Exploring the Role of Learning Culture, Cultural Adaptability and Green Culture to Enhance Employee Retention

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Abstract: This study seeks to examine the correlation between Organisational learning culture, Cultural adaptability, Organisational green Culture, and Employee retention. This research examined the function of organisational citizenship behaviour serving as a mediator in the relationships between organisational learning culture and employee retention, cultural adaptability and employee retention, and organisational green culture and employee retention. The study included employees from the telecommunications sector in Saudi Arabia as respondents. Data was collected using questions derived from previous studies. The questionnaire was distributed through convenience sampling. The study achieved a response rate of 67.90%. The data was analysed using Smart PLS 4. The study's findings provide support for all proposed direct and indirect hypotheses. This study represents a pioneering effort in examining the correlation between OCB and employee retention through the lens of mediation. This study offers guidance to policymakers and academics.
Keywords: Organization Green Culture; Cultural Adaptability, Organization Learning Culture, Citizenship Behaviour, Smart PLS 4

1. INTRODUCTION

An organisation refers to a collective endeavour wherein diverse individuals collaborate harmoniously towards a common objective. The organisation's sustainability may be compromised if employees lack the necessary commitment to achieve their goals (Zhenjing *et al.* 2022). Organisational culture influences employee behaviour and work practices (Kingma 2019). Employee retention is a significant concern for many companies (Rodríguez-Sánchez *et al.* 2020).

Employee retention is crucial for the development of a competitive advantage. Employees depart from organisations due to various factors. The organisational culture can be a contributing factor in employees'

decisions to leave the organisation and seek employment elsewhere (Park *et al.* 2019). When a person departs from one organisation, they also bring their expertise to other organisations.

Therefore, organisations should prioritise their organisational culture to ensure market success. The significance of fostering a positive organisational culture is highlighted to improve employee well-being. The foundation of organisational culture lies in the employees who engage in shared communication and establish customary practices. Ultimately, it results in behaviour that facilitates the attainment of shared objective (Arumi, Aldrin and Murti 2019). The culture of an organisation is crucial for driving change. Consequently, the organisation undergoes structural and procedural changes. An organisation's self-perception is contingent upon its comprehension of its own organisational culture.

Organisational behaviour forms the foundation of an organisation's culture (Widarko and Anwarodin 2022). Human behaviour forms the foundation of both organisational culture and organisational behaviour. To fully appreciate the benefits of organisational culture, it is essential to comprehend the culture of the organisation and the dynamics of interpersonal interactions (Badawy, Trujillo-Reyes and Magdy 2017). Organisational citizenship behaviour (OCB) is a consequential outcome of organisational culture.

OCB has been a topic of discussion for many years. This behaviour is not directly or instantly encouraged by the official system of rewards. Generally, OCB is a discretionary behaviour that enhances the functioning of an organisation in an optimised manner (Urbini, Chirumbolo and Callea 2020). The OCB plays a significant role in improving and sustaining organisational performance within psychological and social contexts. The five elements of OCB are civic virtue, conscientiousness, sportsmanship, courtesy, and altruism. Organisational culture plays a crucial role in facilitating organisational citizenship behaviour (Hendrakusuma, Ida Ayu and Dewa Ketut 2017). There have been limited studies conducted on the effects of organisational learning culture on OCB. This study aims to investigate the impact of cultural factors like organisational learning culture, organisational green culture, and cultural capability, on OCB and employee retention.

This research paper aims to examine the correlation between Organisational learning culture, Cultural adaptability, Organisational green Culture, and Employee retention. This study investigated the role of organisational citizenship behaviour serving as a mediator between three factors (organisational learning culture, cultural adaptability, and organisational green culture) and employee retention.

2. LITERATURE REVIEW

2.1 Employee Retention

Shahid (2018) provided a definition of employee retention in the literature, stating that it refers to the intention of employees to continue their employment within an organisation. Employee retention is crucial for organisational success. To enhance an employee's ability to achieve personal goals, it is advisable to minimise job transitions. Organisations also prioritise the retention of high-performing employees (Jena and Pradhan 2018). On the other hand, OCB, as defined by scholars, outlines the voluntary actions of individuals that may not be explicitly acknowledged by the reward system, yet still play a crucial role in enhancing the organization's overall effectiveness (Azmi, Desai and Jayakrishnan 2016). OCB, as defined by Organ (1988), refers to the discretionary behaviour of individuals that influences organisational functioning. OCB refers to the voluntary actions of individuals that enhance their abilities (Oluwatunmise *et al.* 2019). Diligent employees do not seek rewards for their additional efforts. Consequently, they disregard these actions. The employees' willingness to work additional hours is regarded as a demonstration of helpfulness and concern for their colleagues.

Several studies (Indarti *et al.* 2017; Margahana, Haryono and Muftasa 2018; Vipraprastha, Sudja and Yuesti 2018) have examined the concept of OCB and that indicated it has a favourable influence on the overall performance of organisations. While OCB is preferred by employees, it is not mandated by the organisation. Therefore, this behaviour is solely determined by the individual's personal choice. If the employee chooses not to engage in this behaviour, there will be no consequences or incentives (Ojebola *et al.* 2020). OCB provides value to the organisation through their contributions. However, these behaviours are not explicitly defined, and the organisation's formal reward system does not acknowledge them (Eromafuru *et al.* 2023).

Research in the field of literature has indicated that providing equitable treatment to employees can lead to increased support and effort from them to attain organisational objectives. Given the positive impact of OCB on organisational effectiveness, it is imperative for top management to recognise and prioritise the value of OCB in relation to organisational outcomes. Shanker (2018) examined the association between employee retention and OCB. The authors argued that prioritising employee retention in organisations leads to increased engagement in OCB as a means of retaining employees. Some researchers also apply the concept of reciprocity in this context to help organisations achieve employee retention through OCB. The principle of reciprocity is observed between employees and employers in two ways:

individuals should not cause harm to those who have assisted them, and they should also aid those who have helped them in times of need (Mittal and Kaur 2018). Research has indicated Employees who exhibit dedication and loyalty to their employers are often found to be more committed in their work. Employers recognise and reward employees who demonstrate exceptional dedication to achieving organisational objectives (Becton *et al.* 2017).

The term OCB was first introduced approximately thirty years ago to describe the initial behaviour exhibited by employees towards organisations. Various factors were examined to improve OCB. These factors encompass individual characteristics and the level of dedication to the organisation. OCB refers to the discretionary actions undertaken by employees to demonstrate their commitment to the organisation and its values. Likewise, the presence of OCB is crucial for the success of an organisation. The OCB depends on three factors. Omoankhanlen and Issa (2021) identified self-sacrifice, sportsmanship, and public benefit as factors that can enhance employee retention. Organisational leaders have a significant role in demonstrating OCB, which pertains to employee conduct that extends beyond the formal job requirements. However, this behaviour is crucial for the success of the organisation (Zeyada 2018). OCB has been found to enhance organisational success and performance, thereby improving ensuring the smooth operation of the organisation (Majeed *et al.* 2017). Studies have shown that participating in OCB can have a beneficial effect on employees' loyalty and retention. Higher levels of OCB are associated with increased employee retention (Tian *et al.* 2020). After considering this assumption, a proposition was formulated:

H1: The impact of organisational citizenship behaviour on employee retention is substantial. Culture of organisational learning and organisational citizenship behaviour

The organisational learning culture refers to the integration of organisational culture and the learning process within an organisation. Nekoei-Moghadam and Darvishzade (2012) defined organizational learning culture as '' organisational learning culture refers to the collective behaviours and practices within an organisation that promote the acquisition, distribution, and sharing of knowledge. It also emphasises the importance of continuous learning and its application to drive organisational improvement." Organisational culture refers to the prioritisation, intentionality, and direction that foster an organisational environment that fosters a commitment to continuous learning. It facilitates the enhancement of employees' learning capability by removing obstacles. These activities are crucial for improving organisational

performance. The organisation's learning culture fosters positive changes that contribute to the development of a competitive advantage (Banerjee, Gupta and Bates 2017). Creating a conducive learning environment within an organisation is crucial for its success (Saoula, Johari and Fareed 2018). The cultivation of an organisational learning culture fosters an environment that prioritises collaboration, creativity, and teamwork. Employees contribute to the overall productivity of an organisation through their collaborative endeavours. The literature discusses various aspects of organisational learning culture. The elements encompassed in this context are empowerment, environmental connection, team learning, embedded system, dialogue and injury, strategic management, and continuous learning (Soelton 2023).

Organisational culture influences employee engagement levels. Individual effort of employees that is not directly related to basic organisational functions, but it plays a pivotal role in influencing the structure and development of the organisation. Organisational culture has a substantial impact on the emotional and social environment within an organisation, serving as a crucial catalyst for its processes and activities (Amaeshi *et al.* 2020). Employee perception of the organisation is strongly associated with OCB. There is a reciprocal relationship between organisations and employees. If an employer values individual learning, employees are more inclined to exhibit citizenship behaviour (Choi and Hanh Tran 2019). rganisational learning extends beyond employees' formal tasks, fostering a culture of mutual support and enabling enhanced organisational performance and successful goal attainment. A strong positive link exists between the culture of organisational learning and OCB (Yin Yin Lau, Park and McLean 2020).

Organisational learning culture enhances the positive impacts of organisations. Promoting organisational learning within organisations can lead to various positive outcomes (Rebelo and Gomes 2017). Previous research has investigated the influence of the corporate learning culture on OCB and its relationship to OCB. Harwiki (2016) refers to it as employee citizenship behaviour in relation to employee perception. The relationship between employees and employers is commonly referred to as a reciprocal relationship. Limited research has been conducted on the influence of organisational learning culture on OCB. The complete execution and influence of an organisational learning culture on OCB remain unclear. There is inconsistency regarding the connection between learning culture and OCB. Certain studies have been conducted within the service sector of Asia. Further research is required to investigate and comprehend the correlation between these two variables to address the existing gap in the literature. Nugroho (2022) study

revealed a correlation between OLC and OCB. In a study conducted by Saoula *et al.* (2018), it was discovered that there is a direct correlation between the culture of organisational learning and the occurrence of OCB. Given This Assumption, A Proposition Was Formulated

H2: Impact of organisational learning culture on OCB is substantial.

2.2 Cultural adaptability and Organizational citizenship behaviour

Culture in literature is often defined as a collection of socially transmitted patterns of behaviour. These behaviours encompass various aspects of human endeavour, such as institutions, arts, and other communal activities, which are associated with a specific period.

Cultural knowledge is interpreted based on personal experiences. It shapes individuals' values and cultivates their attitudes. Consequently, the behaviour of an individual is modified (Zohra *et al.* 2023). Culture in an organisation refers to the collective beliefs and values held by its members, which contribute to the distinctiveness between organisations. If an organisation carefully pursues it, it can create a valued system based on a collective system (Schulze and Pinkow 2020).

The literature has examined four distinct characteristics of organisational culture. One of the cultural traits mentioned is adaptability. Knowledge sharing and knowledge adaptation are crucial elements in fostering an environment where employees actively exchange knowledge (Muriithi, Kyalo and Kinyanjui 2019). Research has indicated that the role of organisational culture is of great importance in facilitating the adaptation of environmental change.

Organisational learning proves that having a positive long-term impact on the performance of the organisation is crucial. Scholars have suggested that organisational culture should possess adaptability and readiness for change. An adaptive organisational culture indicates that leaders are implementing changes throughout the entire strategic framework (Sunarsih and Mashithoh 2016).

The cultural competence of an organisation reflects its overall organisational capacity. It demonstrates the employees' capacity to manage a diverse workforce. A non-adaptive organisational culture can significantly hinder teamwork effectiveness.

Diversity among its members increases the complexity and uncertainty of an organization's staff (Costanza *et al.* 2016). At this stage, the organisation's top management must formulate policies to successfully navigate the challenges of overseeing a varied team within an unpredictable setting. The cultural capacity of an organisation relies on its ability to foster

a culture of teamwork. It also encompasses the implementation of necessary adaptive measures. Merely being exposed to organisational cultures does not guarantee performance improvement (Kai Liao *et al.* 2021). Managers in organisations play a crucial role in fostering a culture of adaptability.

Several studies have investigated the impact of OCB from a cross-cultural perspective (Haybatollahi and Gyekye 2015; Ma, Qu and Wilson 2016). There has been a lack of extensive research on the global-level connection between organisational adaptability and OCB. Cultural differences can lead to variations in OCB within different cultures. Research has indicated that an organisational culture that promotes adaptability has a notable positive impact on OCB (Amah 2017).

The organisational culture is shaped by the organisational mission, which influences the emotions and characteristics of the organisation. Subsequently, it influences employee loyalty via OCB. OCB initiatives are manifested through consistent, adaptable, and participative traits of the organisational culture, which are ingrained in the daily routines of an organisation. Cazares *et al.* (2021) found that an organisational adaptability culture has a positive impact on OCB. A study conducted in Malaysia found that adaptability, as an element of organisational culture, on employees is generally positive (Ibrahim *et al.* 2021). Thus, we hypothesise that.

H3: Cultural adaptability has a significant effect on OCB.

2.3 Green Organizational Culture and Organizational citizenship behaviour

There have been multiple terms employed to characterise the green culture within workplaces in recent discussions (Sharma *et al.* 2022). These terms encompass concepts such as corporate social responsibility, sustainable culture, triple bottom line, green consciousness, pro-environment culture, and several others. Green organisational culture encompasses the amalgamation of organisational artefacts, assumptions, symbols, and beliefs that demonstrate an organisation's dedication to environmental initiatives (Tahir *et al.* 2019).

Organisational culture encompasses the collective behaviours, beliefs, and values serving as the guiding principles for an organisation (Gottlieb and Levin 2009). The integration of various organisational standards, such as ethics, behaviour, principles, and values, significantly influences employee motivation. Organisational green culture pertains to the guidelines necessary for an organisation to operate in an environmentally friendly manner (Imran and Jingzu 2022).

Implementing green initiatives at the corporate level is crucial for fostering a

culture that values sustainability and environmental friendliness. The organisational culture directly influences employees' productivity and morale. A culture of environmental friendliness within an organisation can enhance the efficiency of its employees. Green organisations provide eco-friendly technology to minimise the adverse impact on the natural environment. Organisations must not solely prioritise natural resources to achieve their goals of environmental sustainability (Fok, Morgan and Zee 2021). There should be a connection between employee behaviour and attitude to promote the adoption of green practices.

Culture shapes employee attitudes and behaviours. Organisations strive to effectively influence employee behaviour to promote a harmonious work environment and enhance organisational success (Liu and Lin 2020). Employee training is conducted within the organisational culture (Ali *et al.* 2023). Organisational norms and standards guide employees in adhering to the values and principles of the organisation, influencing their behaviour. The adoption of a green culture within an organisation can facilitate the implementation of environmentally friendly practices, including the use of recyclable products, minimising energy consumption by turning off lights, and reducing printing to essential materials (Abbas and Dogan 2022).

The concept of green organisational culture encompasses the underlying beliefs, symbols, and values that foster a sustainable mindset within an organisation that promote environmentally friendly practices. Employee adoption of OCB facilitates the alignment of their values with those of the organisation. Employees experience a sense of belonging when the organisation's culture promotes nature-friendly activities (Nurfitriyana and Muafi 2023). Later, it will facilitate the development of organisational commitment.

According to Gill, Ahmad and Kazmi (2021), organisations can facilitate employee engagement in environmentally friendly activities by providing the necessary resources for such initiatives. Organisations should implement environmentally friendly strategies at all levels of their workplace to promote sustainability. Furthermore, it is imperative to effectively communicate these policies at a later stage.

Employee commitment to the organisation positively influences their eco-friendly behaviour. The adoption of green culture should be communicated by top management to ensure that employees prioritise environmentally friendly programmes (Roscoe *et al.* 2019). Organisational green activities can positively influence employee engagement in OCB (Pham *et al.* 2018). Zientara and Zamojska (2018) also reported similar findings in the hotel industry.

H4: Impact of a green organisational culture on OCB is substantial.

H5: Employee retention and organisational learning culture are significantly mediated by OCB.

H6: Cultural adaptability and employee retention are significantly mediated by OCB.

H7: Employee retention is significantly mediated by OCB in relation to organisational green culture.
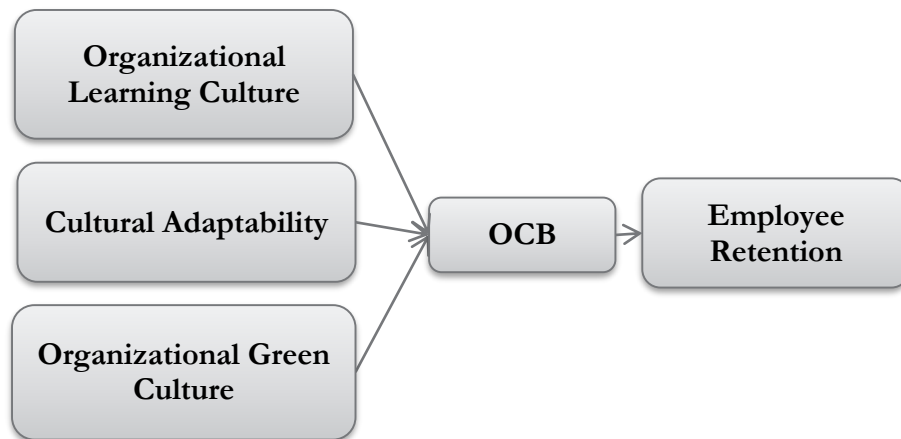

Figure 1: Theoretical Framework.

3. METHODOLOGY

The survey method was employed to analyse the correlation among the variables under consideration and to evaluate the proposed model. The study measured variables such as organisational green culture, organisational learning culture, cultural adaptation, employee retention, and OCB using questions adapted from previous research. The questionnaire consisted of two parts. The initial section focuses on the demographic information of the participants. In the latter part of the study, data was gathered regarding the variables under investigation. Data was collected from employees working in the telecommunications sector of Saudi Arabia.

A questionnaire was distributed to 296 employees in the telecommunications sector. The questionnaire was distributed through convenience sampling. Out of the total questions received, 201 were deemed usable, which ultimately led to an effective response rate of 67.90%.

The data underwent analysis through the utilisation of Smart PLS 4, the latest and most updated tool for examining SEM. The data collected indicated that 76.23% of the respondents were male, while the remaining respondents were female. Roughly 46.21% of the participants were situated within the age bracket of 18 to 30 years. Participants aged between 31 and 40 years constituted 31.27%, with the remaining individuals being aged over 40 years.

4. RESULTS

The study initially involved assessing factor loading. The loading confirmation must exceed 0.50 to proceed with the subsequent assessment (Hair *et al.* 2017). Based on the information presented in Table 1 and Figure 2, it is evident that all retained items demonstrate loadings surpassing the threshold of 0.50.
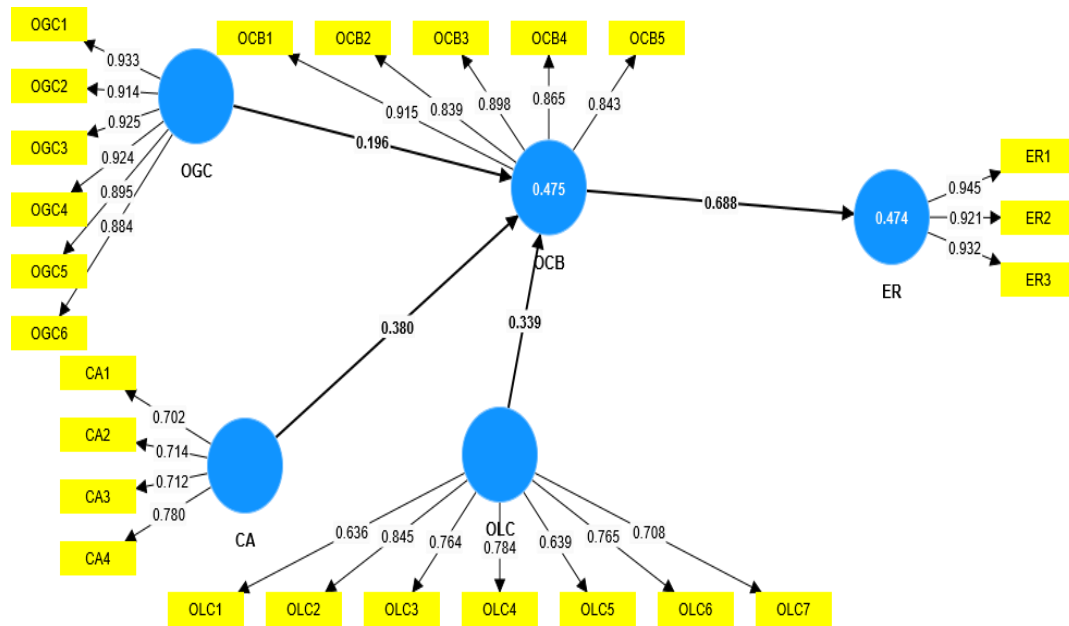

Figure 2: Measurement Model.

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

This study investigated the use of Cronbach Alpha and composite reliability as measures of reliability and validity. According to the recommendations by F. Hair Jr *et al.* (2014), it is advisable to aim for a minimum value of 0.70 for both Composite Reliability (CR) and Cronbach's Alpha

All the requirements stated in Table 2 have been met. This study also assessed the AVE, with a minimum acceptable value of 0.50. The criteria are satisfied according to the information presented in Table 2. This results in an assessment of discriminant validity. his study evaluated discriminant validity using two methodologies: the Fornell and Larcker (1981) approach, and the Heterotrait-Monotrait (HTMT) approach.

The observation that all diagonal values surpass the remaining values signifies that the discriminant validity values presented in Table 3 adhere to the criteria established by Fornell and Larcker (1981). Additionally, the HTMT criteria are also satisfied, as the values in the HTMT table are below 0.90 (as in table 4).

Table 1: Factor loading.

	CA	ER	OCB	OGC	OLC
CA1	0.702				
CA2	0.714				
CA3	0.712				
CA4	0.780				
ER1		0.945			
ER2		0.921			
ER3		0.932			
OCB1			0.915		
OCB2			0.839		
OCB3			0.898		
OCB4			0.865		
OCB5			0.843		
OGC1				0.933	
OGC2				0.914	
OGC3				0.925	
OGC4				0.924	
OGC5				0.895	
OGC6				0.884	
OLC1					0.636
OLC2					0.845
OLC3					0.764
OLC4					0.784
OLC5					0.639
OLC6					0.765
OLC7					0.708

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

Table 2: Ensuring the Reliability and Validity of Data.

	Cronbach's alpha	CR	AVE
CA	0.714	0.818	0.530
ER	0.925	0.952	0.870
OCB	0.921	0.941	0.761
OGC	0.960	0.968	0.833
OLC	0.859	0.892	0.544

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

Table 3: Fornell and Larcker.

	CA	ER	OCB	OGC	OLC
CA	0.728				
ER	0.338	0.933			
OCB	0.571	0.688	0.873		
OGC	0.330	0.635	0.402	0.913	
OLC	0.373	0.408	0.528	0.238	0.738

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

Table 4: HTMT.

	CA	ER	OCB	OGC	OLC
CA					
ER	0.378				
OCB	0.670	0.743			
OGC	0.358	0.666	0.418		
OLC	0.445	0.430	0.577	0.262	

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

After evaluating the measurement model successfully, the structural model was deconstructed and analysed. to test the proposed hypotheses. The study employed a bootstrapping approach to test the hypothesis.

Based on the findings presented in tables 5 and 6, all the proposed hypotheses are supported. The positive Beta values and t-values greater than 1.67 suggest a positive connection, indicate this. The study accepts headings H1, H2, H3, H4, H5, H6, and H7.

The R-squared value, which shows the effect of independent factors on outcome variables, was evaluated in this study at the end of the structural model. According to the findings presented in Table 6 and Figure 3, the proposed hypothesis has a significant impact on OCB, with a 47.5% effect, as well as on ER, with a 47.4% effect.

Table 5: Direct Results.

	Beta	SD	T value	P values
CA -> OCB	0.380	0.063	5.980	0.000
OCB -> ER	0.688	0.045	15.461	0.000
OGC -> OCB	0.196	0.053	3.731	0.000
OLC -> OCB	0.339	0.070	4.852	0.000

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

Table 6: Results for Mediating.

	Beta	SD	T Value	P values
CA -> OCB -> ER	0.261	0.049	5.372	0.000
OGC -> OCB -> ER	0.135	0.038	3.541	0.000
OLC -> OCB -> ER	0.234	0.047	5.001	0.000

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

Table 7: R Square.

R-square	
ER	0.474
OCB	0.475

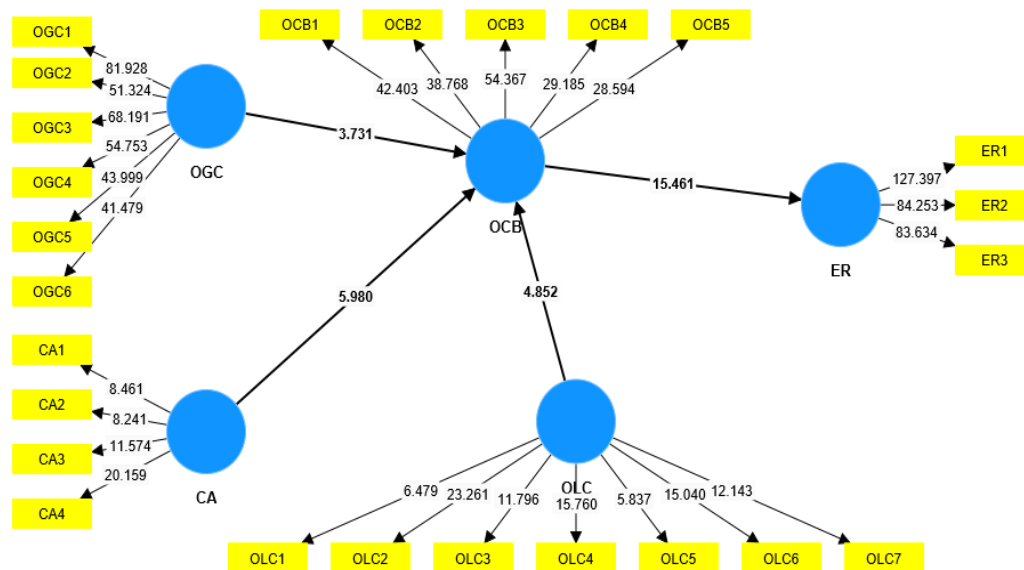Note: ER= employee retention; OCB= organizational citizenship behavior

Figure 3: Structural Model.

Note: ER= employee retention; OLC= organization learning culture; CA= cultural adaptibility; OGC= organizational green culture; OCB= organizational citizenship behavior

5. DISCUSSION

The role of organisational culture is vital in determining the level of success of a company in a competitive marketplace. OCB has been found to positively influence employee retention. Retaining employees is essential for gaining a competitive edge. The purpose of this study is to examine the effects of an organization's green culture, organisational learning culture, and cultural adaptability on employee retention through OCB. The study yielded intriguing results. The study demonstrated a vital relationship between organisational green culture and OCB. The growing awareness of environmental issues in society and among individuals is the reason for this. It is widely recognised that the failure of organisations to adopt environmentally friendly practices has detrimental consequences for the Earth's climate. Organisations that promote green or environmentally friendly activities foster a positive perception.

The study participants believe that their telecommunications company should make concerted efforts to raise awareness about the importance of the environment. The organisation's provision of telecom services to customers is perceived as environmentally friendly. Additionally, employees of these organisations believe that the firm has effectively aligned corporate goals with environmental objectives. The employees also emphasised the telecom firm's commitment to environmental preservation. These firms have a strong cultural policy focused on environmental preservation. The results align with Pham *et*

al. (2018) findings, which also demonstrated a strong correlation between an organization's green culture and its employees' willingness to go above and beyond their job responsibilities. Employees are more likely to engage in discretionary effort for their organisation when they perceive the organisational culture to be environmentally friendly. They collaborate closely to ensure the success of the organisation.

However, the study also found that the presence of an organisational learning culture is a significant predictor of OCB. Telecom firm employees are willing to exceed their regular responsibilities when they perceive an organisational culture that fosters learning and personal development. Organisational culture facilitates knowledge transfer among employees within a team setting. Additionally, team leaders provide support to employees in acquiring new skills. Employees are motivated to work harder to achieve both personal and organisational objectives. The study participants believe that leaders who delegate tasks to employees aim to cultivate a culture that supports their own learning as well. The firm collaborates with external stakeholders to address their own needs and fulfil the needs of external parties. The culture promotes the fulfilment of both individual and team needs. The organisational culture prioritises the establishment of trust among employees.

Employees who prioritise both individual and collective learning are incentivized through both monetary and non-monetary rewards. When an employee perceives opportunities for both internal and external growth within the organization, in this scenario, individuals demonstrate a strong commitment to going the extra mile for the organization's success, with the aim of attaining both personal and organisational objectives. Employees actively participate in events organised by their telecom firm to enhance their learning experience. They participate in activities that contribute to the attainment of organisational objectives. Saoula *et al.* (2018) found that organisational learning capability positively influenced OCB.

Likewise, Cultural adaptability has been shown to effectively contribute to OCB and make a meaningful difference. Cazares *et al.* (2021) found that cultural adaptability within firms is crucial for fostering employee OCB. The organisational culture varies significantly between different organisations. Culture is a shared set of values and beliefs among individuals in a society, which enables firms to work towards common objectives. Cultural adaptability is crucial for modifying employee behaviour. Cultural adaptability has been shown to effectively contribute to OCB. Cazares *et al.* (2021) found that cultural adaptability within firms is crucial for fostering employee OCB. The organisational culture varies significantly between different organisations. Culture is a shared set of values and beliefs among individuals in a society,

which enables firms to work towards common objectives. Cultural adaptability is crucial for modifying employee behaviour. The employees also view the cultural differences positively. This cultural distinction facilitates the acquisition of new skills from fellow colleagues. People from diverse backgrounds contribute to the organisational culture, enhancing effectiveness and efficiency in achieving goals.

In a recent study by Cazares *et al.* (2021), it was discovered that cultural adaptability has a noteworthy and positive effect on OCB, which is consistent with previous literature. In such circumstances, employees exert additional effort to attain the objectives of the organisation. The employee is not motivated by financial or other rewards for this behaviour. They demonstrate a willingness to work additional hours without expecting formal acknowledgment from their employer. The primary objective is to achieve both personal and organisational goals. Consequently, organisations acknowledge and value the diligent efforts of their employees. Encouraging employee efforts can decrease employee turnover. Employees seek employment in organisations that value and promote a diligent work ethic. Individuals are provided with opportunities to demonstrate their skills and abilities. These employees believe that the organisation they work for is the ideal place for them to work. They exhibit a lack of willingness to modify their organisational structure. They express a high level of confidence in their intention to continue their employment with this organisation for a minimum of five years. In a study conducted by Tian *et al.* (2020), comparable findings were discovered.

6. LIMITATIONS AND IMPLICATIONS

Future research should address the limitations of the study. Data from participants was collected using a 5-point Likert scale in this study. Future studies may want to consider utilising a 7- or 9-point Likert scale to enhance the data's variability for quantitative analysis. Future research should investigate the potential moderating influence of artificial intelligence on the model's complexity. Furthermore, various cultural factors can be included as mediating or independent variables. One limitation of this study is its focus on the Kingdom of Saudi Arabia. It would be valuable to analyse the effects of the same model on respondents from other developing countries in Asia, such as Indonesia or Malaysia. The data analysis was performed using Smart PLS. AMOS is a highly advanced software tool designed for analysing similar data. The study utilised a quantitative research methodology. Future research could benefit

from using a combination of qualitative and quantitative methods to improve the analysis of similar studies and strengthen the model.

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Details of Items

Variable	Items	References
Employee Retention	I am likely to stay in this organization for next five years. I will not change this organization easily. For me, this organization is the best of all possible organization to work for.	(Lin and Huang 2021)
Organizational citizenship behavior	I voluntarily carry out organizational actions and initiatives in daily work activities. I make suggestions to colleagues about how to protect the environment more effectively, even when it is not my/their direct responsibility. I actively participate in organizational events organized in our organization. I undertake organizational actions that contribute positively to the image of our organization. I volunteer for projects, endeavours or events that address environmental/general issues in our organization. I spontaneously give time to help my/their colleagues take the environment into account in everything they do at work. I encourage my/their colleagues to adopt more environmentally conscious behaviour.	(Pham *et al.* 2018)
Organizational learning culture	In my organization, people are rewarded for learning. In my organization, people spend time building trust with each other. In my organization, teams/groups revise their thinking as a result of group decisions or information collected. My organization makes its lessons learned available to all employees. My organization recognizes people for taking initiatives. My organization works together with the outside community to meet mutual needs. In my organization, leaders continually look for opportunities to learn.	(Lin and Huang 2021)
Organizational Green culture	Our firm makes a concerted effort to make every employee understand the importance of environmental preservation. Our firm has a clear policy statement urging environmental awareness in every area. Environmental preservation is a high priority activity in our firm. Preserving the environment is a central corporate value in our firm. Our firm links environmental objectives with our other corporate goals. Our firm develops products and processes that minimize environment impact.	(Wang 2019)
Cultural adaptability	I have my own cultural, new verbal and nonverbal communication skills to adapt to another culture. I believe that culture is a process. One does not have culture; one engages in culture. I am able to temporarily give up my own worldview to participate in another worldview. I have two or more cultural frames of reference, and I feel positive about cultural difference.	(Kai Liao *et al.* 2021)