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

Hashed MABKHOT\* Management Department, School of Business, King Faisal University, Al-Ahsa 31982, Saudi Arabia Faculty of Business and Commerce, Amran University, Amran 9677, Yemen Email: hmabkhot@kfu.edu.sa

Arsalan MUJAHID GHOURI School of Business, London South Bank University, United Kingdom. Email: arsalan.ghouri@ymail.com

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.

1. LITERATURE REVIEW & HYPOTHESES DEVELOPMENT
	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.

* 1. 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.

* 1. 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 SanzValle 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

* 1. 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.



1. 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.

1. 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).

****

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.

****

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).



The study's predictive relevance is assessed using the blindfolding technique. Hair et al. (2019) established that predictive relevance is 127 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.



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 isimperative 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.

## 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.

## ACKNOWLEDGEMENT

## This work was supported through the Ambitious Funding track by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Grant 5095]

## References

## Agarwal, Sugandha and Khalid Mohammed Saif Al Qouyatahi. "Hrm Challenges in the Age of Globalisation." International Research Journal of Business Studies, vol. 10, no. 2, 2018, pp. 89-98. <https://doi.org/10.21632/irjbs.10.2.89-98>

## Ahmad, Abdulla Obaid et al. "Integration of Tqm Practices and Erp to Enhance Innovation Culture and Innovative Work Behavior: A Proposed Framework." Journal of Positive School Psychology, vol. 6, no. 3, 2022, pp. 4668–76. <https://journalppw.com/index.php/jpsp/article/view/2667>

##

## Ahmad, Iftikhar and Sheikh Raheel Manzoor. "Effect of Teamwork, Employee Empowerment and Training on Employee Performance." International Journal of Academic Research in Business and Social Sciences, vol. 7, no. 11, 2017, pp. 380-94. <http://doi.org/10.6007/IJARBSS/v7-i11/3472>

## Akhtar, P., Ghouri, A. M., Ashraf, A., Lim, J. J., Khan, N. R., & Ma, S. (2024). “Smart product platforming powered by AI and Generative AI: Personalization for the circular economy.” International Journal of Production Economics, 273, 2024, p. 109283.<https://doi.org/10.1016/j.ijpe.2024.109283>

## Akram, M. S. et al. "Organizational Performance and Sustainability: Exploring the Roles of It Capabilities and Knowledge Management Capabilities." Sustainability, vol. 10, no. 10, 2018, p. 3816. <https://doi.org/10.3390/su10103816>

## Al-Sada, Maryam, Bader Al-Esmael and Mohd Nishat Faisal. "Influence of Organizational Culture and Leadership Style on Employee Satisfaction, Commitment and Motivation in the Educational Sector in Qatar." EuroMed Journal of Business, vol. 12, no. 2, 2017, pp. 163- 88. <https://doi.org/10.1108/EMJB-02-2016-0003>

## Al Dari, Taghreed et al. "How Types of Organizational Culture and Technological Capabilities Contribute to Organizational Learning." Management Research Review, vol. 44, no. 3, 2021, pp. 437-59. <https://doi.org/10.1108/MRR-02-2020-0090>

## Al Jabri, Basel and Issam Ghazzawi. "Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda." International Leadership Journal, vol. 11, no. 1, 2019, pp. 78- 119. <https://www.researchgate.net/publication/331635975>

## Alam, Imtiaz, Jugindar Singh Kartar Singh and Muhammad Umar Islam. "Does Supportive Supervisor Complements the Effect of Ethical Leadership on Employee Engagement?" Cogent Business & Management, vol. 8, no. 1, 2021, p. 1978371. <https://doi.org/10.1080/23311975.2021.1978371>

## Alvi, Huma Abid et al. "Impact of Organizational Culture on Organizational Commitment and Job Satisfaction." European journal of business and management, vol. 6, no. 27, 2014, pp. 30-39. <https://www.iiste.org/Journals/index.php/EJBM/article/view/15543>

## Amponsah-Tawiah, Kwesi and Justice Mensah. "Occupational Health and Safety and Organizational Commitment: Evidence from the Ghanaian Mining Industry." Safety and Health at Work, vol. 7, no. 3, 2016, pp. 225-30. <https://doi.org/10.1016/j.shaw.2016.01.002>

## Andriani, Septi, Nila Kesumawati and Muhammad Kristiawan. "The Influence of the Transformational Leadership and Work Motivation on Teachers Performance." International journal of scientific & technology research, vol. 7, no. 7, 2018, pp. 19-29. <https://osf.io/9m426/download>

##

## Aranki, Dima H, Taghrid S Suifan and Rateb J Sweis. "The Relationship between Organizational Culture and Organizational Commitment." Modern Applied Science, vol. 13, no. 4, 2019, pp. 137-54. <https://doi.org/10.5539/MAS.V13N4P137>

##  Arsawan, I Wayan Edi et al. "Leveraging Knowledge Sharing and Innovation Culture into Smes Sustainable Competitive Advantage." International journal of productivity and performance management, vol. 71, no. 2, 2022, pp. 405-28. <https://doi.org/10.1108/IJPPM-04-2020-0192>

## Asresie, Gessesse Gizachew, Mulugeta Belayneh Birara and Tadesse Asmare Gebrie. "The Effect of Organizational Culture on Organizational Commitment During Covid-19: Evidence from Debre Markos Referral Hospital." Research Square, 2022, pp. 1-19. <https://doi.org/10.21203/rs.3.rs-1760734/v1>

## Attar, M M. "Organizational Culture, Knowledge Sharing, and Intellectual Capital: Directions for Future Research." International Business Information Management Association, vol. 9, no. 1, 2018, pp. 11-20. <https://doi.org/10.11648/j.ijber.20200901.12>

##  Bardzell, Shaowen, Jeffrey Bardzell and Sarah Ng. "Supporting Cultures of Making: Technology, Policy, Visions, and Myths." Proceedings of the 2017 Chi Conference on Human Factors in Computing Systems, Association for Computing Machinery, 2017, pp. 6523–35. <https://doi.org/10.1145/3025453.3025975>

## Berberoglu, Aysen. "Impact of Organizational Climate on Organizational Commitment and Perceived Organizational Performance: Empirical Evidence from Public Hospitals." BMC health services research, vol. 18, 2018, pp. 1-9. <https://doi.org/10.1186/s12913-018-3149-z>

## Bustinza, Oscar F. et al. "Technological Capabilities, Resilience Capabilities and Organizational Effectiveness." The International Journal of Human Resource Management, vol. 30, no. 8, 2019, pp. 1370-92. <https://doi.org/10.1080/09585192.2016.1216878>

## Chams, Nour and Josep García-Blandón. "On the Importance of Sustainable Human Resource Management for the Adoption of Sustainable Development Goals." Resources, Conservation and Recycling, vol. 141, 2019, pp. 109-22. <https://doi.org/10.1016/j.resconrec.2018.10.006>

## Fornell, Claes and David F. Larcker. "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error." Journal of Marketing Research, vol. 18, no. 1, 1981, pp. 39-50. <https://doi.org/10.1177/002224378101800104>

##  Ghouri, A. M., Akhtar, P., Haq, M. A., Mani, V., Arsenyan, G., & Meyer, M. “Real-time information sharing, customer orientation, and the exploration of intra-service industry differences: Malaysia as an emerging market.” Technological Forecasting and Social Change, 167, 2021, p. 120684. <https://doi.org/10.1016/j.techfore.2021.120684>

## Globocnik, Dietfried, Romana Rauter and Rupert J. Baumgartner. "Asynergy or Conflict? The Relationships among Organisational Culture, Sustainability-Related Innovation Performance, and Economic Innovation Performance." International Journal of Innovation Management, vol. 24, no. 01, 2020, p. 2050004. <https://doi.org/10.1142/S1363919620500048>

## Gutierrez, Alvin Neil A. "The Impact of Organizational Culture on Organizational Commitment: A Look at Bpo Firms in Metro Manila." The 6th National Business and Management Conference, De La Salle University – Manila, 2018, pp. 118-48. <https://www.researchgate.net/publication/330514034>

##  Guzeller, Cem Oktay and Nuri Celiker. "Examining the Relationship between Organizational Commitment and Turnover Intention Via a Meta-Analysis." International Journal of Culture, Tourism and Hospitality Research, vol. 14, no. 1, 2020, pp. 102-20. <https://doi.org/10.1108/IJCTHR-05-2019-0094>

##  Hair, Joe et al. "An Updated and Expanded Assessment of Pls-Sem in Information Systems Research." Industrial Management & Data Systems, vol. 117, no. 3, 2017, pp. 442-58. <https://doi.org/10.1108/IMDS-04-2016-0130>

## Hair, Joseph F. et al. "When to Use and How to Report the Results of PlsSem." European Business Review, vol. 31, no. 1, 2019, pp. 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>

##  Hair Jr., J. F. et al. Multivariate Data Analysis: A Global Perspective. 7th ed., Pearson Education, Upper Saddle River, 2010.

## Hanifah, Haniruzila et al. "Emanating the Key Factors of Innovation Performance: Leveraging on the Innovation Culture among Smes in Malaysia." Journal of Asia Business Studies, vol. 13, no. 4, 2019, pp. 559- 87. <https://doi.org/10.1108/JABS-04-2018-0130>

##  Hassanian, Zahra Marziyeh et al. "Correlation between Organizational Culture and Organizational Commitment of Nurses at Hamadan University of Medical Sciences, Iran." Avicenna-J-Nurs-Midwifery-Care, vol. 31, no. 1, 2023, pp. 10-17. <http://dx.doi.org/10.32592/ajnmc.31.1.10>

## Helmy, Irfan, Wiwiek Rabiatul Adawiyah and Ade Banani. "Linking Psychological Empowerment, Knowledge Sharing, and Employees’ Innovative Behavior in Smes." The Journal of Behavioral Science, vol. 14, no. 2, 2019, pp. 66-79. <https://ir.swu.ac.th/jspui/handle/123456789/12663>

## Henseler, Jörg et al. "Common Beliefs and Reality About Pls: Comments on Rönkkö and Evermann (2013)." Organizational Research Methods, vol. 17, no. 2, 2014, pp. 182-209. <https://doi.org/10.1177/1094428114526928>

##  Hussain, Khawar et al. "Examining the Relationship between Learning Capabilities and Organizational Performance: The Mediating Role of Organizational Innovativeness." MATEC Web of Conferences, vol. 150, 2018, p. 06027. <https://doi.org/10.1051/matecconf/201815006027>

##  Idrees, Hisham et al. "Impact of Knowledge Management Capabilities on New Product Development Performance through Mediating Role of Organizational Agility and Moderating Role of Business Model Innovation." Frontiers in Psychology, vol. 13, 2022, p. 950054. <https://doi.org/10.3389/fpsyg.2022.950054>

##  Jigjiddorj, Sarantuya et al. "Relationship between Organizational Culture, Employee Satisfaction and Organizational Commitment." SHS Web of Conferences, vol. 90, 2021, p. 02004. <https://doi.org/10.1051/shsconf/20219002004>

##  Jufrizen, Jufrizen et al. "Effect of Moderation of Work Motivation on the Influence of Organizational Culture on Organizational Commitment and Employee Performance." International Journal of Business Economics (IJBE), vol. 2, no. 2, 2021, pp. 86-98. <https://doi.org/10.30596/ijbe.v2i2.6710>

##  Kanwal, Esha et al. "Does Organization Learning Capacity Influence the Organization Effectiveness? Moderating Role of Absorptive Capacity." International Journal of Engineering and Information Systems (IJEAIS), vol. 1, 2017, pp. 28-35. <https://hal.science/hal-01599097>

##  Kaplan, Metin and Aslı Kaplan. "The Relationship between Organizational Commitment and Work Performance: A Case of ındustrial Enterprises." Journal of Economic and Social Development (JESD), vol. 5, no. 1, 2018, pp. 46-50. <http://hdl.handle.net/20.500.11787/4008>

##  Karamitri, Ioanna, Michael A. Talias and Thalia Bellali. "Knowledge Management Practices in Healthcare Settings: A Systematic Review." The International Journal of Health Planning and Management, vol. 32, no. 1, 2017, pp. 4-18. <https://doi.org/10.1002/hpm.2303>

##  Kawiana, I. Gede Putu et al. "The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment Towards Employee Performance." International research journal of management, IT and social sciences, vol. 5, no. 3, 2018, pp. 35-45. <https://sloap.org/journals/index.php/irjmis/article/view/166>

##  Kenedi, Jon, Bambang Satriawan and Muammar Khaddafi. "The Effect of Organizational Culture on Employee Performance." International Journal of Educational Review, Law and Social Sciences (IJERLAS), vol. 2, no. 6, 2022, pp. 817-26. <http://radjapublika.com/index.php/IJERLAS/article/view/443>

## Khudhair, Firas Salman et al. "Organizational Culture as a Moderator between Paternalistic Leadership Style and Organizational Commitment: A Case of Banking Sector, Iraq." World Economics and Finance Bulletin, vol. 15, 2022, pp. 37-51. <https://scholarexpress.net/index.php/wefb/article/view/1468>

## Kontoghiorghes, Constantine. "Linking High Performance Organizational Culture and Talent Management: Satisfaction/Motivation and Organizational Commitment as Mediators." The International Journal of Human Resource Management, vol. 27, no. 16, 2016, pp. 1833-53. <https://doi.org/10.1080/09585192.2015.1075572>

## Laasonen, Valtteri and Jari Kolehmainen. "Capabilities in KnowledgeBased Regional Development – Towards a Dynamic Framework." European Planning Studies, vol. 25, no. 10, 2017, pp. 1673-92. <https://doi.org/10.1080/09654313.2017.1337727>

##  Lecic, Milan S. et al. "Leadership, Innovative Behavior and the Case of Innovative Climate&Mdash;When the Mediator Becomes the Mediated." Behavioral Sciences, vol. 13, no. 1, 2023, p. 40. <https://doi.org/10.3390/bs13010040>

##  Lee, Jung-Chieh and Chung-Yang Chen. "The Moderator of Innovation Culture and the Mediator of Realized Absorptive Capacity in Enhancing Organizations' Absorptive Capacity for Spi Success." Journal of Global Information Management (JGIM), vol. 27, no. 4, 2019, pp. 70-90. <https://doi.org/10.4018/JGIM.2019100104>

## Lestari, E R and F L Ardianti. "Technological Capability and Business Success: The Mediating Role of Innovation." IOP Conference Series: Earth and Environmental Science, vol. 250, 2019, p. 012039. <https://doi.org/10.1088/1755-1315/250/1/012039>

##  Mahmood, Tayyab and Rahma Shafaat. "Supportive Organizational Culture & Shared Leadership Nurturing Innovative Employee Behavior and Organizational Effectiveness." International Journal of Business Reflections, vol. 1, no. 1, 2020, pp. 1-27. <http://111.68.103.26/journals/index.php/ijbr/article/view/2630>

## Mao, Hongyi et al. "Information Technology Resource, Knowledge Management Capability, and Competitive Advantage: The Moderating Role of Resource Commitment." International Journal of Information Management, vol. 36, no. 6, Part A, 2016, pp. 1062-74. <https://doi.org/10.1016/j.ijinfomgt.2016.07.001>

## Mohapatra, Mitali Das, Ipseeta Satpathy and BCM Patnaik. "Organizational Commitment and Job Satisfaction in Information Technology Sector." International Journal of Innovative Technology and Exploring Engineering, vol. 8, no. 9, 2019, pp. 1993-99. <http://dx.doi.org/10.35940/ijitee.i8433.078919>

## Muriithi, Samuel Muiruri. "Organisational Culture: The Root of Sustainable Competitive Advantage." International Journal of Business and Management Invention (IJBMI), vol. 10, no. 2, 2021, pp. 68-72. <https://doi.org/10.35629/8028-1002016872>

## Naranjo-Valencia, Julia C., Daniel Jiménez-Jiménez and Raquel Sanz-Valle. "Studying the Links between Organizational Culture, Innovation, and Performance in Spanish Companies." Revista Latinoamericana de Psicología, vol. 48, no. 1, 2016, pp. 30-41. <https://doi.org/10.1016/j.rlp.2015.09.009>

## Naz, Shumaila et al. "A Study in the Relationship between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators." Sage Open, vol. 10, no. 2, 2020. <https://doi.org/10.1177/2158244020924694>

##  Nguyen, Vinh The et al. "The Effects of Organizational Culture and Commitment on Employee Innovation: Evidence from Vietnam’s It Industry." Journal of Asia Business Studies, vol. 13, no. 4, 2019, pp. 719- 42. <https://doi.org/10.1108/JABS-09-2018-0253>

##  Nisha, Nazir T. et al. "A Study on the Impact of Sustainable Leadership and Core Competencies on Sustainable Competitive Advantage in the Information Technology (It) Sector." Sustainability, vol. 14, no. 11, 2022, p. 6899. <https://doi.org/10.3390/su14116899>

##  Noesgaard, Mette Strange and Frances Jørgensen. "Building Organizational Commitment through Cognitive and Relational Job Crafting." European Management Journal, 2023, pp. 1-10. <https://doi.org/10.1016/j.emj.2023.01.002>

##  Odai, Leslie Afotey et al. "Determining the Impact of Supervisory Support on Employee Engagement in the Telecommunication Sector of Ghana: The Role of Supportive Organizational Culture." SEISENSE Business Review, vol. 1, no. 2, 2021, pp. 15-31. <https://doi.org/10.33215/sbr.v1i2.588>

##  Paramita, Erna, Prihatin Lumbanraja and Yeni Absah. "The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at Pt. Bank Mandiri (Persero), Tbk." International Journal of Research and Review, vol. 7, no. 3, 2020, pp. 273-86. [https://www.ijrrjournal.com/IJRR\_Vol.7\_Issue.3\_March2020/IJR R0037.pdf](https://www.ijrrjournal.com/IJRR_Vol.7_Issue.3_March2020/IJR%20R0037.pdf)

##  Purwanto, Agus and Yuli Sudargini. "Partial Least Squares Structural Squation Modeling (Pls-Sem) Analysis for Social and Management Research: A Literature Review." Journal of Industrial Engineering & Management Research, vol. 2, no. 4, 2021, pp. 114-23. <https://doi.org/10.7777/jiemar.v2i4.168>

## Ratnasari, Sri Langgeng, Endiet Jaloe Prasetiyo and Lukmanul Hakim. "The Effect of Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style on Job Satisfaction." Enrichment: Journal of Management, vol. 11, no. 1, 2020, pp. 57-62. <https://doi.org/10.35335/enrichment.v11i1>

##  Reddy, Anuradha and Sudhakar Kota. "Globalization & Leadership– Challenges & Strategies in Cross Cultural Environment to Enhance Employee Performance." Think India Journal, vol. 22, no. 4, 2019, pp. 5552-63. <https://thinkindiaquarterly.org/index.php/thinkindia/article/view/9898>

##  Ridwan, Muhammad, Sitti Rizki Mulyani and Hapzi Ali. "Improving Employee Performance through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior." Systematic Reviews in Pharmacy, vol. 11, no. 12, 2020, pp. 839-49. <https://www.sysrevpharm.org/abstract/improvingemployee-performance-through-perceived-organizational-supportorganizational-commitment-and-organizational-cit-67128.html>

##  Roscoe, Samuel et al. "Green Human Resource Management and the Enablers of Green Organisational Culture: Enhancing a Firm's Environmental Performance for Sustainable Development." Business Strategy and the Environment, vol. 28, no. 5, 2019, pp. 737-49. <https://doi.org/10.1002/bse.2277>

##  Saha, Shilpi and Saraf Pavan Kumar. "Organizational Culture as a Moderator between Affective Commitment and Job Satisfaction: Empirical Evidence from Indian Public Sector Enterprises." International Journal of Public Sector Management, vol. 31, no. 2, 2018, pp. 184-206. <https://doi.org/10.1108/IJPSM-03-2017-0078>

##  Saifulina, Nailya and Adolfo Carballo-Penela. "Promoting Sustainable Development at an Organizational Level: An Analysis of the Drivers of Workplace Environmentally Friendly Behaviour of Employees." Sustainable Development, vol. 25, no. 4, 2017, pp. 299-310. <https://doi.org/10.1002/sd.1654>

##  Sarhan, Nael et al. "The Effect of Organizational Culture on the Organizational Commitment: Evidence from Hotel Industry." Management Science Letters, vol. 10, no. 1, 2020, pp. 183-96. <http://dx.doi.org/10.5267/j.msl.2019.8.004>

##  Sekaran, Uma and Roger Bougie. Research Methods for Business: A Skill Building Approach. 5th ed., John Wiley & Sons, 2009. Singh, Satwinder, Tamer K Darwish and Kristina Potočnik. "Measuring Organizational Performance: A Case for Subjective Measures." British Journal of Management, vol. 27, no. 1, 2016, pp. 214-24. <https://doi.org/10.1111/1467-8551.12126>

## Sony, Michael, Jiju Antony and Olivia Mc Dermott. "How Do the Technological Capability and Strategic Flexibility of an Organization Impact Its Successful Implementation of Industry 4.0? A Qualitative Viewpoint." Benchmarking: An International Journal, vol. 30, no. 3, 2022, pp. 924-49. <https://doi.org/10.1108/BIJ-09-2021-0541>

##  Sugiyono, Sugiyono. "The Evaluation of Facilities and Infrastructure Standards Achievement of Vocational High School in the Special Region of Yogyakarta." Jurnal Penelitian Dan Evaluasi Pendidikan, vol. 25, no. 2, 2021, pp. 207-17. <http://dx.doi.org/10.21831/pep.v25i2.46002>

##  Sumardjo, Mahendro and Yudi Nur Supriadi. "Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior." Calitatea, vol. 24, no. 192, 2022, pp. 376-84. <https://doi.org/10.47750/QAS/24.192.45>

##  Taneja, Anjali and Ekta Singh. "Impact of Technostress on Organisational Commitment in Information Technology Sector." Anusandhan-The Research Respository of GIBS, vol. 1, no. 1, 2018, pp. 75-79. <https://gitarattan.edu.in/wp-content/uploads/2023/05/Ch-13.pdf>

##  Triguero-Sánchez, Rafael, Jesús Peña-Vinces and Jorge Guillen. "How to Improve Firm Performance through Employee Diversity and Organisational Culture." Revista Brasileira de Gestão de Negócios, vol. 20, no. 3, 2018, pp. 378-400. <https://doi.org/10.7819/rbgn.v20i3.3303>

##  Turner, Rodney. "Forty Years of Organizational Behaviour Research in Project Management." International Journal of Project Management, vol. 40, no. 1, 2022, pp. 9-14. <https://doi.org/10.1016/j.ijproman.2021.10.002>

##  Verma, Monica. "Supportive Culture: A Transformational Strategy." Transforming Organizations through Flexible Systems Management, Springer, 2019, pp. 177-88. <https://doi.org/10.1007/978-981-13-9640-3_10>

##  Wahjoedi, T. "The Effect of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Work Motivation: Evident from Smes in Indonesia." Management Science Letters, vol. 11, no. 7, 2021, pp. 2053-60. <http://dx.doi.org/10.5267/j.msl.2021.3.004>

##  Yu, Chuan-Peng, Zhen-Gang Zhang and He Shen. "The Effect of Organizational Learning and Knowledge Management Innovation on Smes’ Technological Capability." Eurasia Journal of Mathematics, Science and Technology Education, vol. 13, no. 8, 2017, pp. 5475-87. <https://doi.org/10.12973/eurasia.2017.00842a>

##  Yu, Chuanpeng et al. "Knowledge Creation Process and Sustainable Competitive Advantage: The Role of Technological Innovation Capabilities." Sustainability, vol. 9, no. 12, 2017, p. 2280. <https://doi.org/10.3390/su9122280>

## A white rectangular object with text  Description automatically generated with medium confidence