods to cultivate employee commitment. Therefore, it is crucial to examine the factors that contribute to enhancing organizational commitment, as they can significantly impact employee well-being and organizational effectiveness (Ridwan, Mulyani and Ali 2020). This paper aims to analyse the factors that enhance employee performance and commitment. This study aims to examine the impact of supportive culture, innovative culture, and knowledge of technological capabilities on employee commitment and performance.

2. LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

2.1 Employee Performance, Organizational Commitment, Relationship with Employee Performance

The interplay between teamwork, individual effort, and managerial oversight affects employee performance (Ahmad and Manzoor 2017). This process primarily relies on the competencies, skills, and knowledge of employees, as well as the specific requirements of the organization. The work plan is a crucial component that frequently influences job performance (Andriani, Kesumawati and Kristiawan 2018). Employee performance refers to the results and achievements of employees in carrying out tasks and achieving goals. Singh, Darwish and Potočnik (2016) have examined various performance indicators, such as profits, return on investment, and market shares. Employee performance encompasses the outcomes and accomplishments of individuals in executing tasks and attaining objectives. Singh *et al.* (2016) analysed multiple performance indicators, including profits, return on investment, and market shares. It also indicates the employee's commitment to staying with the organization, demonstrating their loyalty. It has a lasting impact on organizational performance. Kaplan and Kaplan (2018) identified several indicators of organizational commitment, such as normative commitment, continuous commitment, and affective commitment.

Conversely, Organizational commitment refers to the employee's emotional attachment to the organization, which is influenced by their personal experiences (Amponsah-Tawiah and Mensah 2016). The employee's engagement and satisfaction level serve as the basis for this. Organizational commitment is a crucial factor in achieving organizational success, thus necessitating the evaluation of employee commitment (Kawiana *et al.* 2018). Employee commitment consists of two key components: willingness to act and attitude. Employee attitude refers to the extent to which employees identify with and accept the goals of the organization. Employee identification is determined by their attitude towards accepting organizational wisdom, their sense of pride, their acceptance of organizational values, and their prioritization of personal values (Paramita, Lumbanraja and Absah 2020).

Literature suggests that employees who are committed to their organization tend to allocate more time to tasks assigned by managers, exerting greater effort and enhancing performance at both the individual and organizational levels (Noesgaard and Jørgensen 2023). Organizational commitment has the potential to enhance loyalty and elevate morale within

an organization. Organizational commitment refers to the employee's attitude that demonstrates loyalty to the organization. The level of commitment exhibited by an employee has a substantial influence on enhancing organizational performance (Jufrizen *et al.* 2021).

H1: Commitment has positive significant effect on the performance of employees.

2.2 Supportive Culture; Relationship with Organizational Commitment

Supportive culture, as described in literature, refers to a work environment where employees exhibit a preference for teamwork, trust one another, and provide mutual encouragement. A supportive culture fosters open relationships among employees (Verma 2019). It promotes a friendly work environment and fosters a culture of mutual assistance among employees (Saifulina and Carballo-Penela 2017). A supportive culture is characterised by the presence of confidence, encouragement, and collaboration in interpersonal relationships. Scholars have contended that a supportive and friendly culture fosters a collaborative atmosphere. Jigjiddorj *et al.* (2021) examined the correlation between organisational commitment and a supportive culture. Organisations are fostering a supportive culture, leading to a high level of commitment among employees (Alam, Kartar Singh and Islam 2021). Sarhan *et al.* (2020) conducted a study comparing collaborative, bureaucratic, and supportive cultures. The findings indicated that employees show the highest level of commitment in organisations with a supportive culture.

A supportive culture significantly contributes to the development of a competitive advantage within an organisation. Several organisations are currently prioritising the development of a supportive culture within their own organisational structures. According to Al-Sada, Al-Esmael and Faisal (2017) and Aranki, Suifan and Sweis (2019), a supportive organisational culture can lead to reduced employee stress levels and increased commitment. Employees in organisations with a supportive culture reported higher levels of job satisfaction compared to those in organisations with different cultural orientations. Employees in a supportive culture exhibit higher levels of commitment. Employees in a supportive work culture exhibit higher levels of cohesion (Khudhair *et al.* 2022).

Ratnasari, Prasetiyo and Hakim (2020) discussed differing perspectives on the correlation between organisational culture and the work environment. Several work-related factors can predict organisational commitment. The factors encompassed in this study consist of work conditions, colleague relationships, promotional opportunities, and

supervisory support. Top management in the organisation is characterised by a red colour. Organisational culture can be achieved by fostering a supportive environment that encourages employee interaction across departments, with direct supervisors, and among colleagues (Roscoe *et al.* 2019). According to Gutierrez (2018), employees in a supportive culture exhibit higher levels of work commitment. Supervisors must engage in collaborative efforts with their subordinates to establish a supportive culture and gain their trust (Asresie, Birara and Gebrie 2022). There is a positive correlation between a supportive culture and organisational commitment. Organisations should prioritise the cultivation of a supportive culture in order to enhance organisational commitment (Naz *et al.* 2020). Several studies suggest that organisational culture plays a critical role in fostering and sustaining high levels of organisational commitment (Hassanian *et al.* 2023).

H2: Supportive culture has significant effect on the commitment.

2.3 Innovative Culture; Relationship with Organizational Commitment

In academic discourse, innovative culture is often defined as a work environment that fosters employee creativity within a challenging context. This aspect pertains to the work environment in which employees seek a culture that fosters innovation, encourages risk-taking, presents challenging tasks, and provides opportunities for growth. This culture is characterised by dynamism and excitement as employees encounter various challenges. Scholars have identified innovative culture as a factor that can confer a competitive advantage to employees. Furthermore, it facilitates the exploration and acceptance of novel concepts. The study of innovative culture examines its relationship with various factors, such as commitment. Aranki *et al.* (2019) conducted a study on the organisational commitment of middle-level employees in an innovative organisational culture.

Previous research has examined the concept of an innovative culture by focusing on a dynamic and creative work environment. Individuals often experience stress in order to enhance their performance. An innovative culture as one that is characterised by drive, entrepreneurship, stimulation, challenge, creativity, risk-taking, and a focus on achieving results (Hanifah *et al.* 2019). Employees who prioritise continuous learning and skill acquisition tend to value autonomy in completing tasks for the organisation. Employees perceive top management limitations as hindering their innovative capabilities (Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle 2016). The organisation's innovative culture promotes a dynamic and creative work environment. The organisational culture can impact the

relationship between employees and the organisation, particularly in terms of fostering innovation (Saha and Kumar 2018).

The organisation's culture prioritises the perpetuation of innovation. Innovative behaviour enhances employee empowerment by addressing their psychological needs. The development of a culture that fosters such values requires active involvement from top management. This includes addressing and sharing organisational goals as well as addressing individual employee concerns (Berberoglu 2018). The innovative culture fosters employee commitment and dedication towards achieving organisational goals. Various activities related to an innovative culture can influence employee commitment to the organisation. These activities encompass the factors of relatedness, competence, and autonomy among employees. Due to the vibrant and innovative culture fostered by these activities, employees exhibit a strong preference for maintaining their commitment to the organisation (Lecic *et al.* 2023).

H3: Innovative culture has significant effect on the commitment

2.4 Knowledge Technological Capabilities, Relationship with Organizational Commitment

Knowledge is considered the foundation of organisational innovation (Karamitri, Talias and Bellali 2017). Knowledge management involves various activities aimed at enhancing organisational knowledge. These activities encompass communication, application, generation, storage, recognition, and identification of knowledge. Notably, the application of innovation is a crucial factor in knowledge management activities. Knowledge management capability refers to an organisation's ability to effectively manage and utilise knowledge (Idrees *et al.* 2022). The technological capability of an organisation, specifically in terms of knowledge management, is considered a fundamental ability. It is based on knowledge and enables the organisation to successfully commercialise and develop productive processes and innovative products. Sony, Antony and Mc Dermott (2022) have defined it as "the capabilities to develop and design new product, new process and more effectively operate the equipment". Another study by Lestari and Ardianti (2019) has defined it as "resources which are needed to produce managerial technique revolution including skills, knowledge and experiences as well as institutional structures and ties".

According to Chuanpeng Yu *et al.* (2017), technological capabilities refer to the organisational capabilities that are built upon knowledge, allowing an organisation to effectively commercialise, apply, organise, recognise, and search for innovative services and products. Enhancing and cultivating the technological capacity of the company is a long-term commitment. Hence,

the organisation's survival and success primarily rely on this factor (Bustinza *et al.* 2019). The findings of various studies have demonstrated that the level of commitment towards knowledge technology is a substantial predictor of an employee's commitment to the organisation (Taneja and Singh 2018). The majority of organisations tend to prioritise employee involvement in technology-related matters. These organisations also offer technological resources to enhance the competencies and understanding of emerging technologies within the organisation. Consequently, the organisation procures novel technology in order to enhance organisational commitment (Mohapatra, Satpathy and Patnaik 2019).

In contrast, Mao *et al.* (2016) argue that the utilisation of information technology (IT) for knowledge management can positively impact organisational commitment. This is achieved by fostering employee motivation to effectively carry out assigned tasks, thereby enhancing their professional confidence, growth, and acquisition of learning skills. The learning capacity of an organisation has a significant impact on its performance. The utilisation of information technology (IT) in organisational settings has been found to enhance employee commitment to the organisation (Kanwal *et al.* 2017). The implementation of new technology has been found to strengthen employee commitment, as it effectively addresses the challenges faced by competitors through technological advancements. Therefore, it has a beneficial impact on the level of commitment exhibited by individuals towards their organisation (Hussain *et al.* 2018).

H4: Knowledge Technological Capabilities has significant effect on the commitment.

H5: Commitment mediates between supportive culture and employee's Performance.

H6: Commitment mediates between Knowledge Technological Capabilities and employee's performance.

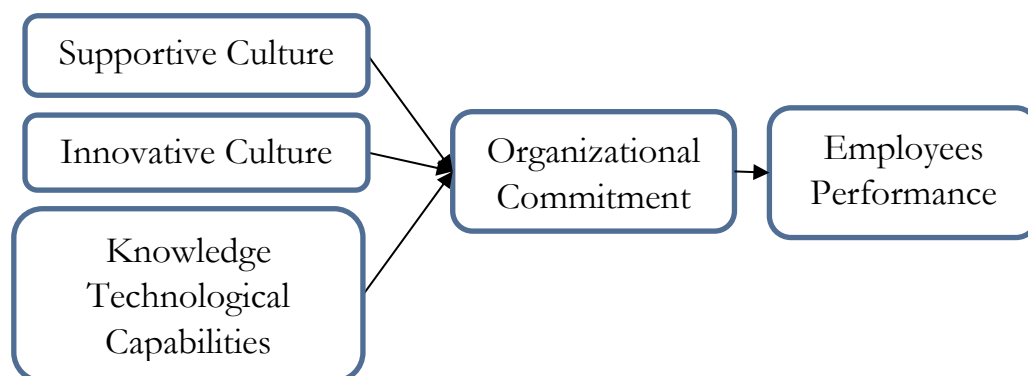H7: Commitment mediates between innovative culture and employee's performance.

Figure 1: Framework

3. METHODOLOGY

Sugiyono (2021) posits that research methods serve as a scientific means to acquire information and data that can be used for specific scientific objectives. The primary objective of data acquisition is to facilitate the development, validation, and acquisition of knowledge, with the ultimate goal of anticipating, resolving, and comprehending various problems. The present study employed a quantitative research methodology. This particular form of research is employed to conduct testing on a specific sample or population. Various sampling techniques are often employed, utilising diverse statistical analysis tools and data collection methods to examine predetermined hypotheses (Sekaran and Bougie 2009). This study employed a descriptive research approach to investigate the relationship between the variables under consideration. Descriptive research aims to evaluate the existing status of a relationship. Convenience sampling was employed to gather data from employees in the telecommunications sector of the Kingdom of Saudi Arabia.

To contact the participants, a survey was created using a 5-point Likert scale. The Likert scale was employed to collect data, which encompassed five ranges ranging from "strongly disagree" to "strongly agree." A survey was administered to a sample of 300 participants. The study's researchers obtained 226 usable questionnaires from the participants. The study achieved a response rate of 75.33%. The questionnaire was initially analysed using SPSS to identify any missing values. The responses were complete, with no missing values. Smart PLS, a tool for Structural Equation Modelling (SEM), was subsequently employed for data analysis. This tool is appropriate for complex models. This study employs three independent variables, one mediator, and one dependent variable, making Smart PLS a more appropriate tool for analysis.

4. RESULTS

The analysis using Smart PLS starts with evaluating the measurement model. This study includes five reflective variables. The measurement model assessment involves the calculation of outer loadings, which are also referred to as factor loadings. The minimum required outer loading figure for retaining the reflective items in the study is 0.60. The study's results indicate that all items in table 1 have loadings exceeding 0.60, as suggested by Hair Jr. *et al.* (2010).

Table 1: Factor loading.

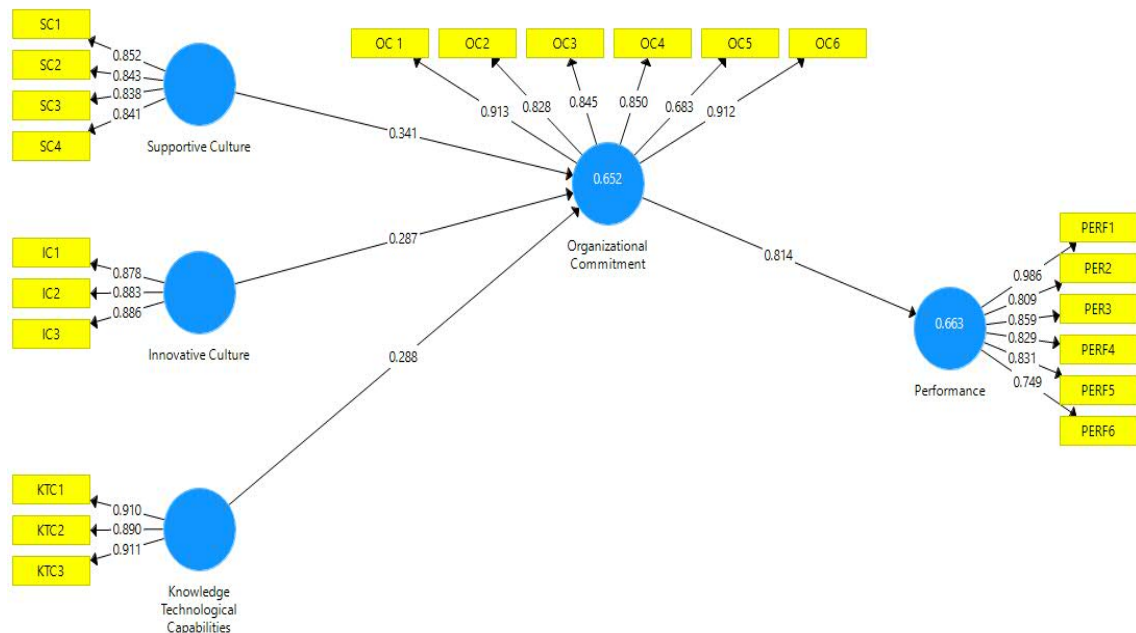|	IC	KTC	OC	PERF	SC
IC1	0.878				
IC2	0.883				
IC3	0.886				
KTC1		0.910			
KTC2		0.890			
KTC3		0.911			
OC 1			0.913		
OC2			0.828		
OC3			0.845		
OC4			0.850		
OC5			0.683		
OC6			0.912		
PER2				0.809	
PER3				0.859	
PERF1				0.986	
PERF4				0.829	
PERF5				0.831	
PERF6				0.749	
SC1					0.852
SC2					0.843
SC3					0.838
SC4					0.841

Figure 2: Measurement Model

This study subsequently assessed the reliability and validity of the data using Cronbach Alpha and composite reliability. Henseler *et al.* (2014) state

that the minimum acceptable value for CR is 0.70. Additionally, it is important for Cronbach Alpha values to exceed 0.70 (Purwanto and Sudargini 2021). The values of CR and Cronbach Alpha in table 2 exceed the threshold of 0.70, as specified by Hair Jr. *et al.* (2010) and Henseler *et al.* (2014). Furthermore, it is crucial to assess the Average Variance Extracted (AVE) to confirm convergent validity. Hair *et al.* (2019) established that the benchmark value for Average Variance Extracted (AVE) is 0.50. The AVE values in Table 2 exceed 0.50, thus satisfying the specified criteria.

Table 2: Validity and Reliability

	Alpha	CR	AVE
IC	0.858	0.913	0.778
KTC	0.888	0.931	0.817
OC	0.916	0.935	0.709
PERF	0.919	0.938	0.717
SC	0.865	0.908	0.712

Table 3: Fornell and Larker

	IC	KTC	OC	PERF	SC
IC	0.882				
KTC	0.759	0.904			
OC	0.720	0.718	0.842		
PERF	0.665	0.672	0.814	0.847	
SC	0.630	0.622	0.701	0.713	0.844

Table 4: HTMT

	IC	KTC	OC	PERF	SC
IC					
KTC	0.869				
OC	0.811	0.789			
PERF	0.746	0.737	0.884		

Tables 3 and 4 display the discriminant validity of the collected data. This test is crucial for verifying that the variables do not exhibit a significant degree of similarity. Two methods were used: Fornell and Larcker criteria and HTMT. Fornell and Larcker (1981) suggest that the square root of the average variance extracted (AVE) for all variables should exceed the remaining values. Table 3 clearly shows that the values along the diagonal are greater than the other values. The discriminant validity criteria proposed by Fornell and Larcker (1981) has been confirmed. Henseler *et al.* (2014) suggested that the values of the HTMT matrix should be below 0.90. Table 4 confirms that all values meet the criteria, as they are all less than 0.90.

Table 5: R square

	R square
OC	0.652
PERF	0.663

The examination of the structural model follows the successful evaluation of the measurement model. The structural model is assessed to confirm the proposed hypothesis and determine the R square value. The bootstrapping technique proposed by Hair *et al.* (2017) was employed for this study. The evaluation of the structural model commenced by testing the R square, which indicates the impact of independent variables on the dependent variables. Based on the data presented in Table 5, the mediator is influenced by 64.55% and performance is influenced by 65.66%, as hypothesised in the study.

Later, this study examined the proposed hypothesis. Findings of the study are mentioned in the table 6 (direct results) and table 7 (mediating results) of the study. According to the findings of the study, H1 of the study is confirmed showing significant positive effect of commitment on the performance of the employees (Beta=0.814, t=32.231). Similarly, findings also support H2 of the study revealing positive effect of SC on OC (Beta=0.341, t= 5.217). Likewise, IC also have significant positive effect in the OC, supporting H3 of the study (Beta=0.287, t= 3,848). In the end, statistical findings also support the H4 of the study showing direct effect of KTC on OC (Beta=0.288, 3.968).

Table 6: Direct Results

		Beta	SD	T value	P Values	Results
H1	**OC -> PERF**	0.814	0.025	32.231	**0.000**	Supporting
H2	**SC -> OC**	0.341	0.065	5.217	**0.000**	Supporting
H3	**IC -> OC**	0.287	0.075	3.848	**0.000**	Supporting
H4	**KTC -> OC**	0.288	0.073	3.968	**0.000**	Supporting

The indirect or mediating statistical findings of the study are mentioned in table 7. The results show that all proposed mediating results are supported in present study (H5, H6 and H7)

Table 7: Mediating Results

		Beta	SD	T value	P Values	Results
H5	**SC -> OC -> PERF**	0.278	0.055	5.023	**0.000**	Supporting
H6	**KTC -> OC -> PERF**	0.234	0.060	3.931	**0.000**	Supporting
H7	**IC -> OC -> PERF**	0.234	0.061	3.842	**0.000**	Supporting

The study's predictive relevance is assessed using the blindfolding technique. Hair *et al.* (2019) established that predictive relevance is

confirmed when Q square has a non-zero value. Based on the data presented in Table 8 and the corresponding figure, it can be concluded that this criterion has been met.

Table 8: Q square

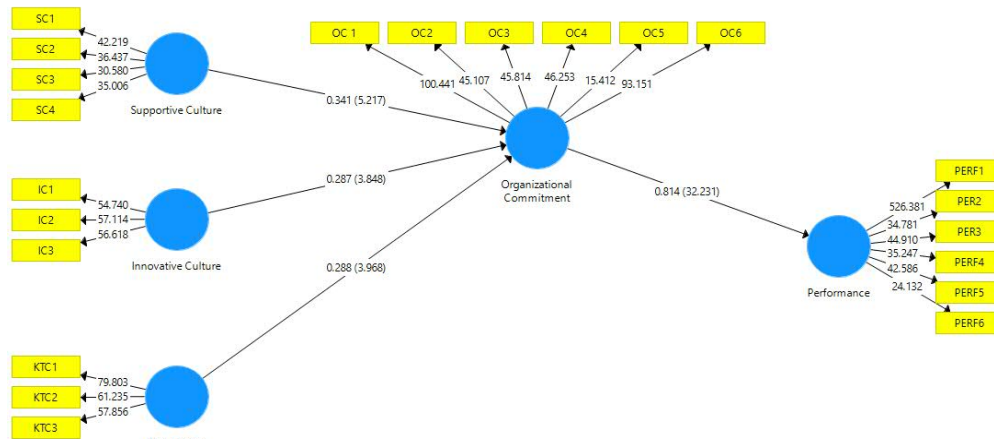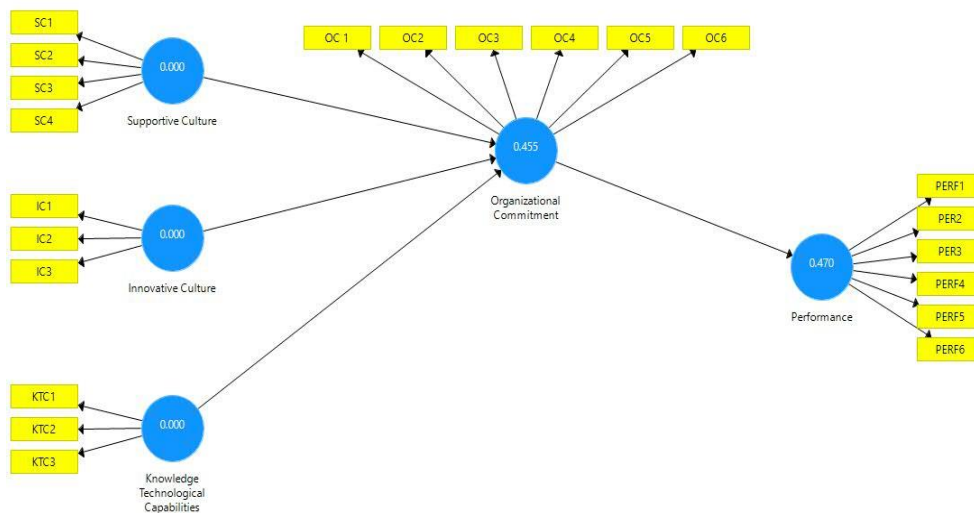|	Q² (=1-SSE/SSO)
OC	0.455
PERF	0.470

Figure 3: Structural Model

Figure 4: Blind folding

5. DISCUSSION

To enhance the operational efficiency of firms within the Telecom sector, it is imperative to prioritise the examination and cultivation of the market's organisational culture. The telecommunications sector is currently experiencing significant competition on a global scale. Hence, it is

imperative to prioritise the factors that contribute to enhancing employee commitment to the organisation, thereby yielding positive effects on both individual and organisational performance. Therefore, this research investigated the impact of a supportive culture, innovative culture, and knowledge technology capabilities on organisational commitment and employee job performance. The results of the study provide empirical evidence to substantiate the assertion that organisational commitment exerts a favourable impact on performance.

The level of commitment exhibited by an employee to an organisation directly correlates with their willingness to exert greater effort in comparison to an employee who lacks commitment. These employees demonstrate a willingness to exceed expectations in order to achieve exceptional personal performance. One potential explanation for these findings is that the employees who are committed to the telecom firm are content with their current employment situation. In fact, individuals occasionally experience a sense of pride in their affiliation with said organisation. Furthermore, employees demonstrate increased dedication and enhanced performance as a result of their satisfaction with the rewards and benefits provided by the organisation. Consequently, their aspiration is to pursue a long-term professional trajectory within the current telecommunications company. The employees' job loyalty leads to improved performance. These findings align with the research conducted by Jufrizen *et al.* (2021).

Furthermore, the findings of the study indicate that a supportive organisational culture has a positive impact on employee commitment. The employees exhibit a preference for remaining within organisations that possess a culture characterised by supportiveness. The potential explanation for these responses is that the employees may possess convenient accessibility to their superiors. Team members have the opportunity to openly communicate their concerns to the team management, facilitating the resolution of any issues that may arise. Additionally, the organisation's top management demonstrates a favourable attitude and provides constructive feedback in response to employee performance. The coworkers of these employees may exhibit a high level of cooperation and helpfulness during their designated work hours. The organisation's management prioritises enhancing communication between management and employees. Hassanian *et al.* (2023) found that various factors in the telecom sector in KSA can contribute to organisational commitment among employees. They also noted that a supportive culture has a positive impact on employee commitment.

Additionally, the statistical results provide support for the assertion that

an innovative culture has a significant positive impact on organisational commitment, as indicated in the findings of the study (Lecic *et al.* 2023). The primary factor contributing to this outcome may be employees' preference for organisations that prioritise the enhancement of IT skills. According to the study's respondents, the organisation prioritises performance quality above all else. These organisations are willing to invest in IT infrastructure. Internal communication is also favoured in this type of culture. The respondents perceive a culture of promoting innovative ideas and procedures within their organisation. Promoting innovative ideas within a firm provides an excellent opportunity for individuals to enhance their skills and performance. Employees can learn from senior colleagues through collaborative efforts aimed at innovation, with the purpose of enhancing individual and organisational performance.

The findings of this study indicate that knowledge technology capability has a significant impact on employee commitment to their current organisation. The study participants believe that their organisation grants full access to suppliers who are crucial for the telecommunications industry. These organisations also have knowledge about their customers and partners. To achieve this objective, stakeholders willingly utilise various IT applications to enhance their comprehension and administration of stakeholders. The organisation focuses on enhancing employee knowledge through well-established processes. They focus on enhancing employees' skills and knowledge according to their specific needs.

Moreover, employees can readily access knowledge through various technological tools. Therefore, these employees tend to exhibit a strong commitment to their current organisation (Hussain *et al.* 2018). The study's findings also confirmed the mediating function of organisational commitment. Organisational culture fosters employee commitment to the organisation. Consequently, the employee's performance is enhanced within the organisation. The employee's commitment is fostered by an innovative culture, which in turn enhances the employee's performance and contributes to the overall improvement of the telecom sector organisation. Organisational commitment, resulting from knowledge and technology capability, ultimately enhances employee performance.

6. CONCLUSION, LIMITATIONS AND IMPLICATIONS

Businesses globally are encountering significant challenges. Therefore, it is crucial for the telecommunications sector to prioritise its organisational culture in order to enhance employee performance. Developing employee

commitment is a key strategy for enhancing employee performance. Furthermore, it is imperative for the organisation's management to prioritise various cultural aspects. Prioritising a supportive and innovative culture within an organisation can enhance employee performance and overall organisational outcomes. In addition, it is important for organisations to prioritise employees' knowledge and technology capabilities to ensure their commitment to the firm.

Like other empirical studies, this research also has limitations. This research was conducted within the telecommunications sector of the Kingdom of Saudi Arabia (KSA). It would be intriguing to evaluate these findings in the future within the manufacturing sector of Saudi Arabia. The study's framework examined the mediating role of organisational commitment. The study's framework lacks moderating variables. Future research can further improve the proposed model by incorporating IT-based moderators, such as artificial intelligence, in subsequent studies. This study employed quantitative research methodology for data analysis and data collection. To gain comprehensive insights from respondents' feedback, it is crucial to employ mixed methods in future studies involving similar proposed models.

This study holds significance in both theoretical and practical domains. This study is among the limited number of research efforts that have investigated employee performance within the Saudi telecom sector. This study is one of the few that has investigated the mediating role of commitment in the relationship between cultural factors and employee performance. These findings highlight the significance of cultural factors in enhancing employee performance from a managerial perspective. The findings of this study can be utilised by strategic decision makers in the telecom sector to enhance employee performance. Additionally, academicians can also benefit from these findings for their future research endeavours.

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Appendix

Variable	Items	References
Supportive Culture	1.Employee has easy access to policies 2. Supervisors use positive feedback with employee 3. People in my workplace are friendly and helpful 4. Management continuously improves communication between management and staffs	**(Alvi *et al.* 2014)**
Innovative Culture	1. Top priority in my organization is quality performance. 2. We have availability of internal communication. 3. In my organization encourage for innovation	**(Alvi *et al.* 2014)**
Organizational Commitment	1.I think of my colleagues at the company as a new family 2. I am proud to be part of the company 3. I want to stay in the company because of the benefits I get while working 4.I have objections if I have to leave the company 5.I want to spend my career in the company 6.I realized that I had to advance the company	**(Sumardjo and Supriadi 2022)**
Employee Performance	1. I complete my work carefully and meet company targets. 2. I anticipate problems that may occur. 3. I was able to come up with an alternative solution to solve the problem. 4. I am able to understand the direction given by the leader. 5. I can adjust quickly to any changes in the work environment. 6. I attend regularly and always come on time.	**(Wahjoedi 2021)**
Knowledge Technological Capabilities	1.My organisation has processes to gain knowledge of our suppliers customers and partners 2.My organisation has processes in place to distribute knowledge throughout the organisation 3. In my organisation knowledge is accessible to those who need it	**(Al Dari *et al.* 2021)**