

## **Knowledge Sharing Culture, Organizational Learning Culture, Cultural Diversity and Innovative Work Behaviour: Moderating Effect of Team Oriented Culture**

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**Abstract:** Culture constitutes a fundamental determinant shaping the organizational milieu, wherein employee conduct is intricately moulded by diverse cultural elements within the organizational context. Hence, the current investigation endeavours to scrutinize the impact of knowledge-sharing culture, organizational learning culture, and cultural diversity on both organizational commitment and innovative work behaviour. Additionally, this inquiry delves into the mediating influence of organizational commitment and the moderating function of team-oriented culture. Methodologically, this study adopts a cross-sectional research design with a quantitative orientation. Data acquisition relies on a meticulously crafted questionnaire derived from an exhaustive review of pertinent literature. The sample comprises employees within organizations in the Kingdom of Saudi Arabia, utilizing convenience sampling methodology. The study achieves a commendable usable response rate of 68.58%. Analytical scrutiny of the gathered data is facilitated through Smart PLS 4. The findings indicate that knowledge-sharing culture, organizational learning culture, and cultural diversity exert favourable impacts on organizational commitment. Furthermore, a corroborative relationship between organizational commitment and innovative work behaviour is established. The study corroborates the mediating role of organizational commitment and the moderating effect of team-oriented culture. These findings offer valuable insights for academicians to inform their subsequent research endeavours.

**Keywords:** HRM, Knowledge-Sharing Culture, Cultural Diversity, Team-Oriented Culture, Innovative Work Behaviour.

### **1. INTRODUCTION**

In the contemporary era characterized by digitalization and globalization, a robust organizational culture emerges as a pivotal asset for enterprises. Decision-makers within organizations express a keen interest in culture owing to its profound implications on the competitiveness and longevity of organizations within the global landscape (Banwo et al., 2022). Indeed, the operational dynamics of organizational teams are intricately moulded by the prevailing organizational culture. To foster creativity at the organizational echelon, it becomes imperative for organizations to embrace

cultural diversity and exhibit adaptability to change. With the burgeoning trend of internationalization, the integration of employees from diverse backgrounds, encompassing various origins, religions, and ethnicities, into organizational structures becomes an inevitable reality. Consequently, adept management of diversity assumes paramount significance in this milieu (Miminoshvili & Černe, 2022). Notably, the discernible impact of diversity on organizational management is palpable, with its prominence expected to amplify amidst heightened global competition (Morris, 2023).

The efficacy and competitive edge of an organization hinge significantly upon the knowledge, capabilities, and skills of its workforce. Enhancing employee competencies holds paramount importance in fostering organizational success. Hence, the notion of organizational learning culture (OLC) assumes critical relevance (Argote et al., 2021). OLC emerges as a pivotal driver of organizational enhancement, focusing on augmenting capacities to chart the trajectory of organizational evolution. The performance outcomes of both organizations and employees are intricately intertwined with OLC. Studies indicate a positive correlation between OLC and the overall financial performance of organizations (AZCÁRATE, 2023; Lin & Huang, 2021).

Individuals hailing from diverse societal backgrounds bring forth unique habits and perspectives. Effectively managing employees with varied cultural backgrounds becomes imperative for organizations. Cultural diversity management entails creating an environment wherein employees from diverse cultural backgrounds can leverage their full potential to fulfil organizational objectives (Koyuncu & Denise Chipindu, 2020). Some studies refer to this as harnessing cultural differences to align with organizational goals. Such endeavours also contribute to cultivating a culture conducive to gaining competitive advantage (Zhang et al., 2023).

Within the realm of management, organizational commitment (OC) has garnered substantial significance due to its pivotal role in fostering organizational stability and goal attainment (Benkarim & Imbeau, 2021). Concurrently, OC contributes to enhancing trust levels between managers and employees. Hence, HR departments across various organizations are directing their efforts towards enhancing OC through targeted interventions. Some studies underscore the direct correlation between organizational and employee commitment, whereby committed employees exhibit a propensity to undertake tasks beyond their prescribed job descriptions. Consequently, organizations must prioritize elements conducive to fostering employee commitment within their organizational frameworks (Wei, 2022; Yalçın et al., 2021).

The efficacy of knowledge management predominantly hinges upon the cultivation of a knowledge-sharing culture (KSC) (Azeem et al., 2021). KSC denotes an organizational culture wherein employees engage in the exchange of experiences, skills, and knowledge. This culture ensures the ready availability of employee knowledge whenever required, thereby positively impacting employee productivity (Lam et al., 2021). Moreover, KSC significantly influences employee motivation, emphasizing the imperative of promoting a culture of knowledge sharing as a means to establish differentiation amidst organizational competitors. The knowledge acquired through a culture of knowledge sharing furnishes organizations with a competitive edge. Thus, sustaining competitive advantage necessitates the cultivation of a knowledge-promoting culture (Diab, 2021).

Organizations must adapt to environmental shifts to ensure survival amidst the competitive marketplace. Innovation emerges as a pivotal catalyst for effecting change at the organizational level (Lopes et al., 2022). Organizations encounter myriad external and internal challenges pertaining to product innovation. To address these challenges, it is imperative that organizational employees engage in the cultivation of novel ideas. Thus, fostering innovative behaviour among individuals assumes paramount significance. This behavioural paradigm encompasses the initiation, assimilation, and refinement of fresh ideas concerning work methodologies, technologies, and products by organizational personnel, constituting a cornerstone of organizational success (Utomo et al., 2023).

Innovative work behaviour stands as a linchpin for organizational survival and efficacy, contributing substantially to sustainable organizational development. The manifestation of innovation represents a tangible outcome of innovative work behaviour, conferring benefits upon organizations, groups, and individuals alike. Innovative outputs span a spectrum encompassing processes, procedures, services, and products, thereby catalysing evolution within management systems and product methodologies (Srirahayu et al., 2023). This study endeavours to scrutinize the influence of knowledge-sharing culture, organizational learning culture (OLC), and CD on OC and innovative work behaviour within the telecommunications sector of the Kingdom of Saudi Arabia.

## 2. LITERATURE REVIEW

### 2.1 Organizational Commitment (OC) and Innovative Behaviour

Culture stands as a pivotal instrument of management, enabling

employees within organizations to operate consistently and autonomously. Organizations fostering innovative cultures facilitate the seamless generation of innovative products and services by their workforce (Bendak et al., 2020). Innovators spearhead the ethos of innovative organizations, with employee innovative behaviour serving as the catalyst for organizational innovation (Naveed et al., 2022). Innovative behaviour encompasses seizing diverse opportunities, identifying and solving problems, utilizing creativity, and proactively implementing creative ideas to cultivate new markets, services, and products. Creative employees epitomize innovative behaviour, displaying initiatives in ideation, discovering novel techniques during work, and effectively communicating creative concepts (W. R. Lee et al., 2021).

Prior research characterizes organizational culture as individuals' perceptions of the organization, denoting "the degree of an individual's identification with and engagement in an organization" (Jigjiddorj et al., 2021). It encapsulates the bond between the organization and its employees, reflecting alignment with the organization's values and objectives, thereby influencing employees' inclination to remain within the organization. Scholars conceptualize OC as an affective response, representing employees' evaluative perceptions of their workplace and its environment, engendering a connection between organizations and their employees (Suardhika et al., 2023). Thus, OC emerges as an intrinsic normative force motivating employees to align with the organization's interests and objectives (Muhamad et al., 2023).

According to Agyeiwaah, Dayour, and Zhou, employee commitment serves as a significant predictor of employee behaviour and concurrently functions as an evaluator thereof (Agyeiwaah et al., 2022). Scholarly investigations posit that employees demonstrating heightened commitment to their organization consistently align their endeavours with the organizational objectives and goals. Ghaderi, Tabatabaei, Khoshkam, and Shahabi Sorman Abadi elucidate in their research that OC denotes an employee's allegiance to the organization and adherence to its established norms (Ghaderi et al., 2023), thereby making substantive contributions towards attaining organizational objectives through innovative actions. Conversely, employees displaying commitment consistently endeavour to address organizational challenges through innovative means.

Hence, OC exerts a favourable impact on innovative behaviour, as delineated by Wang and Hou (Wang & Hou, 2023). Tang, Shao, and Chen's investigation underscores that employees exhibiting elevated OC levels are inclined to exert greater effort towards goal attainment while

demonstrating innovative behaviour (Tang et al., 2019). Consequently, heightened OC levels are pivotal in fostering innovative behaviour, as posited by Choi, Kim, and Cho (Choi et al., 2023). Consequently, we postulate that,

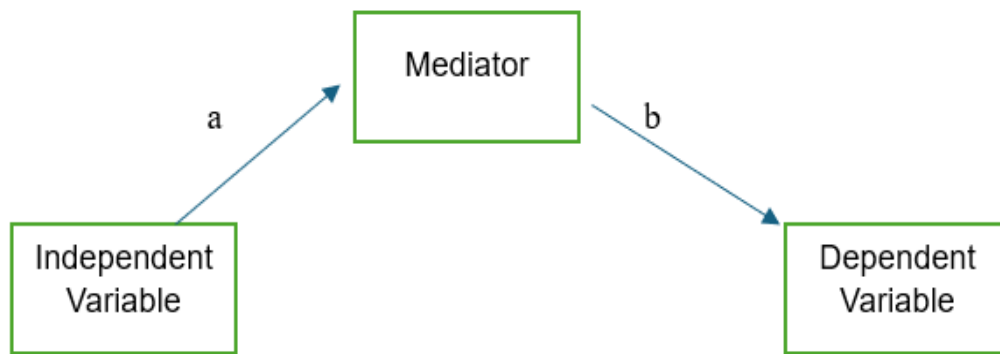
H1: Organizational Commitment has a positive effect on innovative work behaviour.

## 2.2 Knowledge Sharing Culture and Organizational Commitment

Knowledge sharing (KS) holds paramount importance for organizational success. Within the workplace context, it encompasses the facilitation of open communication channels wherein employees collectively share lessons learned, experiences of both success and failure (Thornhill-Miller et al., 2023). Such sharing necessitates a conducive environment wherein employees feel comfortable exchanging expertise and insights, thereby fostering a knowledge-sharing culture within the organization. This culture not only encourages the free flow of knowledge but also cultivates an environment wherein feedback and ideas are objectively exchanged, enabling organizations to readily organize on-demand training sessions (Ahmad et al., 2023).

Knowledge stands as a cornerstone of organizational vitality, encapsulating creative processes, intangible assets, and routines that are arduous to replicate (Aviv et al., 2021). When shared among employees, knowledge reflects the organizational behaviour and augments the likelihood of OC among the workforce. The organizational culture plays a pivotal role in determining the propensity of knowledge sharing among employees, with organizations prioritizing factors that mitigate employee turnover. Notably, KS emerges as a key factor in this regard, fostering employee commitment and reducing attrition rates (Khan et al., 2020). Scholarly discourse suggests a significant correlation between organizational knowledge-sharing tendencies and employee OC (Dávila et al., 2019). The individual inclination of employees to share knowledge directly influences OC, as evidenced by the study conducted by Perotti, Ferraris, Candelo, and Busso, which underscores how KS fosters employee commitment (Perotti et al., 2022).

Furthermore, knowledge sharing enhances individuals' identification with the organization, as revealed in studies such as Ng and Salleh et al., thus affirming the positive impact of KS on OC (Ng, 2022; Salleh et al., 2017). The mediation analysis in this study was conducted using the approach proposed by Preacher and Hayes (Preacher & Hayes, 2008).



**Figure 1:** The Path Coefficient in Mediation Preacher and Hayes (Preacher & Hayes, 2008).

Following the framework outlined by Preacher and Hayes, two essential paths, denoted as "a" and "b," must be established to propose a mediating hypothesis (Preacher & Hayes, 2008). In the context of the current study, Perotti, Ferraris, Candelo, and Busso postulated a significant relationship between knowledge sharing (KS) and employee commitment (Perotti et al., 2022), thus fulfilling the condition of path "a." Concurrently, Choi, Kim, and Cho identified a positive association between OC & IWB (Choi et al., 2023), satisfying the condition of path "b." These findings suggest that OC may serve as a mediator between KS and IWB. Therefore, we hypothesize that:

H2: Knowledge Sharing had a significant effect on Organizational Commitment.

H3: Organizational Commitment mediates Knowledge Sharing and innovative work behaviour.

### 2.3 Cultural Diversity and Organizational Commitment

Organizational culture, as defined by literature, encompasses the established behaviours and norms accepted by members within an organization (Akpa et al., 2021). Dan elucidated culture as the collective mindset that distinguishes one group or category of individuals from another (Dan, 2020). Diversity, a crucial facet of culture, aims to cultivate a workforce characterized by a rich and varied blend of genders, socioeconomic backgrounds, ethnicities, experiences, and perspectives (Verma, 2020). This concept of cultural diversity is recognized as a source of sustained competitive advantage, deriving from a diverse pool of resources, ideas, opinions, and values, thereby fostering a broader spectrum of task-related knowledge, abilities, and skills compared to homogenous environments (Moon & Christensen, 2020). Such diversity positively influences organizational performance and outcomes, emphasizing the

imperative for organizations to recruit from diverse backgrounds to enhance problem-solving efficacy and understanding of international markets, as highlighted by Audretsch, Belitski, & Korosteleva (Audretsch et al., 2021). Scholars have underscored that a multicultural workforce confers competitive advantages to organizations, leading to heightened productivity and bolstered retention and attraction of employees (Patro, 2023).

Employee commitment varies depending on cultural contexts, with research indicating that different HRM practices influence employee commitment. Al-Hamad, Oladapo, Afolabi, and Olatundun observed that diversity in HRM practices, shaped by culture, fosters employee commitment (Al-Hamad et al., 2023). This study posited that CD significantly contributes to shaping employee commitment. The commitment of employees reflects organizational efforts to accommodate diverse needs, implying that fulfilling these needs positively impacts employee commitment.

However, meeting the diverse needs of employees from varied backgrounds presents a considerable challenge. This underscores the importance of creating a conducive environment that embraces differences among employees and maximizes their talents (Jackson et al., 2019). Scholars have identified a significant relationship between CD and OC (Mousa & Alas, 2016). Following the mediation framework proposed by Preacher and Hayes, Jackson, Heyns, and McCallaghan fulfilled condition "a" by demonstrating the positive effect of CD on OC (Jackson et al., 2019; Preacher & Hayes, 2008). Similarly, condition "b" was satisfied by Choi, Kim, and Cho, showing the positive impact of OC on innovative work behaviour (Choi et al., 2023). Consequently, OC qualifies as the mediator between CD and innovative work behaviour. Based on the aforementioned arguments, we hypothesize that:

H4: Cultural Diversity had a significant effect on Organizational Commitment.

H5: Organizational Commitment mediates between Cultural Diversity and Innovative work behaviour.

#### 2.4 Organizational Learning Culture and Organizational Commitment

Scholars delineate a learning organization as an entity wherein employees regularly engage in knowledge expansion, fostering innovative and novel modes of thinking, and cultivating close collaboration among team members (Hill, 2022). Thus, the organizational learning culture emerges as pivotal for organizational success, contingent upon seven key factors such

as team learning, collaboration, fostering dialogue and inquiry, and facilitating recurrent learning opportunities. Studies also emphasize the importance of nurturing supportive learning environments among team members, empowering employees, and facilitating knowledge sharing among colleagues (S. Lee et al., 2021). Consequently, the learning organization revolves around factors that foster teamwork, knowledge sharing, creativity, and collaboration, thereby imbuing collective value and significance.

The learning culture assumes a crucial role in addressing organizational uncertainties, exhibiting a significant positive influence on OC (Siswadi et al., 2023). Scholars assert that an organizational learning culture profoundly enhances employee commitment, rendering organizations more adaptable and flexible, thereby fostering continual improvement in organizational performance over time. Moreover, research indicates that employee commitment is positively impacted by cultures that promote knowledge sharing and learning (Sarhan et al., 2020). For sustained organizational growth, it is imperative for organizations to embrace a learning culture that positively influences employee commitment. Correspondingly, Adiansyah and Sakir underscore that OLC significantly affects employee commitment, further supporting this premise (Adiansyah & Sakir, 2021).

In accordance with the mediation guidelines posited by Preacher and Hayes (Preacher & Hayes, 2008), the investigation conducted by Adiansyah and Sakir demonstrates a positive relationship between OLC & OC (Adiansyah & Sakir, 2021), thereby satisfying condition "a." Additionally, research conducted by Choi, Kim, and Cho suggests a positive correlation between OC and IWB (Choi et al., 2023), fulfilling condition "b." These findings suggest that OC may serve as a mediator between OLC and IWB. Therefore, we hypothesize that,

H6: Organizational Learning Culture had significant effect on Organizational Commitment.

H7: Organizational Commitment mediates among Organizational Learning Culture and Innovative work behaviour.

## 2.5 Team Oriented Culture as Moderator

In scholarly literature, team-oriented culture is characterized as the extent to which organizational members exhibit a positive disposition towards collaborative teamwork (Mustafa et al., 2017). Researchers underscore that team-oriented culture stands as a fundamental aspect of effective teamwork, indicating the organizational decision-makers' commitment to nurturing collaborative efforts within the organization



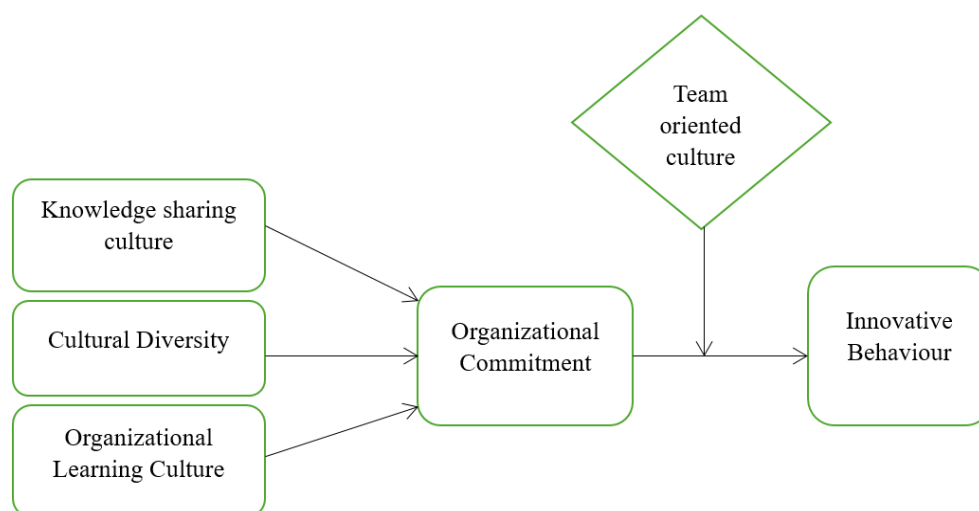
(Morales-Huamán et al., 2023).

The presence of a team-oriented culture significantly enhances both organizational and individual employee performance (Rezaei et al., 2021), while also playing a crucial role in fostering personal learning and knowledge sharing (Ayuni et al., 2023). Collaborative teamwork fosters closer working relationships among employees, contributing to the achievement of organizational goals and objectives (Ayuni et al., 2023).

Furthermore, a team-oriented culture cultivates an environment conducive to fostering employee commitment through increased interest in collaborative work (Barker Scott & Manning, 2024). Such teams also exhibit a propensity for innovative problem-solving approaches, thereby promoting innovative work behaviour (Le Blanc et al., 2021). By promoting a culture focused on goal attainment, employee recognition, providing feedback to team members, encouraging risk-taking during goal pursuit, and fostering collaboration, employee commitment is bolstered (Waseel et al., 2023; Wen et al., 2023). Consequently, a team-oriented culture strengthens the relationship between employee commitment and organizational innovative behaviour.

Previous research has demonstrated varying associations between OC and IWB (Adiansyah & Sakir, 2021; Choi et al., 2023). Additionally, Hasso found a positive impact of team-oriented culture on IWB (Hasso, 2015). Moreover, Lau, Park, & McLean discussed the moderating role of team-oriented culture in their study (Yin Yin Lau et al., 2020). Consequently, team-oriented culture meets the criteria of a moderating variable. Based on these premises, we propose the following hypothesis:

H8: Team-oriented culture moderates the path of Organizational Commitment and Innovative work behaviour.



**Figure 2:** Theoretical Framework

## 2. METHODOLOGY

This research adopted a quantitative research approach to fulfil its objectives, focusing on exploring factors influencing employee commitment and IWB among employees in organizations within the KSA. Convenience sampling, as outlined by Etikan and Bala, was employed to reach respondents due to its practicality in accessing the desired participant pool efficiently (Etikan & Bala, 2017).

Data collection utilized survey instruments developed based on a comprehensive review of existing literature, with the scale validated by experts and professionals. The survey utilized a seven-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (7). A total of 382 questionnaires were distributed, with 261 deemed usable, resulting in a response rate of 68.58%.

The scales used in the questionnaire were adapted from various sources: the IWB scale from Janssen (Janssen, 2000), the OC scale from Fry and Matherly (Fry & Matherly, 2006), the knowledge-sharing culture (KSC) items from Kucharska and Wildowicz-Giegiel (Kucharska & Wildowicz-Giegiel, 2017), team-oriented culture items from Yin Yin Lau, Park, and McLean (Yin Yin Lau et al., 2020), CD items from Gut, Wilczewski, and Gorbaniuk (Gut et al., 2017), and OLC items from Lin and Huang (Lin & Huang, 2021).

Statistical analysis of the usable questionnaires was conducted using the PLS-SEM approach. PLS-SEM was selected for its widespread use in social and management science studies and its advantages in delivering valid and reliable results (Hair et al., 2019). This approach involved two main methods: the measurement model for assessing reliability and validity, and the structural model for testing hypotheses (Hair et al., 2017).

## 3. RESULTS

The study employs PLS-SEM software to collect its findings. This method has been endorsed by multiple empirical studies across various disciplines.

The outcomes derived from this analytical approach yield significant statistical insights, offering a lucid perspective on the study's focal points (Sarstedt et al., 2016). Broadly, the analysis centres on both the structural and measurement models within the framework of PLS-SEM.

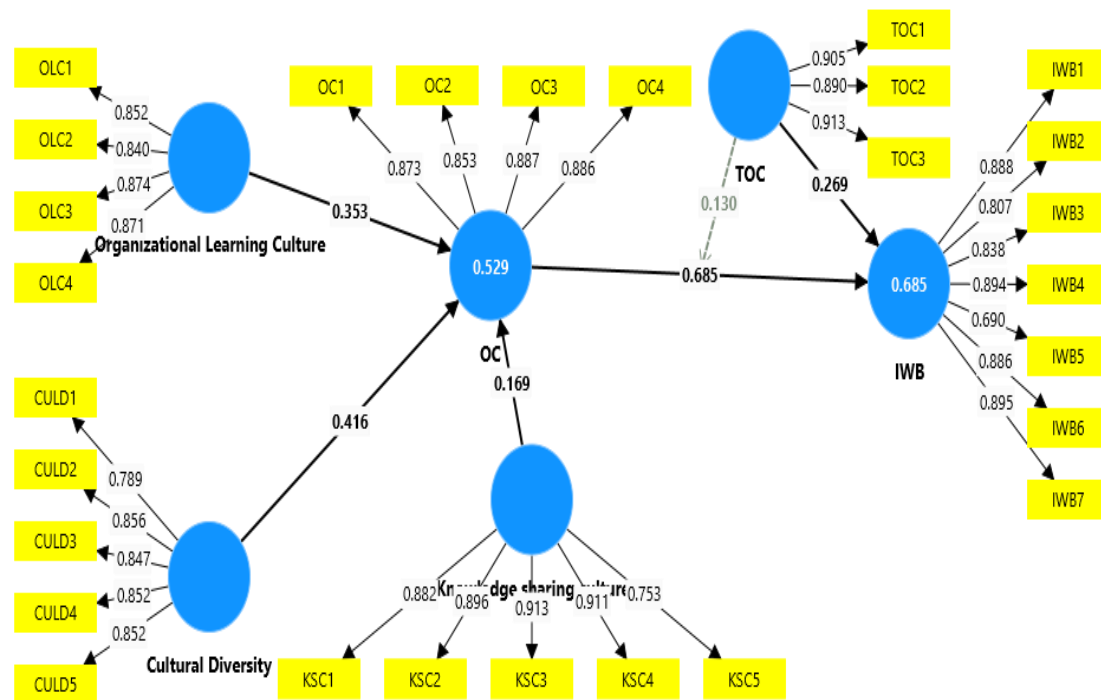


Figure 3: Measurement Model

The assessment conducted via the measurement model necessitates scrutiny of measurement validation, facilitating an examination of the measurement tools employed to assess variables (Hair et al., 2017). The analysis undertaken at this juncture of the measurement model adheres to several prescribed and recommended tests. These tests comprise evaluating factor loadings to gauge the efficacy of variable items, alongside scrutinizing the validity and reliability of said variables. Moreover, this study delved into the examination of Cronbach's Alpha, Average Variance Extracted (AVE), and Composite Reliability during the initial stage of analysis (Afthanorhan et al., 2020).

Table 1: (A) Factor Loading

	CULD	IWB	KSC	OC	OLC	TOC
CULD1	0.789					
CULD2	0.856					
CULD3	0.847					
CULD4	0.852					
CULD5	0.852					
IWB1		0.888				
IWB2		0.807				
IWB3		0.838				
IWB4		0.894				
IWB5		0.690				
IWB6		0.886				
IWB7		0.895				

Table 1(B) Factor Loading

	<b>CULD</b>	<b>IWB</b>	<b>KSC</b>	<b>OC</b>	<b>OLC</b>	<b>TOC</b>
KSC1			0.882			
KSC2			0.896			
KSC3			0.913			
KSC4			0.911			
KSC5			0.753			
OC1				0.873		
OC2				0.853		
OC3				0.887		
OC4				0.886		
OLC1					0.852	
OLC2					0.840	
OLC3					0.874	
OLC4					0.871	
TOC1						0.905
TOC2						0.890
TOC3						0.913

The findings delineated in Table 1 demonstrate that the factor loading values surpass the requisite thresholds, as stipulated by F. Hair Jr, Sarstedt, Hopkins, and G. Kuppelwieser (Hair Jr et al., 2014). Each factor loading value exceeds 0.40, thus meeting the criteria for acceptability. Furthermore, CR and AVE were evaluated to ascertain the convergent validity of the data. The results indicate that the composite reliability values exceed 0.70, while the AVE values exceed 0.50, aligning with the guidelines proposed by Fornell and Larcker (Fornell & Larcker, 1981).

Table 2: AVE

	<b>CR</b>	<b>AVE</b>
CD	0.923	0.705
IWB	0.946	0.715
KSC	0.941	0.763
OC	0.929	0.766
OLC	0.919	0.738
TOC	0.930	0.815

Assessing the measurement model also entails examining the discriminant validity of the data, employing the methodology outlined by Fornell and Larcker (Fornell & Larcker, 1981). According to this criterion, discriminant validity is established when the values on the diagonal of the matrix exceed those elsewhere. Examination of Table 3 reveals that the diagonal values indeed surpass the remaining entries in the table, thus confirming discriminant validity according to this approach.

Table 3: Discriminant Validity

	<b>CD</b>	<b>IWB</b>	<b>KSC</b>	<b>OC</b>	<b>OLC</b>	<b>TOC</b>
CD	0.839					
IWB	0.650	0.846				
KSC	0.056	0.316	0.873			
OC	0.632	0.801	0.261	0.875		
OLC	0.585	0.663	0.195	0.630	0.859	
TOC	0.714	0.643	0.159	0.650	0.567	0.903

Following a successful assessment of the measurement model, it becomes imperative to examine the structural model. Scholars advocate for structural model evaluation to test the hypotheses posited in the study. According to J. Hair et al., the determination of hypothesis significance hinges upon the assessment of p-values and t-values (Hair et al., 2017). Additionally, path estimates elucidate the nature of relationships among variables. The findings of this study assert that OC exhibits a positive effect on IWB (Beta= 0.685, t= 13.348), thereby supporting Hypothesis 1. Furthermore, Hypothesis 2, which posits a significant effect of KS on OC, is corroborated (Beta= 0.169, t= 3.596). Similarly, the research validates Hypothesis 4, indicating that CD positively impacts OC (Beta= 0.416, t= 7.011). Moreover, Hypothesis 6 is upheld, suggesting that OLC positively influences OC (Beta= 0.353, t= 5.690).

Table 4: Direct and Moderating Result

<b>HYP</b>		<b>Beta</b>	<b>SD</b>	<b>T value</b>	<b>P values</b>	<b>Decision</b>
H1	OC -> IWB	0.685	0.051	13.348	0.000	Supported
H2	KSC -> OC	0.169	0.047	3.596	0.000	Supported
H4	CD -> OC	0.416	0.059	7.011	0.000	Supported
H6	OLC -> OC	0.353	0.062	5.690	0.000	Supported
H8	TOC x OC -> IWB	0.130	0.038	3.407	0.001	Supported

The statistical outcomes of the research further validate the mediating role of OC. The findings indicate that OC acts as a mediator between KS & IWB, thereby supporting Hypothesis 3 (Beta= 0.116, t= 3.218). Similarly, the mediating effect of OC is affirmed in the relationship between CD and IWB, thus endorsing Hypothesis 5 (Beta= 0.285, t= 6.027).

Lastly, the mediating effect of Hypothesis 7 is also substantiated in the association between OLC and IWB, accepting Hypothesis 7 (Beta= 0.242, t= 5.395). Concerning moderation outcomes, Hypothesis 8 of the study is also upheld, demonstrating that a team-oriented culture has a positive effect on the path between OC and IWB.

Table 5: Mediating Results

HYP		Beta	SD	T value	P values	Decision
H3	KSC -> OC -> IWB	0.116	0.036	3.218	0.001	Supported
H5	CD -> OC -> IWB	0.285	0.047	6.027	0.000	Supported
H7	OLC -> OC -> IWB	0.242	0.045	5.395	0.000	Supported

Table 6: R-Square

	R-Square
IWB	0.685
OC	0.529

The culmination of the analysis involves the examination of R-squared, also referred to as the coefficient of determination. This metric illustrates the impact of independent variables on the dependent variables. As depicted in Table 6, the IVs account for 68.5% of the variance in IWB and 52.9% of the variance in OC.

#### 4. DISCUSSION

This research aimed to explore the factors influencing innovative work behaviour through the lens of organizational commitment. The results indicate a positive correlation between KSC and organizational commitment, highlighting the significance of knowledge exchange among employees in the telecommunications sector. Participants expressed keen interest in knowledge sharing, likely due to the technology-driven nature of the telecommunications industry, where proficiency in knowledge and skills is vital for employee success. Regular organizational meetings serve as platforms for employees to exchange innovative ideas and materials. Moreover, participants reported a culture of sharing skills and experiences with colleagues as a common practice, driven by a desire for collective learning and growth. The organization actively encourages knowledge-sharing initiatives, implementing mechanisms to facilitate such exchanges among employees.

Furthermore, respondents emphasized a sense of personal responsibility to disseminate information and knowledge within the organization. These findings echo those of prior research (Salleh et al., 2017), affirming the importance of knowledge-sharing behaviours in fostering organizational commitment and innovative work behaviour. Furthermore, the study findings provide empirical support for the assertion that CD positively influences organizational commitment, aligning with the conclusions drawn by Jackson, Heyns, and McCallaghan in the existing literature

(Jackson et al., 2019). The presence of diverse employees enriches the organization with a variety of skill sets and approaches to problem-solving and goal achievement. Collaborative environments naturally foster the sharing of experiences among individuals. This outcome may be attributed to the significance placed on organizational culture by the respondents, as well as their colleagues. Consequently, all employees demonstrate respect for the cultural norms and values of their peers. Participants noted that cultural diversity does not hinder communication, facilitating the seamless exchange of ideas and skills among employees. This cultural diversity also enhances communication with external stakeholders and provides insights into international markets. Adaptability to the global workforce is paramount for organizational success. Leveraging the diverse backgrounds and perspectives of employees enables organizations to gain a nuanced understanding of cultural nuances in target markets. Thus, diverse employees serve as valuable assets to organizations.

The empirical data further corroborates the assertion that OLC exerts a substantial influence on organizational commitment. This evidence underscores the preference of employees for environments where organizational support for conducive learning cultures is evident, facilitating both vertical and horizontal professional growth. Study participants underscored their inclination towards organizational settings that foster a learning ethos, evident through incentivizing and rewarding employee learning endeavours. Moreover, the cultivation of interpersonal trust emerges as a paramount focus among employees, fostering a collective mindset geared towards achieving shared objectives, thereby emphasizing group learning dynamics. Notably, organizational decision-makers recognize the value of disseminating employee experiences as instructive lessons, indicative of a culture that values experiential learning. Additionally, organizational recognition of employee initiatives and engagement with external stakeholders underscores a commitment to adaptive learning processes aimed at meeting stakeholder needs. Ultimately, organizational leaders exhibit a perpetual quest for knowledge and skill enhancement, echoing parallels with prior research findings (Siswadi et al., 2023).

The study outcomes further endorse the assertion that organizational commitment positively influences IWB. Consistent with prior research by Choi, Kim, and Cho, this study echoes similar findings (Choi et al., 2023). Central to these findings is the prioritization of work among the study participants, with their organization holding paramount importance. A sense of enjoyment and satisfaction pervades their workplace experiences,

characterized by strong interpersonal bonds with colleagues, fostering a conducive and relaxed atmosphere conducive to collaboration. Such camaraderie prompts employees to exert additional effort towards achieving organizational goals, with some expressing a profound sense of ownership and responsibility akin to that of their own homes. Consequently, they actively seek innovative solutions to organizational challenges, demonstrating a propensity for creative problem-solving even in challenging situations.

Furthermore, the study reveals the moderating influence of team-oriented culture on the relationship between organizational commitment and IWB, indicating a strengthening effect on this association. This finding resonates with previous research by Yin Yin Lau, Park, and McLean, which similarly highlighted the moderating role of team-oriented culture (Yin Yin Lau et al., 2020). Moreover, these findings lend support to the mediating function of organizational commitment in facilitating the relationship between the aforementioned variables.

#### 4.1 Limitations, Contribution and Future Suggestions

As with numerous empirical inquiries, the present study exhibits certain limitations deserving consideration. Primarily, it focuses on the telecom sector within the KSA, thereby warranting exploration of the proposed model within alternative technological sectors prevalent in KSA. It is suggested that forthcoming research endeavours extend the investigation to encompass manufacturing sectors within KSA, thereby broadening the scope of applicability. Additionally, while the telecom industry represents a facet of the service sector, future inquiries could benefit from conducting a comparative analysis between service sector entities and manufacturing organizations. Such an approach would facilitate a nuanced understanding of organizational dynamics across distinct sectors.

Furthermore, based on the observed R-squared values, the proposed independent variables demonstrate respective effects of 52.9% and 68.5% on organizational culture and IWB. To enhance explanatory power, it is recommended that future investigations consider the inclusion of additional independent variables. Methodologically, data collection in the present study was facilitated through a questionnaire utilizing a 7-point Likert scale. Future research endeavours adhering to a similar framework may opt for a 5-point Likert scale in questionnaire design, potentially streamlining response patterns and enhancing data interpretability. Lastly, the study adopted a cross-sectional research design due to temporal constraints. Subsequent inquiries may benefit from employing longitudinal



research designs, allowing for the exploration of temporal dynamics and facilitating a deeper understanding of organizational phenomena over time.

This research contributes theoretically by addressing gaps in the literature regarding the mediating role of organizational commitment between cultural factors and IWB. Additionally, it sheds light on the understudied moderating influence of team-oriented culture on the relationship between organizational commitment and IWB. Notably, this study diverges from past research focused on manufacturing industries by examining cultural factors within the service sector, specifically the telecom industry. Managerially, the findings underscore the significance of diversity culture for decision-makers in the telecom sector, emphasizing its role in fostering organizational commitment among employees. Moreover, the study provides insights for policy-makers to develop strategies for employee retention, recognizing the value of committed employees in shaping competitive advantage. These findings serve as a valuable resource for future research endeavours in academia.

## 5. ACKNOWLEDGMENT

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## APPENDIX: SURVEY INSTRUMENT

Team Oriented Culture	1.	My organization is recognized for its emphasis on being team oriented.	(Yin Yin Lau et al., 2020)
	2.	My organization is recognized for its emphasis on being people-oriented.	
	3.	My organization is recognized for its emphasis on working in collaboration with others.	
Cultural Diversity	1.	Culture is important for me.	(Gut et al., 2017)
	2.	Culture is important for my co-workers.	
	3.	Cultural differences cause problems in business communication between people with	
	4.	different cultural backgrounds.	
	5.	People with different cultural backgrounds communicate with difficulties.	
	6.	Different cultures favor different means of communication.	
	7.	Cultural differences make my work more difficult.	
	8.	Cultural adaptability is important in business communication in the global workplace.	
	9.	Stereotypes in culture influence business communications.	
Organizational Commitment	1.	I do not feel like “part of the family” in this organization.	(Fry & Matherly, 2006)
	2.	I would be very happy to spend the rest of my career with this organization.	
	3.	I talk up this organization to my friends as a great place to work for.	
	4.	I really feel as if my organization’s problems are my own.	
Innovative work Behavior	1)	Creating new ideas for difficult issues (idea generation);	(Janssen, 2000)
	(2)	Searching out new working methods, techniques, or instruments (idea generation);	
	(3)	Generating original solutions for problems (idea generation);	
	(4)	Mobilizing support for innovative ideas (idea promotion);	
	(5)	Acquiring approval for innovative ideas (idea promotion);	
	(6)	Making important organizational members enthusiastic for innovative ideas (idea promotion);	
	(7)	Transforming innovative ideas into useful applications (idea realization); (	
	8)	Introducing innovative ideas into the work environment in a systematic way (idea realization);	
	(9)	Evaluating the utility of innovative ideas (idea	

	realization).	
Organizational Learning culture	<ol style="list-style-type: none"> <li>1) In my organization, people are rewarded for learning.</li> <li>(2) In my organization, people spend time building trust with each other.</li> <li>(3) In my organization, teams/groups revise their thinking as a result of group decisions or information collected.</li> <li>(4) My organization makes its lessons learned available to all employees.</li> <li>(5) My organization recognizes people for taking initiatives.</li> <li>(6) My organization works together with the outside community to meet mutual needs.</li> <li>(7) In my organization, leaders continually look for opportunities to learn</li> </ol>	(Lin & Huang, 2021)
Knowledge sharing culture	<ol style="list-style-type: none"> <li>1. Meetings are periodically held to inform all the employees about the latest innovations in the company</li> <li>2. I shared my experience and know-how with my coworkers</li> <li>3. I extracted new knowledge from co-workers based on their experience and know-how that helped me follow up .</li> <li>4. Overall, members of the company shared their experience and know-how.</li> <li>5. The company has formal mechanisms to guarantee the sharing of best practices among the different fields of the activity.</li> <li>6. There are individuals responsible for collecting, assembling and distributing suggestions.</li> </ol>	(Kucharska & Wildowicz-Giegiel, 2017)