

# The Influence of Organizational Culture on Innovation and Knowledge Sharing Behaviours of Employees Working in Cloud Operations

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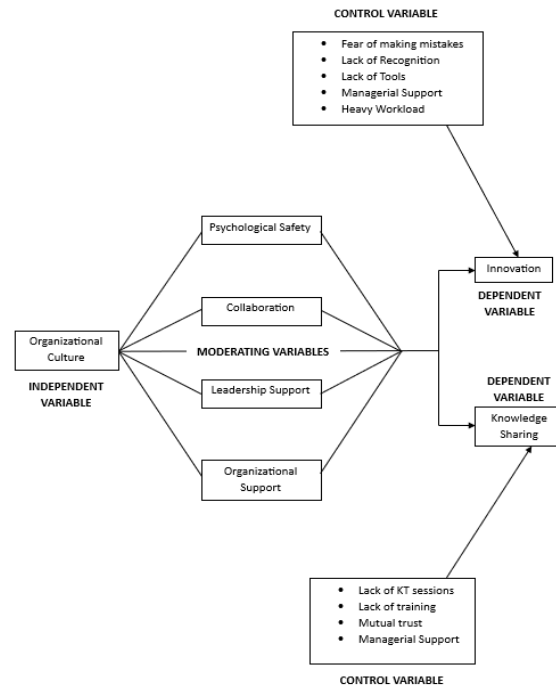
**Abstract-** This study aims to examine the influence of organizational culture on innovation and knowledge sharing which are two critical determinants of organizational performance and its competitive advantage. Also, in an industry were staying ahead depends entirely on innovation and continuous learning, understanding the cultural determinants that brings out these behaviours in people is a strategic priority for human resource management. A quantitative research design is used to measure the cultural dimensions and their relationships with innovation and knowledge sharing behaviour of employees working in cloud operations. Findings are expected to confirm that supportive organizational cultures are characterized by trust, collaboration and psychological safety enabling conditions for knowledge flow and innovation. Limitations and direction for future research are discussed.

**Index Terms-** Cultural Dimensions, Innovation, Knowledge Sharing, Organizational Culture

## I. INTRODUCTION

The IT industry is a fast pace world where sharing knowledge quickly and having a culture that encourages new ideas isn’t just a nice to have but has become essential for survival. Organizations today are investing heavily in advanced technologies and highly skilled human resource to build a competitive edge; however, they are unable to realize the full potential of these investments. The struggle often lies in creating an environment where a seamless flow of knowledge and a spirit of innovation can thrive. This challenge is faced due to a lack of clarity regarding the specific cultural dimensions like psychological safety, collaboration, leadership support and organizational support, that directly shape the behaviour and attitudes of employees.

While the traditional framework defines organizational culture as the shared way of doing things, the common beliefs, values and unspoken rules that guide everyone in a company, this study intentionally adopts psychological safety, collaboration, leadership support and organizational support as the primary cultural dimensions, as these four dimensions offer higher empirical reliability than broad cultural norms from a research methodology standpoint. And by focusing on these four dimensions, this study moves beyond philosophical descriptions of “who we are” to an operational analysis of “how we enable” the critical behaviours of innovation and knowledge sharing.



Psychological safety is feeling safe to voice out ideas or mistakes which vital for taking the risks needed for innovation and for openly sharing knowledge. Collaboration, working together is how different ideas and skills come together. Leadership support is all about encouragement, guidance and resources that leaders provide, shapes the climate and motivates innovative practices. Lastly, organizational support is where employees believe that their contributions are valued which creates commitment and active participation in innovation and knowledge sharing. These four factors, though distinct work together to foster a productive work environment.

A flat culture with fewer management layers and decentralized decisions boost communication and autonomy. However, it's effectiveness in promoting innovation and knowledge sharing depends heavily on underlying cultural dynamics. In such a hierarchy, the informal influence of these cultural dimensions becomes even more critical. This study will explore how these cultural dimensions operate within the culture by either boosting or limiting the company's ability to innovate and share knowledge effectively.

II. OBJECTIVE

- To examine the influence of psychological safety and collaboration on knowledge sharing behaviour

III. RESEARCH METHODOLOGY

A. Research Design

The research design adopted for the study is Descriptive Research Design. Descriptive research is used to describe the characteristics of a population and to examine the relationship between variables, focusing on organizational culture perception, innovative behaviours and knowledge sharing practices.

B. Sampling Method

The sampling method used in the study is Non-Probability Sampling. Convenience Sampling is the method used under non-probability sampling based on accessibility and willingness to participate in the study.

C. Population

The total population consists of all 80 employees.

D. Sampling Size

The sampling size of the study is 73 employees working in across various levels in the organization.

E. Source Of Data

The sampling size of the study is 73 employees working in across various level. Primary data was collected directly from employees through a structured questionnaire with open and closed ended questions. In total the questionnaire consisted of 15 questions that was designed to measure perception on organizational culture, innovation and knowledge sharing behaviours. The secondary data is collected from various journals, research articles related to organizational culture, innovation and knowledge sharing.

IV. DATA ANALYSIS AND INTERPRETATION

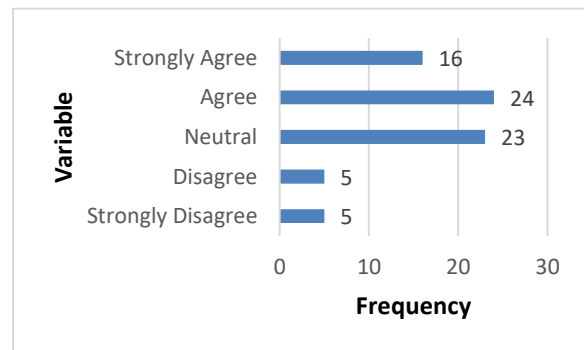
A. Percentage Analysis

Percentage Analysis is used to calculate the percentage of values in order to make observations and comparisons.

1. I feel safe to express my ideas and opinions at my workplace.

Table 4.1.1 Distribution of respondents based on psychological safety

Variable	Frequency	Percentage
Strongly Disagree	5	6.8%
Disagree	5	6.8%
Neutral	23	31.5%
Agree	24	32.9%
Strongly Agree	16	21.9%
Grand Total	73	100.0%



(Source: Data collected from questionnaire)  
Fig 4.1.1 Graphical representation of psychological safety

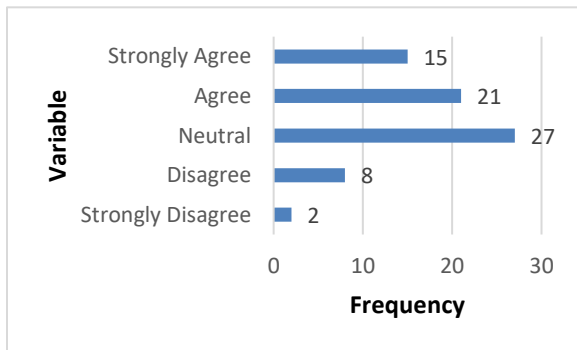
**INFERENCE:**

The above figures shows that 32.9% agreed that they feel safe to express their ideas and opinions at the workplace, 21.9% have also strongly agreed that they feel the same, whereas 6.8% disagreed, 6.8% strongly disagree, 31.5% neither agree nor disagree.

- I feel comfortable sharing new or unconventional ideas without fear of negative consequences.

Table 4.1.2 Distribution of respondents based on feeling comfortable sharing ideas without fear of negative consequences

Variable	Frequency	Percentage
Strongly Disagree	2	2.7%
Disagree	8	11.0%
Neutral	27	37.0%
Agree	21	28.8%
Strongly Agree	15	20.5%
Grand Total	73	100.0%



(Source: Data collected from questionnaire)  
 Fig 4.1.2 Graphical representation of feeling comfortable sharing ideas without fear of negative consequences.

**INFERENCE:**

The above figures show that 28.8% of respondents have agreed that they feel comfortable sharing ideas without any fear of negative consequences, 20.5% have also strongly agreed to the same, while 11% disagreed and 2.7% strongly disagreed, 37% neither agree nor disagree

*B. Regression Analysis*

Multiple regression is used to examine the influence of two or more independent variables on a dependent variable.

**HYPOTHESIS**

H<sub>0</sub>: Psychological safety and collaboration do not have a significant influence on knowledge sharing behaviour.

H<sub>1</sub>: Psychological safety and collaboration have a significant influence on knowledge sharing behaviour among employees.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 <sup>a</sup>	.651	.641	.479

a. Predictors: (Constant), Collab\_Mean, PS\_Mean

Fig 4.2.1

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.897	2	14.949	65.204	.000 <sup>a</sup>
	Residual	16.048	70	.229		
Total		45.945	72			

a. Predictors: (Constant), Collab\_Mean, PS\_Mean

b. Dependent Variable: I feel comfortable seeking help or guidance from colleagues when required.

Fig 4.2.2

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.108	.339		3.272	.002
	Psychological safety_Mean	.471	.072	.615	6.531	.000
	Collaboration_Mean	.289	.107	.254	2.700	.009

a. Dependent Variable: I feel comfortable seeking help or guidance from colleagues when required.

Fig 4.2.3

**INFERENCE:**

From the above figure it is inferred that the significance value  $p = 0.000$  which is less than 0.05. Both psychological safety  $p = 0.000$  and collaboration

$p = 0.009$  show significant influence on knowledge sharing behaviour.

Hence, the null hypothesis is rejected and it is concluded that psychological safety and collaboration significantly influence knowledge sharing behaviour among employees.

## V. FINDINGS

### A. Major Findings

- Majority of 32.9% of employees expressed that they feel safe to express their ideas while 37% took a neutral stance about feeling comfortable sharing new and unconventional ideas without fear of negative consequences.
- Majority of 43.8% of respondents agreed and 38.4% strongly agreed that their team members willingly work together to solve problems and complete tasks. This indicates effective team work, which is a direct enabler of knowledge sharing.
- Majority of 46.6% of respondents agreed and 31.5% strongly agreed that there is a culture of mutual respect and cooperation among employees, which is fundamental for creating an environment where knowledge can be freely exchanged and built upon.

### B. Statistical Analysis

- There is a significant association between leadership support and the ability of employees to apply innovative practices at work
- Psychological safety and collaboration have a significant influence on knowledge sharing behaviour of employees.
- There is a significant positive relationship between organizational support and employee contribution towards innovation.

## VI. CONCLUSION

The study conducted helps to understand how a company's culture truly impacts its ability to innovate and share knowledge. The findings of this study states that, a strong and supportive workplace culture isn't just a nice perk but it has become an essential for a company to thrive through new ideas and shared learning. Essentially, how people feel and work together directly shapes how creative and collaborative the organization can be.

The findings of the study also reveal that, employees who feel safe to speak up and work closely with their teams are far more likely to share what they know. This psychological safety and collaboration aren't just buzzwords, the data shows they are powerful forces that make knowledge flow freely. And also, when the company actively supports its people through good leaders and helpful tools, employees are much more likely to come up with innovative solutions. This tells us that investing in a positive culture directly translates into a more innovative workforce.

However, the research also pointed to some areas where the company can grow even stronger. While employees feel safe, there is a bit of hesitation when it comes to sharing unconventional ideas. Things like heavy workloads and fear of making mistakes can also hold back innovation. In order to unlock its full potential Neev Ai should continue to nurture this supportive culture, actively encouraging unconventional ideas and making sure everyone feels empowered to experiment without undue pressure. By doing so, the company can turn its strong culture into a lasting advantage in the fast-paced tech world.

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