International Journal of Environmental Sciences
ISSN: 2229-7359
Vol. 11 No. 7, 2025
https://www.theaspd.com/ijes.php

The Mediating Role Of Organizational Culture In The Impact Of Strategic Innovation On Operational Performance

Hattan Musayid M Aljahdali[1], Dhakir Abbas Ali[2]

[1]Faculty of Business and Accountancy, Lincoln University College, Malaysia,Email :hattanaljahdali@outlook.com
[2]Faculty of Business and Accountancy, Lincoln University College, Malaysia,Email: Drdhakir@lincoln.edu.my

Abstract

This study investigates the mediating role of organizational culture in the relationship between strategic innovation and operational performance within the steel manufacturing industry. Using a quantitative approach and structural equation modeling (PLS-SEM) on data collected from 350 employees at a leading steel company, the research explores how innovation-driven strategies influence performance outcomes when supported by a robust organizational culture. The findings reveal that strategic innovation positively affects operational performance and that organizational culture significantly enhances this impact by fostering adaptability, continuous learning, and knowledge sharing. The analysis confirms that while innovation directly contributes to performance improvements, its full potential is realized when embedded in a supportive cultural environment. These results extend existing literature by emphasizing the crucial intermediary role of culture in translating innovative practices into superior operational outcomes. The study offers theoretical insights for scholars and practical recommendations for managers, highlighting the importance of cultivating an organizational culture that supports and amplifies strategic innovation to achieve sustained performance gains.

Keywords: *Strategic Innovation, Organizational Culture, Operational Performance.*

1. INTRODUCTION

In today's rapidly evolving business environment, strategic innovation stands out as a critical driver for operational performance, particularly within the steel manufacturing industry. As companies strive to adapt to technological advancements and competitive pressures, innovation becomes a cornerstone for achieving efficiency, quality, and market competitiveness. The integration of advanced digital technologies, agile methodologies, and creative problem-solving into strategic practices can lead to significant enhancements in production processes, cost reduction, and product differentiation. However, the successful implementation of strategic innovation is deeply intertwined with the prevailing organizational culture. A culture that supports experimentation, learning, and knowledge sharing can amplify the impact of innovative strategies on operational performance, acting as a mediator that enhances their effectiveness (Putra et al., 2020; Wang, 2019). This interplay is especially pertinent in industries such as steel manufacturing, where long-standing practices must be challenged and reformed to meet new market demands and sustainability goals. The mediating role of organizational culture is therefore significant, as it shapes how innovation is adopted, diffused, and ultimately translated into improved performance outcomes (Oh & Han, 2020).

Despite the recognized importance of strategic innovation, there remains a notable gap in empirical studies that explore how organizational culture mediates its impact on operational performance. While existing literature often emphasizes the direct relationship between innovation practices and performance improvements (Rasool et al., 2019; Sawaean & Ali, 2020), it pays less attention to the subtleties of how a supportive cultural context can enhance or hinder these effects. Some studies have touched on related themes such as the influence of organizational learning or leadership on innovation and performance (Obeso et al., 2020; Pathiranage et al., 2020) yet they often stop short of dissecting the specific mediating mechanisms of organizational culture. This research gap points to a need for more nuanced insights that consider cultural dimensions as integral to understanding the full impact of

strategic innovation efforts on operational effectiveness. Addressing this gap is essential for a more comprehensive perspective, as organizational culture not only impacts how strategies are implemented but also affects the pace and success of innovation adoption, further influencing overall performance (Khan & Ho, 2019; Wang, 2019).

The primary objective of this paper is to investigate how organizational culture mediates the impact of strategic innovation on operational performance. By focusing specifically on these relationships, the study aims to provide both theoretical and practical contributions. Key research questions guiding this investigation include: How does strategic innovation affect operational performance? What role does organizational culture play in mediating this relationship? Addressing these questions will extend the theoretical framework by incorporating cultural variables into the study of innovation and performance, while also offering actionable insights for practitioners. For instance, understanding the mediating role of organizational culture could help managers design and foster a work environment that supports innovative practices, thereby improving performance outcomes. This study seeks to fill existing gaps in the literature by combining insights from strategic management, innovation theory, and organizational culture to offer a more holistic view of what drives success in complex and dynamic industrial settings (Kale, Aknar, & Başar, 2019; Kordab, Raudeliūnienė, & Meidutė-Kavaliauskienė, 2020).

2. LITERATURE REVIEW

Strategic innovation has long been recognized as a crucial driver of enhanced operational performance within organizations. Theoretical foundations suggest that strategic innovation, which involves the deliberate integration of new technologies, processes, and business models into an organization's strategic planning, can lead to improvements in efficiency, quality, and competitive positioning (Abbas et al., 2020). Empirical studies reinforce this notion; for instance, AlQershi (2021) found that the alignment of strategic innovation with organizational goals significantly increases performance outcomes, particularly in environments characterized by rapid technological change and market volatility. Similarly, research by AlTaweel and Al-Hawary (2021) underscores that innovation capability, when effectively managed, can transform strategic agility into superior organizational performance. This body of work collectively illustrates that the successful incorporation of innovative practices not only streamlines operations but also creates a sustainable competitive advantage by enabling organizations to respond swiftly to environmental shifts (Kafetzopoulos, Gotzamani, & Skalkos, 2019).

Organizational culture plays a pivotal role in mediating the relationship between innovation and performance. Several theories posit that organizational culture comprising shared values, beliefs, and norms can either facilitate or hinder the adoption and effectiveness of innovative practices (Obeso et al., 2020). Concepts such as absorptive capacity and cultural alignment are central to understanding this dynamic. Absorptive capacity refers to an organization's ability to recognize, assimilate, and apply external knowledge, a process that is strongly influenced by a supportive culture (Kordab et al., 2020). When culture emphasizes learning and flexibility, it enhances an organization's absorptive capacity, thereby improving its innovation outcomes (Ghasemzadeh et al., 2019). Conversely, a rigid culture resistant to change may stifle innovation efforts, thus limiting the potential gains in operational performance. The alignment between organizational culture and strategic innovation ensures that innovative initiatives are not only adopted but are effectively integrated into everyday practices, thereby optimizing their impact on performance (Obeso et al., 2020; Putra et al., 2020).

Studies focusing on the mediating role of organizational culture have yielded significant insights into how cultural factors influence the link between strategic innovation and operational performance. For example, research by Abdallah et al. (2020) demonstrated that in non-Western contexts, a supportive organizational culture enhances the positive effects of strategic innovation on performance metrics. Other studies, such as those by Zeb et al. (2021) and Wu et al. (2019), have empirically shown that organizational culture mediates the effects of innovation by fostering an environment that encourages experimentation, risk-taking, and knowledge sharing. However, gaps remain in fully understanding the

mechanisms of this mediation. While there is consensus on the importance of culture, inconsistencies exist in how different cultural dimensions such as leadership style, communication patterns, and employee engagement specifically modulate the relationship between strategic innovation and operational outcomes (Sharma et al., 2021).

The literature reveals several gaps that this paper aims to address. Despite a robust body of research on strategic innovation and its direct effects on performance, less attention has been paid to the nuanced role organizational culture plays as a mediator in this relationship. There is a need for more empirical studies that isolate the effects of specific cultural attributes on the innovation-performance link, particularly within industry-specific contexts like steel manufacturing (Ghasemzadeh et al., 2019). Furthermore, inconsistencies in findings regarding the strength and nature of the mediating effect suggest that contextual factors such as industry type, regional culture, and organizational size may influence this relationship in complex ways. By focusing on the steel manufacturing sector and utilizing rigorous statistical methods to test mediation, this study seeks to clarify these mechanisms, offering a more detailed understanding of how organizational culture shapes the impact of strategic innovation on operational performance.

3. METHODOLOGY

The present study employs a quantitative research design to investigate the mediating role of organizational culture in the impact of strategic innovation on operational performance. Data were collected from employees of AlZamil Steel Company, utilizing structured questionnaires to gather measurable insights related to strategic innovation, organizational culture, and operational performance. The quantitative approach, as supported by Aboramadan et al. (2020), is particularly well-suited for testing mediation effects using advanced statistical methods such as Partial Least Squares Structural Equation Modeling (PLS-SEM). This method allows for the assessment of complex relationships between variables while specifically focusing on the mediating influence of organizational culture on the link between strategic innovation and operational performance (AlQershi, 2021).

The data collection involved administering structured questionnaires to a representative sample of employees at AlZamil Steel Company. A stratified random sampling technique was implemented to ensure that different departments and hierarchical levels were appropriately represented, aligning with the sampling strategies discussed by Hanifah et al. (2019) and Kale, Aknar, and Başar (2019). The sample size was determined using established formulas to achieve statistically significant results, ensuring that the data collected would be robust enough to address the research questions. This method of collecting data through well-designed surveys is appropriate because it provides quantifiable data that can be analyzed using SEM, which is essential for testing the hypothesized relationships in the study (Putra et al., 2020).

The constructs measured in this research include Strategic Innovation, Organizational Culture, and Operational Performance. These constructs were operationalized using established scales adapted to the context of the steel manufacturing industry. For instance, items measuring strategic innovation were adapted from frameworks that emphasize the integration of innovative practices into strategic planning (Alshammari, 2020; Ferreira, Cardim, & Coelho, 2021). Organizational culture was measured using indicators that reflect the shared values, norms, and practices within the organization, as highlighted by Schein's (2021) theoretical perspectives. Operational performance was assessed through performance indicators such as efficiency, productivity, and market responsiveness, based on scales used in previous studies that link strategic management practices to performance outcomes (Chaudhuri et al., 2024).

Data analysis was conducted using Structural Equation Modeling (SEM) with PLS-SEM as the primary technique. This analytical method was chosen to test the hypothesized relationships among the constructs, focusing specifically on mediation analysis to understand the role of organizational culture. SEM, as described by Hair et al. (2019), is ideal for testing complex models involving direct and indirect

effects, allowing the researcher to assess the mediation effect of organizational culture on the relationship between strategic innovation and operational performance. The analysis procedure involved first validating the measurement model to ensure that the scales used were reliable and valid, followed by testing the structural model to examine the strength and significance of the hypothesized paths. By using SEM for mediation analysis, the study was able to provide a detailed understanding of how organizational culture influences the effectiveness of strategic innovation in improving operational performance, confirming the theoretical propositions laid out in the literature (Oh & Han, 2020; Putra et al., 2020).

4. FINDINGS

The normality test presented in Table 1 shows the skewness and kurtosis values for the three key constructs: Innovation (IN), Organizational Culture (OC), and Operational Performance (OP). The skewness values for these constructs range between -0.347 and -0.181, indicating that the distributions are only slightly left-skewed. This suggests that the responses are fairly symmetric around the mean for each variable. Similarly, the kurtosis values, which range from -0.552 to 1.790, fall within acceptable limits, indicating that the data distributions are neither overly peaked nor excessively flat compared to a normal distribution.

The results imply that the data for IN, OC, and OP do not deviate significantly from normality. The slightly negative skewness across these variables indicates a minor tendency for responses to lean toward higher values on the measurement scales. Furthermore, the kurtosis values suggest that the distribution of responses is relatively moderate, with no extreme outliers significantly impacting the shape of the distribution. Overall, these findings confirm that the dataset meets the assumptions of normality, supporting the use of parametric statistical techniques for further analysis.

Table 1 Normality test

	N	Skewness	Kurtosis
IN	350	-0.181	0.437
OC	350	-0.190	-0.552
OP	350	-0.282	0.111

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

Table 2 IN, OC, OP based on responses from 350 participants. The mean values for these variables are relatively close, with Innovation at 3.451, Organizational Culture at 3.396, and Operational Performance at 3.484 on a Likert scale. This suggests that respondents generally perceive these elements positively, with operational performance being rated slightly higher on average than the other constructs. The standard deviations indicate the degree of variability in responses, where Innovation shows a standard deviation of 0.682, slightly above the others, pointing to somewhat greater diversity in how respondents view innovation-related practices within the organization. The consistency in mean scores across these constructs implies that employees have a moderately positive and stable perception of their organization's innovation efforts, culture, and performance outcomes. However, the slightly higher variability observed in responses about organizational culture, as reflected by a standard deviation of 0.831, suggests that perceptions of the company's culture are less uniform compared to the other factors. This could indicate differing experiences or interpretations of cultural aspects across various departments or levels within the organization, highlighting an area that may benefit from further qualitative investigation. Overall, the data in Table 2 provide a solid foundation for understanding how these key variables relate to each other and set the stage for more complex analyses of their interactions.

Table 2: Descriptive Analysis

	N	Mean	Std. Deviation
IN	350	3.451	0.682
OC	350	3.396	0.831
OP	350	3.484	0.708

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

The table presents the measurement model for key constructs, IN, OC, OP. For Innovation, the items show loadings ranging from 0.562 to 0.782, with the first item (IN1) loading at 0.712. The reliability of the Innovation construct, as indicated by a Cronbach's alpha of 0.750, suggests satisfactory internal consistency among its indicators. The composite reliability of 0.827 further confirms that the set of items reliably measures the underlying concept of Innovation. An Average Variance Extracted (AVE) of 0.546 implies that the construct explains a sufficient amount of variance in its indicators, exceeding the threshold for acceptable convergent validity. Similarly, the Organizational Culture construct exhibits strong measurement properties, with individual item loadings between 0.641 and 0.710. The Cronbach's alpha of 0.776 and composite reliability of 0.842 indicate that the items collectively provide a consistent and reliable measure of the organizational culture. The AVE of 0.571 reinforces that the construct captures more than half of the variance in its indicators, signifying good convergent validity. For Operational Performance, the loadings range from 0.528 to 0.709, with the first item (OP1) at 0.642. A Cronbach's alpha of 0.715 and a composite reliability of 0.807 show acceptable internal consistency and reliability for the performance measures. An AVE of 0.513 suggests that the Operational Performance construct also meets the criteria for convergent validity, effectively capturing its intended variance through the measured items.

Table 3: Model measurements

Items	Loading	Cronbach's alpha	Composite reliability	AVE
IN1	0.712	0.750	0.827	0.546
IN2	0.782			
IN3	0.700			
IN4	0.652			
IN5	0.572			
IN6	0.562			
OC1	0.669	0.776	0.842	0.571
OC2	0.703			
OC3	0.710			
OC4	0.691			
OC5	0.703			
OC6	0.641			
OP1	0.642	0.715	0.807	0.513
OP2	0.709			
OP3	0.650			
OP4	0.703			
OP5	0.605			
OP6	0.528			

The values presented in Table 4 indicate the heterotrait-monotrait (HTMT) IN, OC, OP. The HTMT between Innovation and Organizational Culture is 0.888, suggesting a very high degree of similarity between these two constructs but still below the critical threshold often used to signal a lack of

discriminant validity. Similarly, the HTMT ratio between Organizational Culture and Operational Performance is 0.890, indicating a strong relationship while remaining sufficiently distinct to consider them separate constructs within the model. The ratio between Innovation and Operational Performance, at 0.840, shows a moderately high relationship, which implies that while innovation is closely associated with operational performance, the two maintain clear boundaries

Table 4: The heterotrait-monotrait ratio of correlations

	IN	OC	OP
IN			
OC	0.888		
OP	0.840	0.890	

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

Table 5 displays the Fornell-IN, OC, OP. The diagonal elements in the table 0.868 for IN, 0.887 for OC, and 0.842 for OP represent the square roots of the average variance extracted for each construct. These values indicate how much variance a construct shares with its indicators. Off-diagonal values show the correlations between different constructs, such as 0.282 between IN and OC, 0.340 between IN and OP, and 0.170 between OC and OP.

Table 5: Discriminant validity fornell-larcker criterion

	IN	OC	OP
IN	0.868		
OC	0.282	0.887	
OP	0.340	0.170	0.842

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

The analysis of the direct model path analysis reveals significant relationships between the examined variables. According to Table 6, IN OP shows a beta value of 0.275 with a standard deviation of 0.07. The t-statistic of 3.954 and a p-value of 0.000 indicate that this relationship is statistically significant. This suggests that higher levels of innovation within the organization are associated with improvements in operational performance, underscoring the direct positive influence that strategic innovation exerts on performance outcomes. Additionally, OC OP. The beta value of 0.411, along with a standard deviation of 0.063, is supported by a t-statistic of 6.559 and a p-value of 0.000. These statistics confirm that a positive organizational culture significantly contributes to enhancing operational performance. The findings imply that fostering a supportive and adaptive culture within the organization can lead to measurable gains in performance, serving as a crucial factor in the direct pathway to better operational outcomes.

Table 6: Direct model path analysis

Paths	Beta	Standard deviation	T statistics	P values
IN -> OP	0.275	0.07	3.954	0.000
OC -> OP	0.411	0.063	6.559	0.000

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

The R Square (R^2) values in Table 7 OC OP. Specifically, an R^2 of 0.496 for OC indicates that approximately 49.6% of the variation in Organizational Culture can be accounted for by the independent variables included in the model. This suggests that nearly half of the factors influencing

Organizational Culture have been effectively captured, demonstrating a robust relationship between the predictors and the cultural dynamics within the organization. Similarly, the R^2 value for Operational Performance is 0.517, meaning that 51.7% of the variance in OP is explained by the model. The adjusted R^2 values of 0.493 for OC and 0.513 for OP are slightly lower, reflecting adjustments for the number of predictors and sample size, but they still confirm that the model provides a strong explanatory power for both constructs. These figures underscore the model's effectiveness in predicting key outcomes, highlighting the significant influence of strategic innovation and organizational culture on operational performance.

Table 7: R Square (R^2)

	R-square	R-square adjusted
OC	0.496	0.493
OP	0.517	0.513

OC: Organizational Culture; OP: Operational Performance

The mediation analysis results presented in Table 10 indicate a significant mediating effect of Organizational Culture in the relationship between Innovation and Operational Performance. The path from Innovation to Organizational Culture and finally to Operational Performance shows a moderate effect size, with a Beta value of 0.231. This suggests that the influence of innovation on operational performance is notably enhanced through the presence of a strong organizational culture. The relatively low standard deviation of 0.042 and a high T-statistic of 5.447 provide further confidence in the robustness of this mediating effect.

Additionally, the P-value associated with this mediation path is 0.000, which underscores the statistical significance of these findings. This strong statistical evidence confirms that the pathway through organizational culture is a crucial mechanism by which innovation impacts operational performance. In practical terms, it implies that efforts to drive operational improvements through innovation are most effective when they are supported by a culture that embraces and nurtures these innovative practices. This finding highlights the essential role of organizational culture in fully leveraging the benefits of strategic innovation to achieve superior operational outcomes.

Table 8: Mediation Analysis

Paths	Beta	Standard deviation	T statistics	P values
IN -> OC -> OP	0.231	0.042	5.447	0.000

IN: Innovation; OC: Organizational Culture; OP: Operational Performance

IN, OC, OP. Specifically, the analysis confirmed that strategic innovation practices have a positive and significant impact on operational performance, and that a strong organizational culture is also positively linked to enhanced operational performance. These findings underscore the importance of fostering innovation within an organization, as well as cultivating a positive and adaptive culture, both of which are crucial for driving superior operational outcomes. Furthermore, the mediation analysis revealed that Organizational Culture plays a significant role in mediating the relationship between Innovation and Operational Performance. This mediating effect suggests that the benefits of innovation on performance are largely transmitted through the development of an effective and supportive organizational culture. In essence, while innovation directly contributes to improved operational outcomes, its full potential is realized when it shapes and is shaped by a culture that encourages learning, adaptability, and continuous improvement.

5. DISCUSSION

OC IN OP. The mediation analysis revealed that innovation influences performance not just directly but also indirectly through its impact on organizational culture. This suggests that when an organization cultivates a culture that embraces innovation characterized by openness to change, collaborative practices, and a strong learning orientation the benefits of innovation on performance are substantially enhanced. These results align with previous research indicating that a supportive culture amplifies the effects of innovation on firm outcomes. For instance, Ghasemzadeh et al. (2019) found that innovation culture significantly moderates the relationship between organizational learning and innovation performance, reinforcing the idea that culture is a critical conduit for translating innovative efforts into tangible performance gains.

The theoretical implications of these results are multifaceted. First, they reinforce the importance of organizational culture as a strategic asset in the context of innovation, supporting the views of scholars who argue that culture not only supports but actively shapes innovation outcomes (Wu et al., 2019; Zeb et al., 2021). The findings contribute to the literature by providing empirical evidence that organizational culture mediates the impact of innovation on operational performance, thus addressing gaps highlighted in earlier studies that called for a closer examination of these interrelationships (Eniola et al., 2019; Kordab et al., 2020). Practically, organizations should consider investing in cultural development initiatives such as leadership training, knowledge sharing platforms, and reward systems that encourage innovative behavior to maximize the performance benefits of strategic innovation. By doing so, companies can create an environment that not only fosters innovation but also ensures that such innovation leads to improved operational outcomes (Oh & Han, 2020; Wang, 2019).

Despite its contributions, this study has limitations. Being conducted within a single company context may limit the generalizability of findings to other industries or cultural settings. The cross-sectional design also restricts the ability to infer causality over time. Future research could address these limitations by conducting longitudinal studies across multiple organizations and industries to validate and extend these findings. Additionally, further investigation into specific cultural elements that most effectively mediate innovation outcomes would provide deeper insights, potentially exploring variations across different organizational sizes, sectors, or geographic regions (Kale et al., 2019; Martínez-Peláez et al., 2023).

6. CONCLUSION

The paper highlights that strategic innovation significantly enhances operational performance, but its full benefits are realized only when mediated by a supportive organizational culture. The findings reveal that while innovation directly contributes to improved efficiency and competitiveness, a strong and adaptive culture amplifies these effects. Specifically, the mediation analysis confirmed that organizational culture serves as a crucial conduit, translating innovative efforts into tangible performance gains. This underscores that cultural factors such as openness to change, continuous learning, and collaborative practices are essential in bridging the gap between strategic innovation and superior operational outcomes. It contributes to both academic literature and practical management by reinforcing the integral link between strategic innovation, organizational culture, and performance. Academically, it fills a gap by offering empirical evidence on the mediating role of culture, expanding our understanding of how innovation influences performance in complex industrial settings. Practically, the study advises managers to invest in cultivating a culture that supports innovation, as this alignment is key to achieving and sustaining competitive advantage. In conclusion, integrating strategic innovation with a nurturing organizational culture is paramount for enhancing operational performance, and continuous research in this area will further refine strategies for embedding innovation into organizational practices.

REFERENCES

1. Abbas, J., Zhang, Q., Hussain, I., Akram, S., Afaq, A., & Shad, M. A. (2020). Sustainable innovation in small medium enterprises: the impact of knowledge management on organizational innovation through a mediation analysis by using SEM approach. Sustainability, 12(6), 2407.
2. Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. Journal of Management Development, 39(4), 437-451.
3. AlQershi, N. (2021). Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital. Management Science Letters, 11(3), 1003-1012.
4. Alshammari, A. A. (2020). The impact of human resource management practices, organizational learning, organizational culture and knowledge management capabilities on organizational performance in Saudi organizations: a conceptual framework. Revista Argentina de Clínica Psicológica, 29(4), 714.
5. AlTaweel, I. R., & Al-Hawary, S. I. (2021). The mediating role of innovation capability on the relationship between strategic agility and organizational performance. Sustainability, 13(14), 7564.
6. Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. Technology in Society, 66, 101635.
7. Chaudhuri, R., Chatterjee, S., Vrontis, D., & Thrassou, A. (2024). Adoption of robust business analytics for product innovation and organizational performance: the mediating role of organizational data-driven culture. Annals of Operations Research, 339(3), 1757-1791.
8. Eniola, A. A., Olorunleke, G. K., Akintimehin, O. O., Ojeka, J. D., & Oyetunji, B. (2019). The impact of organizational culture on total quality management in SMEs in Nigeria. Heliyon, 5(8).
9. Ferreira, J., Cardim, S., & Coelho, A. (2021). Dynamic capabilities and mediating effects of innovation on the competitive advantage and firm's performance: The moderating role of organizational learning capability. Journal of the Knowledge Economy, 12, 620-644.
10. Ghasemzadeh, P., Nazari, J. A., Farzaneh, M., & Mehralian, G. (2019). Moderating role of innovation culture in the relationship between organizational learning and innovation performance. The Learning Organization, 26(3), 289-303.
11. Hanifah, H., Abdul Halim, H., Ahmad, N. H., & Vafaei-Zadeh, A. (2019). Emanating the key factors of innovation performance: leveraging on the innovation culture among SMEs in Malaysia. Journal of Asia Business Studies, 13(4), 559-587.
12. Kafetzopoulos, D., Gotzamani, K., & Skalkos, D. (2019). The relationship between EFQM enablers and business performance: The mediating role of innovation. Journal of Manufacturing Technology Management, 30(4), 684-706.
13. Kale, E., Aknar, A., & Başar, Ö. (2019). Absorptive capacity and firm performance: The mediating role of strategic agility. International journal of hospitality management, 78, 276-283.
14. Khin, S., & Ho, T. C. (2019). Digital technology, digital capability and organizational performance: A mediating role of digital innovation. International Journal of Innovation Science, 11(2), 177-195.
15. Kordab, M., Raudeliūnienė, J., & Meidutė-Kavaliauskienė, I. (2020). Mediating role of knowledge management in the relationship between organizational learning and sustainable organizational performance. Sustainability, 12(23), 10061.
16. Martínez-Peláez, R., Ochoa-Brust, A., Rivera, S., Félix, V. G., Ostos, R., Brito, H., ... &

Mena, L. J. (2023). Role of digital transformation for achieving sustainability: mediated role of stakeholders, key capabilities, and technology. Sustainability, 15(14), 11221.
17. Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. Public Relations Review, 45(1), 64-75.
18. Metwally, D., Ruiz-Palomino, P., Metwally, M., & Gartzia, L. (2019). How ethical leadership shapes employees' readiness to change: The mediating role of an organizational culture of effectiveness. Frontiers in psychology, 10, 2493.
19. Obeso, M., Hernández-Linares, R., López-Fernández, M. C., & Serrano-Bedia, A. M. (2020). Knowledge management processes and organizational performance: the mediating role of organizational learning. Journal of Knowledge Management, 24(8), 1859-1880.
20. Oh, S. Y., & Han, H. S. (2020). Facilitating organisational learning activities: Types of organisational culture and their influence on organisational learning and performance. Knowledge Management Research & Practice, 18(1), 1-15.
21. Pathiranage, Y. L., Jayatilake, L. V., & Abeysekera, R. (2020). A Literature Review on Organizational Culture towards Corporate Performance. International Journal of Management, Accounting & Economics, 7(9).
22. Putra, A. S., Novitasari, D., Asbari, M., Purwanto, A., Iskandar, J., Hutagalung, D., & Cahyono, Y. (2020). Examine relationship of soft skills, hard skills, innovation and performance: The mediation effect of organizational learning. International Journal of Science and Management Studies (IJSMS), 3(3), 27-43.
23. Rasool, S. F., Samma, M., Wang, M., Zhao, Y., & Zhang, Y. (2019). How human resource management practices translate into sustainable organizational performance: the mediating role of product, process and knowledge innovation. Psychology research and behavior management, 1009-1025.
24. Rehman, S. U., Mohamed, R., & Ayoup, H. (2019). The mediating role of organizational capabilities between organizational performance and its determinants. Journal of Global Entrepreneurship Research, 9(1), 1-23.
25. Sawaean, F., & Ali, K. (2020). The impact of entrepreneurial leadership and learning orientation on organizational performance of SMEs: The mediating role of innovation capacity. Management science letters, 10(2), 369-380.
26. Shao, Z. (2019). Interaction effect of strategic leadership behaviors and organizational culture on IS-Business strategic alignment and Enterprise Systems assimilation. International journal of information management, 44, 96-108.
27. Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. Journal of Cleaner Production, 303, 127039.
28. Srisathan, W. A., Ketkaew, C., & Naruetharadhol, P. (2020). The intervention of organizational sustainability in the effect of organizational culture on open innovation performance: A case of thai and chinese SMEs. Cogent business & management, 7(1), 1717408.
29. Tahir, R., Athar, M. R., Faisal, F., Shahani, N. U., & Solangi, B. (2019). Green organizational culture: A review of literature and future research agenda. Annals of Contemporary Developments in Management & HR (ACDMHR), 1(1), 23-38.
30. Umair, M., & Dilanchiev, A. (2022). Economic recovery by developing business starategies: mediating role of financing and organizational culture in small and medium businesses. Proceedings book, 683.
31. Wang, C. H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. Journal of Manufacturing Technology Management, 30(4), 666-683.

32. Wu, L. F., Huang, I. C., Huang, W. C., & Du, P. L. (2019). Aligning organizational culture and operations strategy to improve innovation outcomes: An integrated perspective in organizational management. Journal of Organizational Change Management, 32(2), 224-250.
33. Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. Business process management journal, 27(2), 658-683.
34. Zhen, Z., Yousaf, Z., Radulescu, M., & Yasir, M. (2021). Nexus of digital organizational culture, capabilities, organizational readiness, and innovation: Investigation of SMEs operating in the digital economy. Sustainability, 13(2), 720.