

Organizational culture, knowledge sharing and employee innovative performance: Basis for machine manufacturing industry organizational learning framework

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Abstract

Fostering an organizational learning culture is essential if the firm wants to remain competitive. It goes beyond just the management of the organization offering fresh concepts. Organizational culture, knowledge sharing and employee innovative performance all play an important role in organizational learning. This study aimed to analyze the organizational culture, knowledge sharing and employee innovative performance as basis for developing organizational learning framework for machine manufacturing industry in Shandong province. A descriptive approach was used in this study to systematically define the conditions, and assess the variables that were examined. The research respondents are 385 employees who are purposively selected from machine manufacturing companies in Shandong Province. A survey questionnaire was used for data collection which was subsequently analyzed using the SPSS software. Based on the finding of the study, the respondents showed a moderate level of agreement on organizational culture in terms of institutional, technical and relational aspects implying that there is some room for improvement in terms of developing a strong and well-defined culture. The machine manufacturing company exhibits good knowledge sharing practices in terms of social, managerial and cultural as agreed by the respondents. Employees of the machine manufacturing companies are showing satisfactory innovative performance in terms of job autonomy, innovative behavior and expertise learning. There were high significant relationships that exist among organizational culture, knowledge sharing and employee innovative performance. An Organizational Learning Framework for machine manufacturing industry was proposed.

Keywords: organizational learning, organizational culture, knowledge sharing, employee innovative performance, machine manufacturing industry

Organizational culture, knowledge sharing and employee innovative performance: Basis for machine manufacturing industry organizational learning framework

1. Introduction

A work environment with an organizational learning culture encourages employees to be innovative, take chances, and develop new ideas. Employees feel respected and supported in this atmosphere, and they are not afraid to make errors. Fostering an organizational learning culture is essential if the firm wants to remain competitive. It goes beyond just the management of the organization offering fresh concepts. Regardless of their position, every employee of the company should offer their ideas. Organizational culture, knowledge sharing and employee innovative performance all play an important role in organizational learning. The study by Meher et al. (2022) looked at the impact of knowledge sharing on employee performance with a mediating effect of organizational learning. They discovered that knowledge sharing had a positive and significant impact on employee performance, and that organizational learning mediated this relationship. This suggests that knowledge sharing can lead to improved employee performance, but this effect is stronger when organizational learning is high. Organizational learning is the process by which organizations acquire, interpret, and share knowledge in order to improve their performance. The study's findings suggest that organizations that want to improve employee performance should focus on creating a culture that encourages knowledge sharing and organizational learning.

The study of Olan et al. (2019) examines how organizational culture influences the implementation of knowledge sharing processes for improved organizational performance. This analysis shows that the significant impact of knowledge sharing in any organization could improve performance when there is an empowering culture. The study provides an innovative analytic technique to compare the impact of organizational culture on the implementation and the continuous practice of an integrated business-knowledge process. It proves that an enhanced performance is greatly possible when an enabled environment exists for generating new knowledge. Moreover, the study of Khan et al. (2022) on "Enhancing employee innovativeness and job performance through a culture of workplace innovation", revealed that the level of trust between employees and organizations has to be very high, and the organization has to have a close-knit working environment to ensure that organizations remain in the market retaining their market standing. This also applies in the context of machine industries where organizations have access to technologies, and technologies have changed the way the employees think, behave and learn. The success of an organization depends on the culture of the organization.

Learning is a key factor in the success of any organization, but it is especially important in the rapidly changing Chinese machine industry. The Chinese government has placed a strong emphasis on technological innovation and the development of the machine industry. This support has included funding for research and development, as well as tax breaks and other incentives for companies that invest in new technologies. The Chinese machine industry is highly competitive, both domestically and internationally. This competition drives companies to innovate and to improve their performance. Chinese machine companies are increasingly collaborating with each other, as well as with foreign companies. This collaboration can help companies to learn from each other and to share knowledge. However, there are still challenges affecting the industry's organizational learning. Many Chinese machine companies are small and medium-sized enterprises (SMEs). SMEs often have limited resources to invest in research and development and organizational learning. The Chinese culture traditionally values hierarchy and deference to authority. This can make it difficult for employees to share their ideas and to challenge the status quo.

This research is intended to contribute in helping businesses in the machine industry understand the essential role of employee innovative performance, organizational culture and knowledge sharing in nourishing knowledge and spreading it in order to become leaders in utilizing their know-how and enjoying its benefits. By

conducting this study in Shandong province, this study will bridge the gap of lack of literatures on the organizational learning.

Objectives of the Study - This study aimed to analyze the organizational culture, knowledge sharing and employee innovative performance as basis for developing organizational learning framework for machine manufacturing industry in Shandong province. Specifically, this study aimed to describe the organizational culture in terms of institutional, technological and relational; evaluate knowledge sharing practices in terms of social, managerial and structural; determine the employee innovative performance in terms of job autonomy, innovative behavior and expertise learning; and test the significant relationship among organizational culture, knowledge sharing and employee innovative performance. The study also developed an organizational learning framework for machine manufacturing industry.

2. Methods

Research Design - A descriptive approach was used in this study to systematically describe the population, define the conditions, and assess the employee innovative behavior, organizational culture and knowledge sharing practices of machine manufacturing industry. According to Hassan, 2022, a descriptive research design is a type of research methodology that tries to describe or chronicle the characteristics, activities, attitudes, beliefs, or perceptions of a group or population under study. Descriptive research does not attempt to establish cause-and-effect relationships between variables or predict future outcomes. Instead, it focuses on providing a comprehensive and accurate representation of the gathered data, which may be useful for developing hypotheses, researching trends, and identifying patterns in the data. Correlational research might be designed to be relational (leading to correlation analysis) or predictive (leading to regression analysis). When it is important to assess the presence, strength, and direction of correlations between two variables, a correlational (relational) study approach is used. Correlational predictive design is used when there is a requirement to identify a predictive relationship between the predictor and the outcome/criterion variable (University of Phoenix, 2020). A survey questionnaire created by the researcher and tested for reliability and validity was used to gather the primary data. To collect data, the questionnaires were distributed to respondents in Shandong, China through online questionnaire distribution software, completed and received over the same medium. The statistical analysis was performed in SPSS version 28 using the appropriate statistical procedures to collect data on the weighted mean, standard deviation, and correlations.

Respondents of the Study - The research respondents are employees who are purposively selected from 4 selected machine manufacturing companies in Shandong Province namely; Xian He, Yiqi, Qi Rui, and Tong Fa. There are 385 respondents across the 4 companies.

Instrument of the Study - A survey questionnaire was used as the main instrument for data collection. This was used to determine the perception of the employees from the respective machine manufacturing companies. bank, security of bank protocols, and empathy. The researchers spent time investigating and researching related literatures about the study variables and dimensions, which provided a guideline and foundation for the statements in the research questionnaire. It was thoroughly validated by the researcher's mentor and field specialists. In the first part of the questionnaire, the researcher determined the perception of the respondents on the employee innovative performance in terms of job autonomy, innovative behavior and expertise learning. The second part is about describing the organizational culture in terms of institutional, technological and relational. The last part was used to evaluate knowledge sharing practices in terms of social, managerial and structural aspects. The Likert scale was employed in this study to assess bank customers' attitudes on the topics under consideration. The questions on the four-point Likert scale contained responses of "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree," with weights ranging from 1 to 4, with 1 being the lowest (Strongly Disagree) and 4 being the highest (Strongly Agree). For this study, the Likert Scale grading was 3.5-4 for Strongly Agree, 2.5-3.49 for Agree, 1.5-2.49 for Disagree, and 1.00-1.49 for Strongly Disagree.

Table 1*Reliability Test Results Summary Table*

Indicator	Cronbach Alpha	Remarks
Institutional	0.847	Good
Technological	0.848	Good
Relational	0.832	Good
Social	0.753	Acceptable
Managerial	0.880	Good
Structural	0.910	Excellent
Job Autonomy	0.788	Acceptable
Innovative Behavior	0.894	Good
Expertise Learning	0.861	Good

George and Malley (2003) provide the following rules of thumb >0.90 – Excellent, >0.80 – Good, >0.7 – Acceptable, >0.60 – Questionable, >0.50 – Poor, and <0.50 – Unacceptable”

For the purpose of validity, the researcher consulted with the adviser from the school and all the adviser’s and panel’s comments and suggestions will be integrated in the study to ensure validity and dependability of the research contents and output. For the purpose of reliability, the questionnaire was subjected to Cronbach Alpha reliability test. This was done by collecting data from at least 20 respondents in order to determine the whether the survey questions are excellent, good, or acceptable. The results from the Cronbach alpha reliability was tabulated with subsequent scores and interpretation.

Data Gathering Procedure - The researcher used the completed questionnaire as a data-collecting tool after incorporating thoughts and comments from the research advisor. Following the successful completion of the reliability test, the findings were encoded and disseminated to the respondents using an online questionnaire distribution platform in China. Prior to delivering the questionnaire, the researcher wrote a formal letter to the management of the selected and participating companies, seeking permission to conduct the customer perception study. More significantly, prior to participating in the study, the consumers' consent must be obtained. The obtained data were summarized, evaluated, and interpreted by the researcher.

Ethical Considerations - To maintain the research's efficacy and honesty, ethical concerns were considered throughout the research process to ensure that any information gathered is used solely for research purposes. The professional judgment, financial, or personal interests of the researcher were not jeopardized from the outset. Before the poll, all necessary licenses were obtained. The participants were informed about the study and its goals. They were assured that the research would be strictly academic and would not risk their safety or privacy. The researcher also seek approval from the customer respondents by letter and correspondence to ensure that the target respondents are willing to answer the study questions. It also protected respondents' confidentiality and identity by not asking for their names as they filled out the questionnaires. In addition, the researcher will make certain that respondents respond willingly and in accordance with their own preferences. Finally, it guaranteed that no study subjects are wounded or harmed, and that their safety and security is of the utmost importance.

Data Analysis - Weighted mean and rank were used to determine organizational culture that influences employee innovation performance in terms of organizational, technical and relational aspects; to describe knowledge sharing in terms of social, managerial and structural dimensions; and to assess the impact of organizational culture and knowledge sharing to employee innovation performance in view of job autonomy, innovative behavior and expertise learning. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

3. Results and discussion

Table 2 shows the summary of the assessment on the perception of the employees on organizational culture in terms of institutional, technical and relational aspects. It has a grand composite mean of 2.91 with a verbal

interpretation of agree. This implies that the companies are manifesting these factors of organizational culture. Organizations should make it clear that they value learning and development, and that they are committed to helping employees learn and grow.

Table 2*Summary Table on Organizational Culture*

Key Result Indicators	Composite Mean	VI	Rank
Institutional Aspects	2.92	Agree	1.5
Technical Aspects	2.90	Agree	3
Relational Aspects	2.92	Agree	1.5
Grand Composite Mean	2.91	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

As gleaned from the table, the highest assessed indicators are institutional and relational aspects both have 2.92 composite mean followed by technical factor with a composite mean of 2.90. Organizational culture is greatly influenced by the actions of leaders. A more learning-oriented organization is fostered when leaders prioritize learning and establish an environment where staff members feel comfortable asking questions, making errors, and sharing their ideas. Organizational learning may also be influenced by the organization's vision and mission. Employees are more likely to see the importance of learning and be driven to acquire new skills and information when they are aware of the organization's aims and objectives. For a company to learn effectively, communication must be effective. Knowledge is more likely to be shared and applied across the entire organization when staff members are able to speak openly and exchange knowledge with one another. This finding supports the result of the study of Saif et al. (2020). The emergence of organizational culture is correlated with management effectiveness. In any department, the manager's job is to assess the system and remove obstacles to success. Employees will be raised to value outstanding performance despite difficulties as long as the mindset is based on competitive spirit. The manager should also tackle problems by comprehending the issues at hand and applying the knowledge at their disposal to come up with workable solutions.

Table 3*Summary Table on Knowledge Sharing*

Key Result Areas	Composite Mean	VI	Rank
Social	2.93	Agree	1
Managerial	2.91	Agree	2.5
Structural	2.91	Agree	2.5
Grand Composite Mean	2.92	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 shows the summary of the assessment on knowledge sharing in terms of social, managerial and structural. The grand composite means of 2.92 suggests that the respondents agree that the machine manufacturing companies are practicing knowledge sharing. As gleaned from the table, the highest assessed indicator is social with a composite mean of 2.93. This is followed by managerial and structure both with a composite mean of 2.91 which suggests that the respondents agree. Knowledge sharing is the process of exchanging information, expertise, and skills among individuals and groups within an organization. It is an essential part of organizational learning, which is the process by which organizations acquire, create, and share knowledge. The study of Olan et al. (2019) examines how organizational culture influences the implementation of knowledge sharing processes for improved organizational performance. This analysis shows that the significant impact of knowledge sharing in any organization could improve performance when there is an empowering culture. The study provides an innovative analytic technique to compare the impact of organizational culture on the implementation and the continuous practice of an integrated business-knowledge process. It proves that an enhanced performance is greatly possible when an enabled environment exists for generating new knowledge.

Table 4 shows the summary of the assessment on employee innovation performance in terms of job autonomy, innovative behavior and expertise learning with a grand composite mean of 2.92 with a verbal interpretation of agree. As gleaned from the table, the highest assessed indicator is job autonomy with a

composite mean of 2.93, this is followed by innovative behavior and expertise learning both with a composite mean of 2.92.

Table 4

Summary Table on Employee Innovation Performance in view of

Key Result Areas	Composite Mean	VI	Rank
Job Autonomy	2.93	Agree	1
Innovative Behavior	2.92	Agree	2.5
Expertise Learning	2.92	Agree	2.5
Grand Composite Mean	2.92	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Organizations that foster these three factors are more likely to have organizational learning culture with employees who are highly innovative and who can help the organization to achieve its goals. An employee who has high job autonomy, engages in innovative behavior, and has a deep level of expertise in their field is more likely to come up with new and valuable ideas for the organization. Therefore, it is essential to boost employee innovation performance in order to improve organizational innovation and guarantee the continuity and development of the organization (Chai et al., 2018; Tohidi et al., 2012; Xiang et al., 2017). Innovation performance results from fundamental factors that fuel achievement as seen through the prisms of creativity and renewal. Innovation performance is described as the outcome of the innovation process, as well as its creation and implementation (Robertson et al., 2023). Research and development teams engage in a series of activities to achieve specific goals, such as establishing a competitive edge, maintaining core competitiveness, and building enduring innovation performance. These endeavors unfold through three distinct phases: the initiation of innovative intent, the execution of innovative actions, and the realization of innovative outcomes (Jing et al., 2022).

Based on the table, the computed rho-value ranging from 0.608 to 0.699 indicate a strong direct relationship among the sub variables of organizational culture and knowledge sharing. There was a statistically significant relationship between organizational culture and knowledge sharing because the obtained p-values were less than 0.01. In a culture where they feel at ease, employees are more willing to share their knowledge. This means that workers must have confidence that their knowledge will be applied for the good of the company and that they are protected from criticism and retaliation. In an environment where employees are encouraged to work together, sharing knowledge is simpler. This implies that workers must have the chance to collaborate on projects and to impart their knowledge. By emphasizing the value of information sharing, creating opportunities for employees to share their knowledge, and rewarding and recognizing employees for doing so, leaders can play a significant role in fostering knowledge sharing.

The study of Poul et al. (2016) offers proof that certain cultural characteristics are crucial for efficient knowledge sharing, which is a key activity connected to knowledge management practices. The study's findings highlight the significance of organizational culture in determining the degree of knowledge sharing in an organizational context. Therefore, knowledge-based management can boost employee motivation and provide them more control over their work and organization. The findings of this study highlight the importance of taking into account the cultural characteristics of the environment of knowledge management applications. In addition to making an effort to understand corporate culture, this also entails enforcing specific cultural traits that can aid in the effective spread of knowledge sharing.

Based on the social exchange theory and theories of trust, communication, and leadership, the study of Liang et al. (2016) investigated the influences and interactive effects of organizational culture, including trust, communication, and leadership, on online knowledge sharing. The findings showed that online knowledge sharing was significantly impacted by leadership, communication, and trust. Knowledge sharing was much better among participants with high levels of trust, communication, or leadership than among those with medium or low levels of these traits. The findings also indicated a significant interactive relationship between leadership and communication and a significant interactive relationship between trust and online knowledge sharing, but there

was no significant interactive relationship between trust and leadership.

Table 5

Relationship Between Organizational Culture and Knowledge Sharing

Variables	rho	p-value	Interpretation
Organizational Aspects			
Social	0.687**	0.000	Highly Significant
Managerial	0.639**	0.000	Highly Significant
Structural	0.656**	0.000	Highly Significant
Technical Aspects			
Social	0.699**	0.000	Highly Significant
Managerial	0.608**	0.000	Highly Significant
Structural	0.686**	0.000	Highly Significant
Relational Aspects			
Social	0.644**	0.000	Highly Significant
Managerial	0.608**	0.000	Highly Significant
Structural	0.671**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

Table 6

Relationship Between Organizational Culture and Employee Innovation Performance

Variables	rho	p-value	Interpretation
Organizational Aspects			
Job Autonomy	0.588**	0.000	Highly Significant
Innovative Behavior	0.639**	0.000	Highly Significant
Expertise Learning	0.692**	0.000	Highly Significant
Technical Aspects			
Job Autonomy	0.606**	0.000	Highly Significant
Innovative Behavior	0.662**	0.000	Highly Significant
Expertise Learning	0.649**	0.000	Highly Significant
Relational Aspects			
Job Autonomy	0.579**	0.000	Highly Significant
Innovative Behavior	0.632**	0.000	Highly Significant
Expertise Learning	0.664**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

The table illustrates that there is a moderate to strong direct association between the sub-variables of employee innovation performance and organizational culture, with the estimated rho-value ranging from 0.579 to 0.692. Because the obtained p-values were less than 0.01, there was a statistically significant association between employee innovation performance and organizational culture.

Research has shown that organizations with a culture that is supportive of innovation tend to have higher levels of employee innovation performance which means that a positive organizational culture had a significant positive impact on employee innovation performance. Employees who feel at ease taking chances and experimenting with new things are more inclined to work for organizations with an innovation-friendly culture. Employees can explore novel concepts and depart from their daily routines thanks to this, which is crucial for creativity. Employees who collaborate to develop and implement new ideas are more inclined to work for organizations with a collaborative and knowledge-sharing culture. This is due to the fact that workers have access to a larger variety of thoughts and viewpoints and are more likely to be able to learn from one another. Employees that are motivated to create are more inclined to work for organizations that reward and acknowledge them for their innovative ideas and efforts.

The organizational culture has a significant impact on how individuals are formed that is internal to the company. That is to say, if the organizational culture does not encourage the development of creative individuals within the organization, then it is inevitable that individuals' creativity will be stunted and most likely difficult to develop once they leave the firm (Rizki et al., 2019).

In the study of Altındağ et al. (2015), it has been determined that there is a meaningful relationship among emotional intelligence, innovative institution culture and the performance of the employees. Thus, it can be

stated that it is necessary for a company to create an innovative institution culture and to have managers who have high level of emotional intelligence in order to increase the employees' performance at work. It has been observed that emotional intelligence is a skill that unlike cognitive intelligence, learning and development. Within the organization, research into the growth of emotional intelligence may be done. It is possible to arrange social events and training programs within the organization. Additionally, by receiving training from personal development consulting companies that provide services in this field, understanding of the degree of emotional intelligence can be disclosed. From the managers' viewpoint, to respond to societal and technological changes, the business must adopt new strategic trends and smoothly adapt them to the organization.

As seen in the table, the computed rho-value ranging from 0.537 to 0.690 indicate a moderate to strong direct relationship among the sub variables of knowledge sharing and employee innovation performance. There was a statistically significant relationship between knowledge sharing and employee innovation performance because the obtained p-values were less than 0.01. There is a strong relationship between knowledge sharing and employee innovation performance. Knowledge sharing is the process of exchanging knowledge between individuals and groups, and it is essential for innovation. When employees share their knowledge, they can learn from each other, generate new ideas, and develop new and innovative solutions.

Table 7

Relationship Between Knowledge Sharing and Employee Innovation Performance

Variables	rho	p-value	Interpretation
Social			
Job Autonomy	0.690**	0.000	Highly Significant
Innovative Behavior	0.646**	0.000	Highly Significant
Expertise Learning	0.688**	0.000	Highly Significant
Managerial			
Job Autonomy	0.537**	0.000	Highly Significant
Innovative Behavior	0.628**	0.000	Highly Significant
Expertise Learning	0.652**	0.000	Highly Significant
Structural			
Job Autonomy	0.688**	0.000	Highly Significant
Innovative Behavior	0.625**	0.000	Highly Significant
Expertise Learning	0.687**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

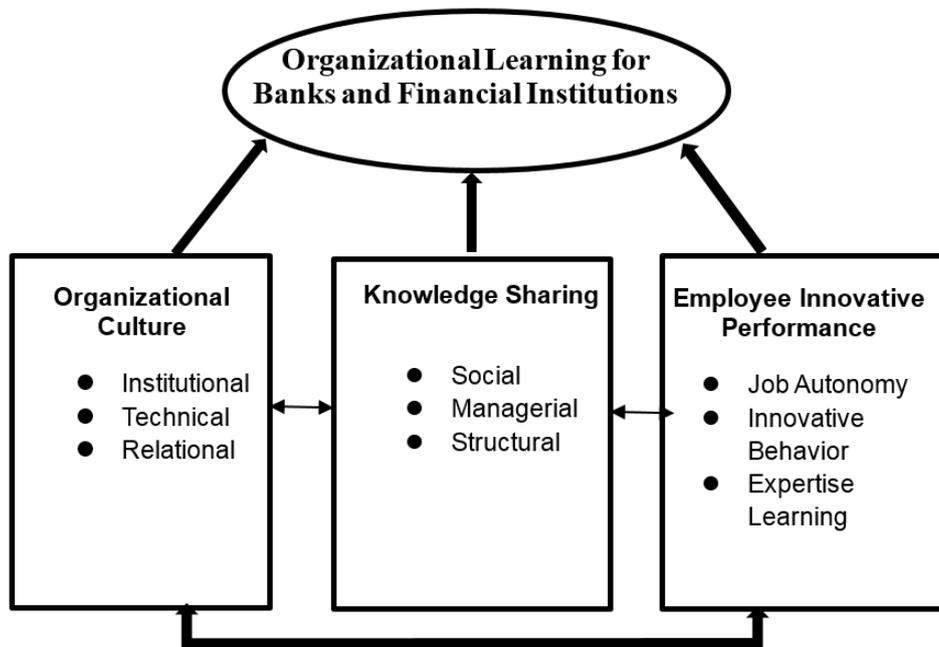
Employees who share knowledge are exposed to fresh viewpoints and ideas. This may encourage children to think creatively and develop original ideas for problems. For instance, a worker who imparts knowledge to a colleague from a different department can discover a cutting-edge tool or method that they might apply to their own work. Employees who share knowledge grow intellectually and acquire new abilities. This may provide them with the resources and tools they require to be more creative. A worker who shares their expertise with an authority in a certain sector can discover a brand-new method they can use to their work. In the sampled manufacturing industries in the study of Ullah et al. (2022) , it is discovered that knowledge sharing (KS) and innovation performance (IP) have a positive and statistically significant correlation, with employee fully mediating this association. By taking into account the mediating role of employee creativity (EC), the findings of this study generally broaden our understanding of the circumstances under which IP can be improved. The study emphasizes the importance of KS practice and advises policymakers to create a conducive environment that will encourage KS activities and help boost employees' inventive talents.

Proposed Framework

The Machine Manufacturing Industry Organizational Learning Framework proposed by the researcher was based on the relationship among factors affecting organizational learning such as organizational culture (institutional, technical, relational); knowledge sharing (social, managerial and structural); and employee innovation performance (job autonomy, innovative behavior and expertise learning). This proposed framework describes how organizations learn and adapt to change. It typically identifies the key processes involved in organizational learning. There are highly significant relationships among organizational culture, knowledge

sharing, and employee innovative behavior. A culture that values innovation is more likely to have employees who feel comfortable trying new things and coming up with new ideas. Similarly, a culture that provides support and resources for innovation is more likely to have employees who are able to develop and implement their new ideas.

Machine Manufacturing Industry Organizational Learning Framework



4. Conclusion and recommendations

Based on the results of the study, the following conclusions were drawn:

The respondents showed a moderate level of agreement on organizational culture in terms of institutional, technical and relational aspects implying that there is some room for improvement in terms of developing a strong and well-defined culture. The machine manufacturing company exhibits good knowledge sharing practices in terms of social, managerial and cultural as agreed by the respondents. Employees of the machine manufacturing companies are showing satisfactory innovative performance in terms of job autonomy, innovative behavior and expertise learning. There were high significant relationships that exist among organizational culture, knowledge sharing and employee innovative performance. A Machine Manufacturing Organizational Learning Framework was proposed.

1. Leaders can help to foster a culture of learning throughout the organization by clearly communicating the organization's values and expectations, providing opportunities for employees to learn and grow, and creating a safe and supportive environment.

2. Top management may provide opportunities for employees to share knowledge, such as through team meetings and mentoring programs. It is also important to recognize and reward employees for sharing their knowledge.

3. For improved employee innovative performance, the machine company managers may encourage collaboration by creating opportunities for employees to work together on projects, and by providing resources and support for collaborative work.

4. The proposed framework may be utilized by the machine companies to further improve organizational

learning.

5. Future researchers may use other dimensions of organizational learning such as change initiatives, knowledge management and leadership style.

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