



Uncovering the Dynamics of Leadership, Learning, Innovation and Culture in Saudi Embassies

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Abstract

Purpose – The purpose of this research is to uncover the Dynamics of Leadership, Learning, Innovation and Culture in Saudi Embassies, and to analyze their impact on each other. **Design/Methodology/Approach** – This research employs primary and secondary research methods to understand the relationship between Leadership, Learning, Innovation and Culture at Saudi Embassies. Using quantitative data collection and analysis from 136 respondents from a cross-section of embassy employees. **Findings** – This research's intention is to demonstrate the relationship and influence of Leadership Styles on Organizational Culture, Innovative Culture and Organizational Performance, respectively. The findings demonstrated the strong effect that the diverse Leadership Styles have on the described above while at the same time, exhibiting how Innovative Culture and Organizational Culture were also interchangeably significant with one another. Leadership Style had the lowest impact on Innovative Culture and Organizational Learning and requires further research to support the findings. **Research Limitations/Implications** – The limitation of the research displayed several element limits as it relates to the extent of leadership styles impacting organizational culture, innovative culture and organizational performance without considering external personality factors and different countries' culture in which the embassies are located. Narrowly examining the factors and variables presented in this study, it overlooks the potential influence of many other variables not included that could affect the relationship and interconnectedness between them. **Originality/Value** – This research highlights the significance of relationships between Leadership, Learning, Innovation and Culture at Saudi Embassies.

Keywords – Leadership Styles, Organizational Learning, Innovative Culture, Organizational Culture and Organizational Performance.

JEL classification code: Z10, Z13, Z18

1. Introduction

1.1 Background of the study

This study examines the relevant factors distinguishing transactional, transformational, and laissez-faire leadership and their impact on organizational learning, innovative culture, and organizational performance at Saudi Arabian embassies.

In an era characterized by rapid globalization and dynamic geopolitical shifts, understanding the intricacies of leadership, learning, innovation, and culture within the context of Saudi embassies is imperative. Saudi Arabia, with its rich historical and cultural heritage, plays a significant role on the global stage, with its embassies serving as vital conduits for diplomatic engagement, economic cooperation, and

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cultural exchange. The Ministry of Foreign Affairs in Saudi Arabia handles all foreign affairs matters on behalf of the Saudi government. The main headquarters are in Riyadh, and there are multiple branches across Saudi Arabia, along with 125 embassies and consulates across the globe. The ministry has a total of 4,500 employees and contractors worldwide. (Talukder, 2022).

Both regional customs and global trends have an impact on the leadership within Saudi embassies, which encompasses a wide range of styles and approaches. Effective leadership is essential for navigating complex diplomatic landscapes, fostering collaboration, and advancing national interests. Looking into how leadership works in Saudi embassies can teach us a lot about the strategies and methods that work in international diplomacy. It can also teach us about the problems that are unique to the public sector, like red tape, bureaucracy, centralized power, and strict rules about how things can be done (Higgs, 2021).

For decades, Saudi Arabia's diplomacy was defined as "soft," as they navigated diplomatic conversations through peace, negotiation, and fostering relationships. They built relationships by leveraging their oil resources, becoming one of the world's most powerful countries. However, since the Arab Spring in 2011 and with fewer regional allies, the country has now transitioned into more aggressive "hard" politics. One wealthy Saud family controls the country, contributing to a shift in a new, more aggressive leadership style (Kukic, 2020). This research will explore the cause of these leadership styles, which are conventionally associated with hard power tactics as a more transactional approach and soft as transformational or laissez-faire (Go, 2020).

Learning and innovation are integral components of organizational growth and adaptation. Understanding the acquisition, sharing, and application of knowledge within Saudi embassies can illuminate the mechanisms driving innovation and excellence in diplomatic endeavors. By uncovering the processes and practices

that facilitate learning and innovation, this study aims to identify opportunities for enhancing the effectiveness and impact of Saudi diplomatic missions (Alerasoul, 2022).

Culture also plays a central role in shaping individuals' attitudes, behaviors, and interactions within organizations. Within Saudi embassies, cultural dynamics—both within the host country and the embassy itself—can influence communication patterns, decision-making processes, and the overall organizational climate. Exploring the interplay between culture and organizational dynamics can provide valuable insights into how to foster inclusivity, collaboration, and mutual understanding within diplomatic missions. (Alhammadi, 2023). Therefore, it is also important to denote the significance of the Islamic faith in Saudi Arabia. "Mas' uliyyah" is an Arabic word that means responsibility. Employee responsibility and accountability apply to your seniors and God in the workplace (Talukder, 2022). As such, I will take into consideration the factor of religion in organizational culture and the impact this has on leadership styles.

This study seeks to illuminate the multifaceted dynamics of leadership, learning, innovation, and culture within Saudi embassies, offering a nuanced understanding of the factors that contribute to success in diplomatic endeavors. By uncovering best practices, identifying challenges, and exploring potential solutions, this research aims to inform strategies for enhancing effective leadership on Saudi diplomatic missions in an increasingly interconnected world.

1.2 Problem statements

To date, there is limited research surrounding leadership styles within the Saudi Arabian embassies. However, leadership styles play a crucial role in the effectiveness and efficiency of achieving organizational goals, gaining competitive advantage, enhancing customer satisfaction, and encouraging progression and innovation. A leadership approach can contribute to



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employee motivation and job satisfaction, while low morale can lead to poor services, product quality, and inefficiencies surrounding resource allocation. As such, it is important to analyze the impact of leadership styles and to note that different problems and groups require different leadership approaches and strategies. Therefore, without this research, the embassy will not have the necessary information to develop an effective strategy and an awareness of factors that drive employees to perform well, both individually and collectively (Saad Al, 2020).

Drawing generalizations about leadership styles is also difficult because of the variability resulting from things like cultural differences, organizational goals, and uneven data distribution. As my research will invite responses from different embassies, unequal representation in questionnaire responses from different countries or embassies can introduce bias into the analysis. If certain regions or groups are overrepresented or underrepresented, the findings may not accurately reflect the diversity of leadership styles across the entire population. As such, I will need to calibrate my findings accordingly. (Baldwin, 2022).

The changing socio-economic landscape has a great impact on an embassy and, therefore, the leadership styles required. Mitigating risk and conflict disasters often requires flexibility and responsiveness, which may deviate from the original plan. Obtaining research about the impact of leadership styles on culture, innovation, and performance in such circumstances will therefore be invaluable if incorporated into a flexible strategy to be implemented during unpredictable situations. This will enable leaders to get the best out of employees, even in high-pressure environments (Ajemba, 2022).

This research will enable embassy leaders to understand the impact of leadership styles deeply, specifically focusing on their impact on organizational learning, innovation, and culture.

1.3 Objectives of study:

1. To establish the cause of leadership styles (transactional, transformational, and laissez-faire) effect on organizational learning.
2. To establish the cause of leadership styles (transactional, transformational, and laissez-faire) effect on innovative culture.
3. To assess the cause of organizational learning and innovative culture on organizational performance.
4. To examine the cause of organizational culture effect on innovation culture
5. To investigate the cause of organizational culture effect on organizational performance.

1.4 Research questions:

1. Do leadership styles in transactional, transformational, and laissez-faire settings have a significant effect on organizational learning?
2. Do leadership styles in transactional, transformational, and laissez-faire settings have a significant effect on innovative culture?
3. Do organizational learning and innovative culture have a significant effect on organizational performance?
4. Does organizational culture have a significant effect on innovation culture?
5. Does organizational culture have a significant effect on organizational performance?

1.5 Significance of the study:

In today's rapidly changing world dynamics, understanding the intricate relationship between leadership styles and their impact on learning, innovation, and culture is crucial for organizational success. This study delves into the significance of comprehending these dynamics and their collective impact on Saudi embassies and their employees. Examining the influence that leadership styles have on learning, innovation, and culture can provide important insights into leading a successful and effective government agency.

Effective leadership mandates an organizational culture that promotes a welcoming environment



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conducive to innovation. Ambassadors, leaders, and managers play a monumental role in shaping organizational values, promoting continuous learning, and inspiring innovation among their employees. Strong leadership and fostering a culture of collaboration create teams that naturally embrace change and progress.

In the world of diplomacy and international presence, learning is critical for adaptability and resilience. Embassies that prioritize learning initiatives allow their employees to acquire new skills, adapt to their new countries, and adapt to evolving challenges. A culture of learning also sparks curiosity and experimentation, the main pillars for increasing innovation and relationship-building in today's complicated political arena.

An embassy culture that values experimentation and cooperation is more likely to lead to increased innovation and officer growth. Effective leadership is essential in creating a workplace where members feel empowered to explore new ideas to build diplomatic relationships around the world. Understanding cultural dynamics allows leaders to use their cultural strengths to address potential barriers to innovation and learning.

This study holds significance in uncovering the dynamics of leadership, learning, innovation, and culture in today's dynamic and changing world landscape. This study sheds light by examining how leadership styles impact organizational learning, innovative culture, and overall performance within Saudi embassies. Lastly, it seeks to provide valuable insights into embassies' ability to adapt, innovate, and perform in alignment with global challenges.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Theories related to each variable

2.1.1 Leadership Styles

The term "leadership" has been documented in the English lexicon since the 1800s, though its definition

has undergone numerous revisions over time, reflecting the dynamic nature of organizational paradigms. Nevertheless, there is a consensus that effective leadership is pivotal to steering an organization toward success. Scholars such as Khaliq et al. (2021) assert that leadership constitutes a social phenomenon wherein leaders foster an environment that motivates employees to contribute towards collective objectives.

The literature underscores the multifaceted nature of leadership, acknowledging its various styles and approaches, all of which share the common thread of influencing followers, as highlighted by Khan et al. (2015) and Kongkaew and Nuangjamnong (2023). Leadership encompasses the capacity to exert influence, establish goals, and inspire others to pursue them, transcending hierarchical structures to fulfill a broader organizational mission. Effective leadership, as posited by Wolor et al. (2021), involves equipping the organization to navigate inevitable changes.

A central aspect of leadership pertains to the leader's style, delineating their manner of motivating and interacting with their team, as articulated by Bwalya (2023). Additionally, leadership has been attributed to fostering organizational innovation and enhancing team performance, with leaders' openness serving as a catalyst for knowledge dissemination, as noted by Costa et al. (2023).

In the context of this study, leadership styles encompass a spectrum of approaches and behaviors exhibited by leaders within an organization, influencing the organizational climate, decision-making processes, and overall trajectory of the company. These styles may include transformational, transactional, and laissez-faire, each carrying distinct implications for workplace dynamics and team cohesion.

2.1.2 Organizational performance

Organizational performance denotes the degree to which an organization strategically situates itself within the business landscape, leveraging its informational,



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financial, and human capital resources (Contu, 2020; Lin et al., 2022). Consequently, organizational performance is contingent upon individual performance, which encompasses meeting targets, operational efficiency, reputation, and financial profitability within a commercial context (Aguilera et al., 2024). At times, performance evaluation may extend to comparative analysis with competitors and considerations for industry sustainability.

Employee commitment and organizational culture exert significant influence on organizational performance. Organizational culture, specifically, embodies a set of behavioral norms aligned with the foundational principles established by the organization's founders, imbuing the institution with core values that cultivate a cohesive work ethos in alignment with normative guidelines and organizational regulations (Nurlina, 2022). The integrity and coherence of organizational culture serve as linchpins for bolstering employee morale, enhancing productivity, and ultimately driving overall organizational performance.

In the context of this study, organizational performance encompasses the comprehensive assessment of an organization's efficacy and efficiency in attaining its predetermined goals and objectives. This evaluation encompasses diverse metrics, including financial indicators, productivity levels, customer satisfaction indices, and levels of employee engagement. High organizational performance signifies optimal organizational functionality, indicative of the organization's ability to generate value for its stakeholders.

2.1.3 Organizational learning

Organizational learning serves as a catalyst for progress, safeguarding against the repetition of outdated practices within organizations. Learning manifests in various forms, including problem-solving, innovation, and the reevaluation of approaches or strategies. Leaders play a pivotal role in fostering a culture of organizational learning, enhancing the skillsets of team

members, and nurturing a dynamic team environment. This endeavor encompasses the implementation of training and development initiatives, the promotion of knowledge exchange, and the establishment of frameworks wherein leaders serve as exemplars at individual, team, or organizational levels (Alerasoul et al., 2022).

Learning stands as the cornerstone of competitive advantage, embodying a catalyst for change. Consequently, within every organizational setting, adaptability emerges as a requisite for advancement, with positive evolution culminating in ingrained practices (Saadata, 2016). The effective resolution of organizational challenges mandates the cultivation of learning and creativity to augment the reservoirs of resources, skills, and knowledge within organizations (Ricciardi et al., 2021).

Organizational learning engenders enhancements in public and team learning within an organization, thereby augmenting organizational activities and individual and group behaviors, ultimately enhancing efficiency, effectiveness, and productivity (Sharma, 2003). Within the framework of this study, organizational learning denotes the iterative process through which an organization acquires, generates, disseminates, and retains knowledge to enhance its performance. It encompasses the cultivation of fresh insights, behaviors, and capabilities at the organizational level, enabling the organization to adapt to dynamic environments, resolve challenges, and foster innovation.

2.1.4 Innovation Culture

Innovation stands as a cornerstone for the enduring success of any organization (Bendak, 2020). Cultivating an innovation culture entails integrating various facets of organizational operations. This encompasses the introduction of novel management techniques and practices, such as the adoption of performance-based incentive systems or the embrace of innovative leadership styles (Alateeg et al., 2023; Suwannasri & Nuangjamnong, 2022). Moreover, it extends to the reconfiguration of work processes and methodologies to



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bolster productivity and efficiency, as exemplified by the implementation of new workflows or quality control systems.

The genesis of an innovation culture can either emanate internally within organizations or be sourced externally, and it can manifest in either radical or incremental forms. The execution of radical innovation poses greater challenges and inherent risks due to heightened uncertainty, yet it holds promise for fostering sustained growth. Conversely, incremental innovation offers a more manageable pathway conducive to gradual enhancements over time (Bendak, 2020). Managing and leading an innovation culture necessitates flexibility, eschewing rigid frameworks in light of the unpredictable terrain of innovation. Hence, leaders are tasked with nurturing an environment conducive to innovation rather than imposing inflexible guidelines (Alateeg et al., 2023; Suwannasri & Nuangjamnong, 2022).

An innovative culture that champions risk-taking and experimentation serves as a catalyst for instilling a progressive and creative mindset among employees, thereby potentially enhancing individual, team, and organizational performance. By fostering a supportive milieu for novel ideas and approaches, organizations entrenched in a robust innovation-oriented culture can maintain competitiveness and adaptability amidst evolving market dynamics (Alateeg et al., 2023). Within the purview of this study, innovation culture encompasses the ethos, mindset, and behavioral paradigms within an organization that nurture and stimulate the conception, evolution, and implementation of novel ideas, processes, products, and services. It embodies a commitment to experimentation, collaboration, and continuous refinement, aimed at driving substantive and transformative change.

2.1.5 Organizational Culture

Culture is widely acknowledged as a composite of values, attitudes, or behaviors shared among individuals (Bendak, 2020). Organizational culture emerges through a process of social learning, rooted in the accumulation

of experiences transmitted during individuals' socialization within the organizational context. This cultural fabric engenders continuity within the organization, mitigates employee uncertainty, influences job satisfaction, and contributes to emotional well-being. Furthermore, it serves as a motivational catalyst and may confer a competitive advantage (Mikušová et al., 2023).

Organizational culture permeates throughout an entire company or institution, and in recent decades, leaders have increasingly recognized its pivotal role in enhancing an organization's prospects. However, given the scale and complexity of such entities, it is not uncommon to observe the presence of multiple subcultures within them. Consequently, cultural variations may manifest across different departments and, notably, across various international embassies (Bendak, 2020). Traditionally, leaders align an organization's vision with the dynamic external milieu, thereby exerting influence in fostering a culture of innovation by providing guidance and allocating resources (Alhammadi, 2023).

Within the framework of this study, organizational culture denotes the underlying values, beliefs, and behaviors that shape the distinctive social and psychological milieu of an organization. It encompasses shared attitudes, customs, and practices that delineate the organization's identity, dictating how employees interact, make decisions, and approach their professional responsibilities.

2.2 Related literature review

2.2.1 Leadership styles in transactional, transformational, and laissez-faire settings and organizational learning

Numerous factors influence the dynamic interplay between leadership styles and organizational learning. The concept of "psychological safety" emerges as a pivotal facilitator of learning within organizational settings, fostering an environment wherein individuals and groups feel empowered to engage in reflection and innovative ideation. Individual learning behavior



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encompasses the active pursuit of new knowledge, critical questioning of assumptions, and dedicated efforts toward enhancing work processes, a phenomenon documented since the nascent stages of human resource management research (Zaman et al., 2020). Additionally, empirical investigations reveal instances wherein leaders within well-established organizations have reported minimal engagement with peers from analogous entities, perceiving a lack of knowledge-sharing and instead resorting to reinventing organizational structures and processes (Butler et al., 2022). Hence, I propose the following hypothesis:

Hypothesis 1 (H1): *There is no significant influence of leadership styles in transactional, transformational, and laissez-faire settings on organizational learning in Saudi embassies.*

2. 2. 2 Leadership styles in transactional, transformational, and laissez- faire settings and innovative culture

Managing innovation presents inherent complexities due to the multifaceted nature of its functional activities (Bendak et al., 2020). Consequently, investing in research and development initiatives may not yield a comprehensive understanding of the correlation between leadership styles and an innovative culture. Moreover, embassies typically operate within highly regulated and risk-averse environments, potentially impeding innovation as leaders may prioritize stability and adherence to established protocols over experimentation and risk-taking, irrespective of their leadership styles (Mafunzwaini, 2018). Additionally, the generation of innovative ideas hinges upon individual attributes, including creativity and a willingness to transcend conventional reference points. Therefore, the following hypothesis was formulated:

Hypothesis 2 (H2): *There is no significant influence of leadership styles in transactional, transformational, and laissez-faire settings on innovative culture In Saudi*

embassies.

2. 2. 3 Organizational learning and organizational performance

Examining the relationship between organizational learning and performance within embassy contexts presents unique challenges, often stemming from the establishment of entities by nations within their foreign embassies and consulates to oversee networks within host countries. Many of these networks operate under constraints such as reduced budgets, limited staff, and stringent deadlines, factors that may potentially bias overall findings (Butler et al., 2022). Drawing upon the educational model as an illustrative example, school management endeavors to foster innovation by harnessing knowledge from external stakeholders such as parents, government entities, communities, and other educational institutions. This is achieved by facilitating teachers' engagement in diverse learning opportunities, including training sessions, workshops, and collaborative meetings, thereby bolstering teachers' capacity for innovation with support from external sources (Putra et al., 2020). Hence, it becomes apparent that organizational learning alone may not solely dictate performance outcomes but must also consider the influence of external contributors.

Moreover, the ineffective implementation of learning initiatives, discrepancies between learning objectives and organizational goals, and challenges in accurately assessing the impact of learning on performance are significant considerations (Aguilera et al., 2023). Furthermore, organizational culture and leadership efficacy may also factor into the mediation of organizational learning's impact on overall performance (Bendak, 2020). Consequently, the following hypothesis has been formulated:

Hypothesis 3 (H3): *There is no significant influence of organizational learning on Organization Performance In Saudi embassies.*

2. 2. 4 Innovative Culture and Organization Performance



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External market conditions, including social and geopolitical instability, wield significant influence over organizational performance, rendering it challenging to discern the direct impact of innovation on performance. Instances of social unrest or political turbulence may prompt embassies to divert focus away from innovation as they grapple with urgent priority issues (Lu et al., 2020; Lin et al., 2022). Conversely, the exigencies imposed by external instability may serve as catalysts for organizational innovation, compelling entities to adapt to shifting market dynamics, mitigate risks, or capitalize on emerging opportunities (Aksoy, 2023; Suwannasri & Nuangjamnong, 2022). Given the intricate interplay of factors shaping organizational performance amidst external instability, accurately assessing the direct influence of innovation on performance becomes increasingly arduous. Organizations may necessitate the deployment of sophisticated analytics, scenario planning, or qualitative assessments to gauge the efficacy of their innovation endeavors amidst turbulent market conditions (Jutidharabongse, 2024).

Meanwhile, social and geopolitical instability may indeed complicate the evaluation of the direct impact of innovation on organizational performance, it remains imperative for embassies to maintain agility, adaptability, and innovation in navigating uncertain terrains. Innovation can serve as both a response to external challenges and a conduit for competitive advantage, even amid adversity (Asay, 2021). Thus, organizations must continually scrutinize the dynamic relationship between innovation and performance within the broader context of external market conditions. Hence, the following hypothesis is proposed:

Hypothesis 4 (H4): *There is no significant influence of innovative culture on Organization Performance in Saudi embassies.*

2.2.5 Organizational culture and Innovative culture

In the context of Saudi embassies, both organizational culture and innovative culture exert significant influence over the operations, efficacy, and

public perception of these diplomatic missions. Organizational culture encompasses elements such as hierarchical structures, reflective of entrenched values and practices, as well as formality and protocol, emphasizing respect for hierarchy and adherence to embassy policies (Alotaibi, 2022). Conversely, innovative culture pertains to the adoption of technology, cultivation of an entrepreneurial mindset, and promotion of collaboration and networking (Chaban, 2023).

In essence, while Saudi embassies may exhibit a predominantly traditional organizational culture, there is a burgeoning acknowledgment of the imperative to nurture innovation within diplomatic realms. Striking a balance between traditional values and protocols and a forward-thinking, innovative mindset holds the potential to augment the effectiveness and relevance of Saudi embassies in an increasingly intricate and interconnected global landscape (Alqahtani, 2023). Therefore, the following hypothesis is proposed:

Hypothesis 5 (H5): *There is no significant influence of organizational culture on innovative culture In Saudi embassies.*

2.2.6 Organizational culture and Organizational performance

Businesses that prioritize a culture of continuous learning and enhancement typically cultivate an environment conducive to innovation and experimentation. Such a culture fosters knowledge exchange, promotes risk-taking, and fosters receptivity to novel ideas, empowering employees to contribute their unique perspectives and engage in collaborative problem-solving (Alateeg, 2024). Factors such as employee engagement or external influences mediate the relationship between organizational culture and innovation. Expanding research beyond the scope of Saudi Arabian enterprises and integrating longitudinal studies and qualitative methodologies can further enrich the understanding and application of organizational culture, strategic leadership, and innovation within diverse contexts (Lam et al., 2021). Therefore, the

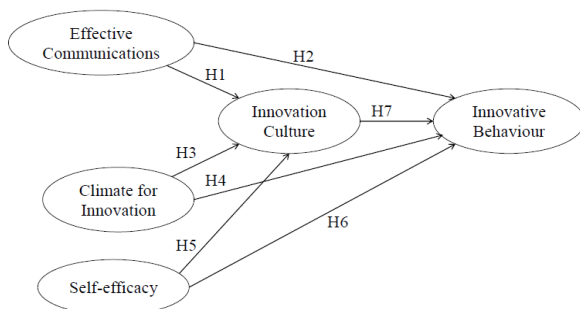
following hypothesis is posited:

Hypothesis 6 (H6): *There is no significant influence of organizational culture on organizational performance in Saudi embassies.*

2.3 Theoretical frameworks:

2.3.1 Firstly, this theoretical framework has identified five components or dimensions that form the basis of the proposed model of innovation culture. They are (1) effective communications, (2) climate for innovation, (3) self-efficacy, (4) innovation culture, and (5) innovative behavior is illustrated in Figure 1.

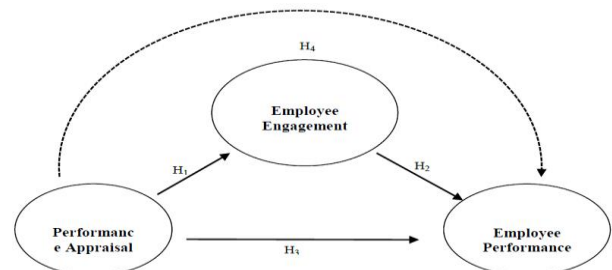
Figure 1. Determinants of innovation culture amongst higher education students



Source: Roffeei, S. H. M., Yusop, F. D., & Kamarulzaman, Y. (2018). Determinants of innovation culture amongst higher education students. *Turkish Online Journal of Educational Technology-TOJET*, 17(1), 37-50.

2.3.2 The second theoretical framework indicates the relationship between employee engagement, employee performance and performance appraisal. The research shows performance appraisals in particular, has a direct impact on the two other aforementioned factors are Illustrated in Figure 2.

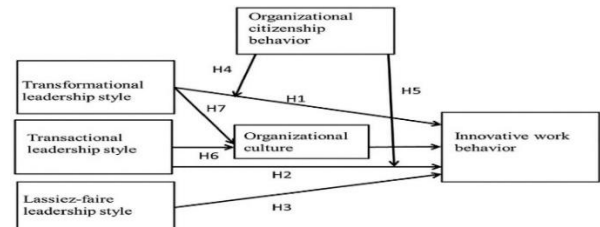
Figure 2. Regulatory effect of performance appraisal reactions on legal employee performance mediated by employee engagement



Source: Mahdiyana, S., Muhtar, E.A., Irawati, I., & Candradewini. (2022). Regulatory effect of performance appraisal reactions on legal employee performance mediated by employee engagement. *Journal of Legal, Ethical and Regulatory Issues*, 25(4), 1-14.

2.3.3 The third framework, explores the interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior is Illustrated in Figure 3.

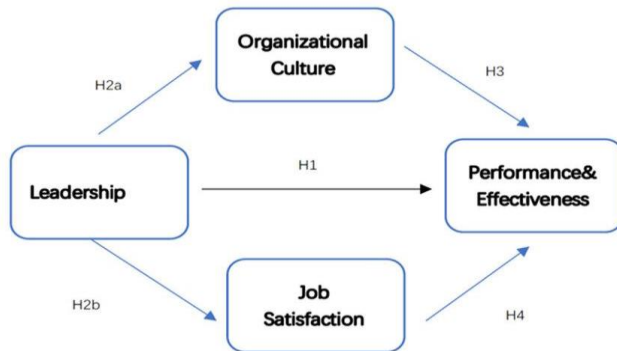
Figure 3. The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior



Source: Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*, 10 (1).

2.3.4 The fourth hypothesis explores the relationship between Leadership style, Organizational Culture and Performance in China's manufacturing industry is illustrated in Figure 4.

Figure 4. Leadership Style, Organizational Culture and Performance: Evidence from China's Manufacturing Industry

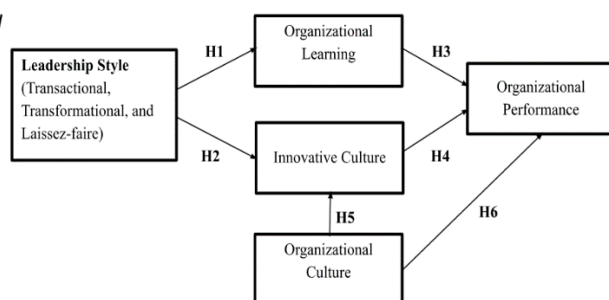


Source: Li, Shiqi. (2021). Leadership Style, Organizational Culture and Performance: Evidence from China's Manufacturing Industry. 10.2991/assehr.k.211209.044.

2.4 Conceptual framework:

This approach examines leadership styles, organizational culture, learning, innovation, and performance. It examines how leadership styles affect corporate culture, learning, and performance and how they promote innovation. This framework (Figure 5) helps executives understand how their leadership style affects an organization's culture, learning, adaptability, and performance. These dynamics can assist leaders make educated team and organization leadership decisions. This approach examines how leadership styles affect these critical characteristics and improve innovative company culture. Knowing how leadership, culture, learning, and performance relate.

Figure 5. Factors uncovering the Dynamics of Leadership, Learning, Innovation and Culture in Saudi Embassies



Source: Constructed by researcher

2.5 Hypotheses development

The researcher developed six hypotheses based on conceptual frameworks to examine leadership styles, organizational learning, innovative culture, and organizational performance in Saudi embassies.

This study hypothesizes that leadership styles, organizational learning, innovative culture, organizational culture, and performance in a Saudi embassy context are related. Transactional, transformational, and laissez-faire leadership styles are examined to determine if they impact organizational learning and creativity in embassies.

It also examines how organizational learning and innovation affect performance. This study explores the broader effects of creative culture and organizational performance. The researcher aims to understand how these elements influence the success and adaptation of Saudi embassies and their workers using data analysis. Proposed hypotheses:

Hypothesis 1 (H1): There is no significant influence of leadership styles in transactional, transformational, and laissez-faire settings on organizational learning in Saudi embassies.

Hypothesis 2 (H2): There is no significant influence of leadership styles in transactional, transformational, and laissez-faire settings on innovative culture In Saudi embassies.

Hypothesis 3 (H3): There is no significant influence of organizational learning on organizational performance in Saudi embassies.

Hypothesis 4 (H4): There is no significant influence of innovative culture on organizational performance In Saudi embassies.

Hypothesis 5 (H5): There is no significant influence of organizational culture on innovative culture In Saudi embassies.

Hypothesis 6 (H6): There is no significant influence of organizational culture on organizational performance in Saudi embassies.



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3. RESEARCH METHODOLOGY

3.1 Research design

The objective of this research is to delve into the nuanced distinctions between transactional, transformational, and laissez-faire leadership styles within the unique context of Saudi Arabian embassies, while examining their respective impacts on organizational learning, innovative culture, and overall organizational performance. To accomplish this, a combination of various analytical techniques were employed, such as Cronbach's Alpha, Singular and Multiple Linear Regression,

The research employed a questionnaire divided in three sections, organized as follows: 3 screening questions, 7 demographic questions, and 24 questions to measure involved variables.

The consistency of the questionnaire was evaluated using Cronbach's alpha to ensure the questionnaire's effectiveness and identify any potential ambiguity or uncertainty of the items. A pilot test was conducted involving a sample of 99 respondents. This pilot testing procedure allowed for the refinement and validation of the questionnaire prior to its full-scale implementation.

To analyze respondents' inclination and level of agreement in relation to each variable, a Likert scale was utilized. This psychometric instrument is structured with "1" indicating "Strong agree" and "5" as "Strongly disagree". The Likert scale provided a standardized and reliable method for measuring the intensity and direction of respondents' opinion on the variables included in the study.

In addition to primary data collection through the questionnaire, secondary research from reliable sources and articles is incorporated to provide broader context and insights into the topic under investigation. By employing a rigorous quantitative research approach supplemented by qualitative insights, this study endeavors to uncover the underlying mechanisms driving success within Saudi embassies, offering valuable implications for organizational leadership and management practices within diplomatic settings.

3.2 Sampling Plan

3.2.1 Target Population

The target population for this study comprises employees of the embassy of Saudi Arabia, a selection that offers a unique opportunity to delve into the intricacies of leadership styles, organizational learning, innovative culture, organizational culture, and organizational performance within this specific context. By focusing on individuals directly associated with the embassy, the research aims to capture firsthand insights and experiences that are pertinent to understanding the dynamics at play within the organization.

This includes individuals who have held positions with leadership responsibilities or have worked closely with leaders within Saudi embassies, as they possess invaluable firsthand knowledge and perspectives on the prevailing leadership styles and organizational culture within the embassy setting. This targeted approach ensures that the research is grounded in the lived experiences and observations of those most intimately familiar with the organizational dynamics, thereby enriching the depth and relevance of the findings.

3.2.2 Sample Size

According to the limitation of population size this research utilizes sample size estimating instead. Caluation.net website (n.d.) was applied in this research. From various nationalities across global Saudi embassies who have been working for different number of years and departments, based upon an estimated of 4,500 world employees with confident level 95%, margin of error at 9%, and population proportion of 50%. Therefore, the suitable sample size for such a number of Saudi Embassies employees (116) however due to the difficulty in collecting responses from staff members around the world, the researcher was only able to collect and consider 140 respondents.

3.2.3 Sampling Procedure

The utilization of a random sampling procedure in my research was driven by a commitment to ensuring



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the representativeness and generalizability of the findings to the broader population. By employing random sampling, every member of the population had an equal chance of being selected for inclusion in the study, thereby minimizing the risk of bias and enhancing the external validity of the results. This approach was particularly crucial in contexts where the target population was well-defined and homogenous, as it allowed for the creation of a sample that accurately reflected the population's characteristics.

Additionally, random sampling helped to mitigate the influence of confounding variables and unknown factors that could skew the results, leading to more robust and reliable conclusions. Furthermore, the transparent and systematic nature of random sampling instilled confidence in the integrity of the research process, demonstrating a commitment to methodological rigor and scientific validity. Overall, the decision to employ a random sampling procedure was grounded in a desire to maximize the accuracy, reliability, and generalizability of the research findings, ultimately contributing to the advancement of knowledge in the field.

3.3 Research Instrument and Questionnaire Design

The researcher used questionnaires to evaluate the main factors and associations associated with the research variables. These questionnaires were conducted through an online survey of eligible participants and were divided into three sections. The first section contained screening questions (3 questions) to identify respondents who could provide insight into leadership styles, organizational learning, innovative culture, organizational culture, and organizational performance at a Saudi embassy. The second section (7 questions) of demographics profiles included aged, gender, position role, working year, education, department, leadership experience. Third section contains 25 scale items covering both dependent and independent variables. The last section focused on collecting demographic information from respondents.

3.4 Validity and Reliability

3.4.1 Content validity with the index of item-objective congruence

The researcher evaluated the survey questionnaire question validity using the IOC index. Three experts were consulted and provided feedback on the survey before the research questionnaire was distributed. Feedback received a score higher than 0.5 thus passing the validity test. Due to the mentioned results, the survey was slightly modified to reflect the provided feedback, this ensured the questions focused on the investigated variables and were precise and relevant, resulting in trustworthy and reliable data for this research as the results shown in Table 1.



Table 1. *The Item Objective Congruence (IOC) Index with three experts.*

Variables	Items before checking by experts	Items after checking by experts	IOC Weight Scores
Leadership Styles (LS)	5	5	0.67 – 1.00
Organizational Learning (OL)	5	5	0.67 – 1.00
Innovative Culture (IC)	5	5	0.67 – 1.00
Organizational culture (OC)	5	5	0.67 – 1.00
Organizational performance (OP)	5	4	0.67 – 1.00

3.4.2 Reliability Test (Pilot Test)

The researcher chose 99 respondents to conduct a pilot test in an attempt to examine the survey's variables and their respective questions. Cronbach's alpha (CA) was utilized to determine the reliability of the questionnaire and assess its consistency during the pilot test stage. According to Schweizer (2011), Cronbach's Alpha is a popular approach that is frequently used by researchers who want to measure reliability when compared to the other three methods, which are test-retest, split-half methods, and parallel-test. *Cronbach's Alpha and Internal Consistency's Rules* - $\alpha > 0.9$ Excellent, $0.8 < \alpha < 0.9$ Good, $0.7 < \alpha < 0.8$ Acceptable, $0.6 < \alpha < 0.7$ Questionable, $0.5 < \alpha < 0.6$ Poor, and $\alpha < 0.5$ Unacceptable.

Cronbach's Alpha to perform a questionnaire reliability analysis. The evaluation presents the results from all five variables influencing Leadership Styles and their impact on learning, innovation and culture at Saudi embassies. The reliability resulted from items in the Innovative Culture variables at 0.938, followed by Organizational Culture at 0.925, Organizational Learning at 0.903, Organizational Performance at 0.898 and 0.806 from Leadership Styles. Having all variable results with a value greater than 0.7 is a testament of the validity and reliability of the considered factors in the study.

Table 2. *The Cronbach's Alpha value of Reliability Analysis of each variable (n=99)*

Variables	Cronbach's Alpha	Strength of Association
Leadership Styles	0.806	Good
Organizational Learning	0.903	Excellent
Innovative Culture	0.938	Excellent
Organizational culture	0.925	Excellent
Organizational performance	0.898	Good

4. DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Description Analysis of Demographic Data

The researcher distributed the questionnaire and removed the respondents who were deemed unfit to take part in the research, leaving a total of 136 respondents. The researcher has included demographic information such as: age, gender, position and role, years of experience in a Saudi embassy role, highest level of education, department affiliation and supervisory or leadership experience. This information has enabled the researcher to understand the characteristics of respondents and to draw comparisons. A detailed breakdown of the demographic information is shown in table 3 and summarized here:

Age: The biggest range of responses were from age 35-54(80.1% of all respondents). The second was 55-64

(with 10.3% of all respondents). The third was age 25-34 (7.4% of all respondents). Ages 18-24 was 0%, the category 'prefer not to say' comprised 1.5% of respondents and lastly 65+ was 0.7 % of the total respondents.

Gender: The majority of answers were from males (91.9% of the total participants), and the second from women (6.6%). 'I prefer not to say' Very small percentage 1.5%

Position and role: The category with the highest number of participants was department head (65.4% of participants), followed by another category (12.5% of participants). The deputy head of the diplomatic mission came in the same percentage (12.5% of the sample), the deputy head of the department came in fourth place (5.1% of the sample), and the head of the diplomatic mission came in fifth place (4.4% of the sample).

Years of Experience in Saudi embassy role: The majority of respondents had 11-15 years' experience in a Saudi embassy role (34.6% of respondents), followed closely by 5-10 years' experience (31.6% of respondents), third was 16-20 years (16.2% of respondents), fourth was less than 5 years (10.3% of respondents) and more than 20 years was fifth (7.4% of respondents).

Highest Level of Education: The majority of respondents had a Bachelor Degree (52. 2% of respondents, the second largest category with Master's Degree (38.2% of respondents), third was Diploma level (5.9% of respondents), fourth was Secondary Education (2.2%). No respondents answered Doctorate/Ph.D. or Other. (1.5%of respondents)

Department Affiliation: The majority of respondents answered Other (22.8%), the second was Consular Services Department (21.3 %), third was Administrative Affairs Department (13.5%), fourth was Head of Mission Department (12.5%), fifth was the Department of Political Affairs (10.3%), sixth was both the Financial Affairs Department and the Citizens Affairs Department (both with 7.4%), seventh was Media Affairs Department (2.9%) and eighth was Cultural Affairs Department (2.2%).

Supervisory or Leadership Experience: The largest group of respondents were currently in a leadership role (54.4%), the second were previously in a leadership role (29.4%), the third 'prefer not to say' (11.0%) and the fewest respondents had no leadership experience (5.1%).

Table 3. Demographic information analysis by using frequency distribution and percentage (n = 136)

Demographic Factors	Frequency	Percent
Age		
18-24	0	0%
25-34	10	7.4%
35-54	109	80.1%
55-64	14	10.3%
65+	1	0.7%
Prefer not to say	2	1.5%
Total	136	100%
Gender		



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Male	125	91.9%
Female	9	6.6%
Not Specified	2	1.5%
Total	136	100%
Position and Role		
Head of Diplomatic Mission	6	4.4%
Deputy Head of Diplomatic Mission	17	12.5%
Head of the Department	89	65.4%
Deputy Head of the Department	7	5.1%
Other	17	12.5%
Total	136	100%
Years of experience in Saudi Embassy role		
Less than 5 years	10	10.3%
5-10 years	32	31.6%
11-15 years	37	34.6%
16-20 years	15	16.2%
More than 20 years	5	7.4%
Total	136	100%
Highest Level of Education		
Secondary Education	3	2.2%
Diploma	8	5.9%
Bachelor's Degree	71	52.2%
Master's Degree	52	38.2%
Doctorate/Ph.D.	2	1.2%
Other	0	0%
Total	136	100%
Department Affiliation		
Consular Services Department	29	21.3%
Media Affairs Department	4	2.9%
Cultural Affairs Department	3	2.2%
Financial Affairs Department	10	7.4%
Department of Political Affairs	14	10.3%
Administrative Affairs Department	18	13.2%
Citizens Affairs Department	10	7.4%
Head of Mission Department	17	12.5%
Other	31	

		22.8%
Total	136	100%
Supervisory or Leadership Experience		
Yes, currently in a leadership role	74	54.4%
Yes, previously in a leadership role	40	29.4%
No leadership experiences	7	5.1%
Prefer not to say	15	11.0%
Total	136	100%

4. 2 Descriptive Analysis with Mean and Standard Deviation

This section showcases the Mean and Standard Deviation for each group: Leadership Style, Organizational Learning, Innovative Culture, Organizational Culture and Organizational Performance. In order to evaluate the mean scores, I used a criterion of the interpretation of the mean scores from Imsa-ard et al, (2021):

Range	Interpretation
4.21 -5.00	Strongly Agree
3.41 -4.20	Agree
2.61 -3.40	Neutral
1.81 -2.60	Disagree
1.00 -1.80	Strongly Disagree

Leadership Style

Table 4 represents the results among 136 respondents and 0 missing respondents, showing the highest mean of leadership style was LS2 “The leadership style at the embassy encourages open communication and participation in decision-making” with 4.31. The lowest mean was LS5 with “At the embassy, leaders often adopt a hands-off approach and allow team members to make decisions without much intervention.” with 3.81. The highest standard deviation was LS3: “The leaders at the embassy inspire and

motivate team members to achieve the company's vision and goals” with 1.26. The lowest standard deviation was LS2: “The leadership style at the embassy encourages open communication and participation in decision-making processes.” with 0.89.

Organizational Learning

From 136 respondents and 0 missing respondents, the below table shows the highest mean of organizational learning was OL1 “I think the embassy provides effective training programs that contribute to my professional development” with 3.26. The lowest mean was OL4: “In my opinion, the embassy values continuous learning and skill development among its employees” with 2.77. The highest standard deviation was OL1: “I think the embassy provides effective training programs that contribute to my professional development” with 1.34. The lowest standard deviation was OL5: “I perceive the embassy as an organization that prioritizes employee feedback and uses it for continuous improvement and learning” with 1.12.

Innovative Culture

From 136 respondents and 0 missing respondents, the below table shows the highest mean of Innovative Culture was IC4: “I perceive the embassy as an organization that rewards and recognizes innovative contributions from its employees”. with 3.10. The lowest

mean was IC2: “In my opinion, the embassy values creativity and encourages employees to explore new and unconventional ideas” with 2.82. The highest standard deviation for Innovative Culture was IC2: “In my opinion, the embassy values creativity and encourages employees to explore new and unconventional ideas.” with 1.22. The lowest standard deviation was for IC1: “I believe that the embassy actively promotes and supports innovative thinking and practices within the organization.” with 1.16.

Organizational Culture

From 136 respondents and 0 missing respondents, the below table shows the highest mean of Organizational Culture was OC3: “Leadership demonstrates a commitment to transparency and open communication” with 2.82. The lowest mean were both OC1: “Employees feel empowered to make decisions and take ownership of their work.” with 2.67 and OC2: “There is a strong sense of teamwork and collaboration among employees.” with 2.67 as well. The highest standard deviation was OC5: “Leadership demonstrates a commitment to transparency and open

communication” with 1.20. The lowest standard deviation was 1.13 for both: OC1: “Employees feel empowered to make decisions and take ownership of their work” and OC2: “There is a strong sense of teamwork and collaboration among employees”.

Organizational Performance

From 136 respondents and 0 missing respondents, the below table shows the highest mean of Organizational Performance was OP1: “My team leader is integral to my performance (achieving goals and objectives)” with 2.27. The lowest mean was OP4: “Having freedom in the workplace enhances my productivity and performance” with 1.81. The highest standard deviations were both OP1: My team leader is integral to my performance (achieving goals and objectives) with 1.15 and OP2: “Positive feedback from members of leadership enhances my performance at work” at 1.15 as well. The lowest standard deviation was OP4: “Having freedom in the workplace enhances my productivity and performance.” with 1.01.

Table 4. Mean and Standard Deviation

	Mean	Std. Deviation	Interpretation
Leadership Style			
LS1: I feel that leaders at the embassy make their decisions without considering the input of team members.	4.06	1.060	Agree
LS2: The leadership style at the embassy encourages open communication and participation in decision-making processes.	4.31	0.890	Strongly Agree
LS3: The leaders at the embassy inspire and motivate team members to achieve the company's vision and goals.	3.89	1.260	Agree
LS4: I perceive that the leadership in the embassy prioritizes serving the needs of the team members and empowering them to succeed.	3.98	1.120	Agree
LS5: At the embassy, leaders often adopt a hands-off approach and allow team members to make decisions without much intervention.	3.81	1.160	Agree
Organizational Learning			
OL1: I think the embassy provides effective training programs that contribute to my professional development.	3.26	1.340	Neutral



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OL2: I believe the embassy has a strong culture of knowledge sharing and collaboration that enhances learning.	2.82	1.270	Neutral
OL3: I feel that the embassy fosters an environment that encourages innovation and the exploration of new ideas.	2.93	1.200	Neutral
OL4: In my opinion, the embassy values continuous learning and skill development among its employees.	2.77	1.260	Neutral
OL5: I perceive the embassy as an organization that prioritizes employee feedback and uses it for continuous improvement and learning.	2.86	1.120	Neutral
Innovative Culture			
IC1: I believe that the embassy actively promotes and supports innovative thinking and practices within the organization.	2.94	1.160	Neutral
IC2: In my opinion, the embassy values creativity and encourages employees to explore new and unconventional ideas.	2.84	1.220	Neutral
IC3: I think the embassy provides ample resources and opportunities to pursue innovative projects and initiatives.	3.08	1.170	Neutral
IC4: I perceive the embassy as an organization that rewards and recognizes innovative contributions from its employees.	3.10	1.210	Neutral
IC5: I feel that the embassy's leadership champions a culture of continuous improvement and innovation throughout the organization.	2.91	1.180	Neutral
Organizational Culture			
OC1: Employees feel empowered to make decisions and take ownership of their work.	2.67	1.130	Neutral
OC2: There is a strong sense of teamwork and collaboration among employees.	2.67	1.130	Neutral
OC3: Leadership demonstrates a commitment to transparency and open communication.	2.82	1.300	Neutral
OC4: The organization values diversity and promotes inclusivity in the workplace.	2.77	1.190	Neutral
OC5: Employees have opportunities for professional development and growth within the company.	2.72	1.200	Neutral
Organizational Performance			
OP1: My team leader is integral to my performance (achieving goals and objectives).	2.27	1.150	Disagree
OP2: Positive feedback from members of leadership enhances my performance at work.	2.10	1.150	Disagree
OP4: Having freedom in the workplace enhances my productivity and performance.	1.81	1.010	Disagree
OP5: The culture of innovation encourages my performance in the workplace.	1.93	1.040	Disagree

4.3 Hypothesis Testing Result

To analyze the hypothesis testing results, the researcher applied linear regression testing using the elements listed above. This enabled the researcher to understand the relationship between each of the variables, such as the influence of Leadership Style on Organizational Performance, Organizational Learning, Organizational Culture and Innovative Culture. The researcher used simple linear regression analysis with R-square to examine the variance portion on the dependent variable which is described by the independent variables. This study also uses multiple linear regressions to examine the level of factors influencing Organizational Performance. Ringle et al. (2015) analyzed a significant impact between dependent and independent variables. Independent variables in regression analysis should be accepted if the value of variance inflation factor is less than 5 with R-square to indicate the portion of variance in the dependent variable which is determined on independent variables.

4.3.1 Result of Simple Linear Regression of H1 (Leadership Style – Organizational Learning)

Ho: There is no significant influence of leadership style (H1) on Organizational Learning in Saudi

embassies.

Ha: There is a significant influence of leadership style (H1) on Organizational Learning in Saudi embassies.

Table 5 indicates the analysis calculation result by Simple Linear Regression which does not show a significant influence of Leadership Style on Organizational Learning in Saudi embassies. Hypothesis 1 analysis results show that the significant level or P-value from this research is over 0.05. Accordingly, due to P-value more than 0.05, we can therefore infer a rejection failure of the null hypothesis. Which means there is no significant influence of Leadership Style on Organizational Learning in Saudi Embassies. Moreover, the regression analysis result indicated that this model has a variance of 13.7 % and this model was significant with P-value more than 0.05. The R-square from analysis is 0.00137 and the confidence level of this model is 95%. The result can conclude that Leadership Style has no significant influence on Organizational Learning (B = -0.0479, p-value more than 0.05). In addition, the result from the value of variance inflation factor (VIF) of Leadership Style is 1.000. VIF is less than 5, implying that no issue occurred in multicollinearity.

Table 5. Simple Linear Regression Analysis Summary for Hypothesis 1

Variables	B	SE B	β	t	p	VIF	Null Hypothesis
H1: Leadership Style	-0.0479	0.112	-0.0370	-0.429	0.669	1.00	Fail to Reject

Note: $R^2 = 0.00137$, Adjusted $R^2 = -0.00608$, * $p < 0.05$. Dependent Variable = Organizational Learning

B = Unstandardized coefficients B | SE B = the standard error for the unstandardized beta | β = the standardized beta (β) |

t = t-value | p = p-value | VIF = Variance inflation Factor



4.3.2 Result of Multiple Linear Regression of H2, H5 (Leadership Style, Organizational Culture – Innovative Culture)

Ho: There is no significant influence of Leadership Style (H2) and Organizational Culture (H5) on Innovative Culture.

Ha: There is a significant influence of Leadership Style (H2) and Organizational Culture (H5) on Innovative Culture.

Table 6 indicates the analysis calculation result by Multiple Linear Regression which shows a significant influence of leadership styles on Innovative Culture but there is no significance influence of organizational Culture on Innovative Culture at Saudi embassies. Regarding Hypothesis 2, Leadership Style analysis results show that the significant level or P-value from this study is 0.767, being that P-value is more than 0.05, it can be implied that null hypothesis was not rejected. With this result, it can be summarized that there is not a significant influence of Leadership Style on Innovative Culture Saudi Embassies.

On the other hand, Hypothesis 5 analysis results show that the significant level or P-value from this research is <0.001. Accordingly, as P-value is less than 0.05. We can therefore infer a rejection of the null hypothesis. Which means there is a significant influence of Organizational Culture on Innovative Culture in Saudi Embassies. Moreover, the regression analysis result indicated that this model has a variance of 69.0 % and this model was significant with P-value less than 0.05. The R-square from analysis has 0.690 and the confidence level of this model is 95%. The result can conclude that Leadership Style has a significant influence on Innovative Culture (B = 0.0189, p-value 0.767) and Organizational Culture has not a significant influence on Innovative Culture (B = 0.8550, p-value <0.05). In addition, the result from the value of variance inflation factor (VIF) of both hypotheses is 1.03. VIF is less than 5, implying that no issue occurred in multicollinearity.

Table 6. Multiple Linear Regression Analysis Summary for Hypothesis 2 and 5

Variabl es	B	SE B	β	t	p	V IF	Null Hypot hesis
H 2 : Leaders hip Style	0.0 189	0.0 636	0.0 145	0.2 97	0.7 67	1. 03	Fail To Reject
H 5 : Organiz ational Culture	0.8 550	0.0 503	0.8 327	17. 003	< 0.0 01*	1. 03	Reject ed

Note: $R^2 = 0.690$, Adjusted $R^2 = 0.685$, * $p < 0.05$. Dependent Variable = Innovative Culture

B = Unstandardized coefficients B | SE B = the standard error for the unstandardized beta | B = the standardized beta (β) |

t = t-value | p = p-value | VIF = Variance inflation Factor

4.3.3 Result of Multiple Linear Regression of H3, H4 and H6 (Organizational Learning, Innovative Culture and Organizational Culture – Organizational Performance)

Ho: There is no significant influence of Organizational Learning (H3), Innovative Culture (H4) and Organizational Culture (H6) on Organizational Performance

Ha: There is a significant influence of Organizational Learning (H3), Innovative Culture (H4) and Organizational Culture (H6) on Organizational Performance

Table 7 indicates the analysis calculation result by Multiple Linear Regression which shows no significant influence of Organizational Learning and Innovative Culture on Organizational Performance but there is a significance influence of Organizational Culture on Organizational Performance at Saudi embassies. Regarding Hypothesis 3, Organizational Learning analysis results show that the significant level or P-value from this study is 0.827, being that P-value is more than 0.05, it can be implied that null hypothesis was not rejected. With this result, it can be summarized that there is not a significant influence of Organizational Learning



on Organizational Performance Saudi Embassies.

On the other hand, Hypothesis 4 analysis results show that the significant level or P-value from this research is 0.641, being that P-value is less more than 0.05, once again we can therefore infer a rejection failure of the null hypothesis. Which means there is no significant influence of Innovative Culture on Organizational Performance Saudi Embassies.

As of Hypothesis 6 analysis results show that the significant level or P-value from this research is <0.001. Accordingly, as P-value is less than 0.05, we can therefore infer a rejection of the null hypothesis, which means there is a significant influence of Organizational Culture on Organizational Performance in Saudi Embassies.

Moreover, the regression analysis result indicated that this model has a variance of 27.4 % and this model was significant with P-value less than 0.05. The R-square from analysis has 0.274 and the confidence level of this model is 95% . The result can conclude that Organizational Learning has no significant influence on Organizational Performance (B = 0.0300, p-value 0.827), Innovative Culture has no significant influence on Organizational Performance (B = -0.0714, p-value 0.641) and lastly, Organizational Culture has a significant influence on Organizational Performance (B = 0.4899, p-value < 0.05). The results from the value of variance inflation factor (VIF) of all hypotheses but one was below 5 implying that no issues occurred in multicollinearity other than with Innovative Culture (VIF = 5.94).

Table 7. Multiple Linear Regression Analysis Summary for Hypothesis 3, 4 and 6

Variable s	B	SE B	β	t	p	V IF	Null Hypothesis
H 3 : Organizational Learning	0.0300	0.137	0.0354	0.219	0.827	4.75	Fail to Reject
H 4 :	-	0.1	-	-	0.6	5.	Fail to

Innovative Culture	0.0714	53	0.0845	0.467	41	94	Reject
H 6 : Organizational Culture	0.4899	0.118	0.5643	4.169	< 0.001*	3.33	Rejected

Note: $R^2 = 0.274$, Adjusted $R^2 = 0.257$, * $p < 0.05$. Dependent Variable = Organizational Performance

B = Unstandardized coefficients B | SE B = the standard error for the unstandardized beta | B = the standardized beta (β) | t = t-value | p = p-value | VIF = Variance inflation Factor

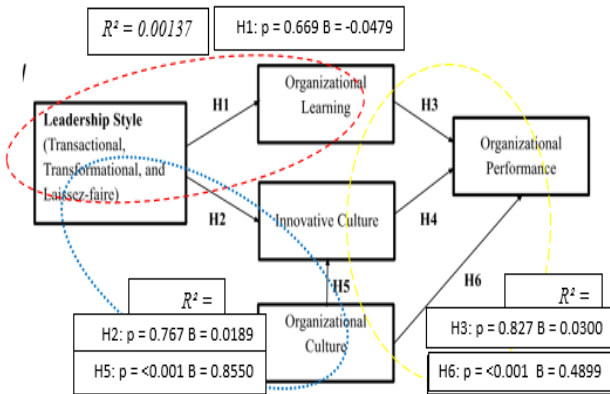
5. CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of Findings

The research uses both Simple and Multiple Linear Regression techniques to test the hypotheses. Simple Linear Regression was used once to analyze the significant influence of Leadership Style on Organizational Learning (H1). The independent variable was more than 0.05, failing to reject the null hypothesis.

Multiple Linear Regression was employed to investigate the significant influence of Leadership Style (H2) and Organizational Culture (H5) on Innovative Culture. The independent variable (H2) was more than 0.05, resulting in the rejection failure of the null hypothesis. The independent variable (H5) was less than 0.05, resulting in the rejection of the null hypothesis. Lastly, Multiple Linear Regression was employed to investigate the significant influence of Organizational Learning (H3), Innovative Culture (H4) and Organizational Culture (H6) on Organizational Performance.

Figure 6. Summary of hypothesis testing results.



The independent variable (H3) was more than 0.05, resulting in the rejection failure of the null hypothesis. The independent variable (H4) was more than 0.05, resulting in the rejection failure of the null hypothesis. The independent variable (H6) was less than 0.05, resulting in the rejection of the null hypothesis.

Table 8. Summary of the hypothesis testing results

Statement of Hypothesis	p-value	Decision Results
H1: There is no significant influence of leadership on organizational learning In Saudi embassies.	0.669	Fail to Reject
H2: There is no significant influence of leadership on innovative culture In Saudi embassies.	0.767	Fail to Reject
H3: There is no significant influence of organizational learning on organizational performance In Saudi embassies.	0.827	Fail to Reject
H4: There is no significant influence of innovative culture on organizational performance In Saudi embassies.	0.641	Fail to Reject
H5: There is a significant influence of organizational culture on innovative culture In Saudi embassies.	< 0.001*	Rejected
H6: There is a significant influence of organizational culture on organizational performance In Saudi embassies.	< 0.001*	Rejected

5.2 Discussion and Conclusion

Upon reviewing the hypothesis testing results from Chapter 4, the researcher concludes that Leadership Styles has no significant influence on both Organizational Learning and Innovative Culture in Saudi Embassies. At the same time, Organizational Learning and Innovative Culture present no significant influence Organizational Performance. On the contrary, Organizational culture present a significant influence on both Innovative Culture or Organizational Performance.

5.2.1 Organizational culture, Innovative Culture and Organizational Performance

The study's findings underscore the paramount importance of organizational culture as the primary driver of innovative culture and organizational performance within Saudi embassies. With a robust unstandardized coefficient of 0.855, the relationship between organizational culture and innovative culture emerges as the strongest among the variables examined. This suggests that the prevailing cultural norms, values, and behaviors within an organization profoundly influence its ability to foster innovation. Moreover, the significance of organizational culture extends beyond innovation to impact organizational performance, as evidenced by the substantial unstandardized coefficient of 0.453. This implies that a strong organizational culture not only promotes innovation but also contributes positively to overall organizational effectiveness and success.

Bendak's (2020) research further supports these findings by identifying key organizational cultural traits—creativity, autonomy, collaboration, and risk-taking—as catalysts for innovation. Organizations are encouraged to cultivate these cultural attributes tailored to their specific context and industry. This cultivation may involve facilitating resource accessibility, maintaining a customer-centric focus, fostering employee involvement, promoting cooperation, embracing ongoing learning initiatives, and fostering adaptability.

The multiple linear regression model for



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Organizational Culture and Innovative Culture shows the R-square is 0.690, indicating approximately 69.0%. A higher R-square value suggests that a larger proportion of the variability in the dependent variable is accounted for by the independent variable. The confidence level is high at 95% indicating a high probability that the true relationship between the variables lies within the estimated parameters of the model. Whereas for Organizational Culture and Organizational Performance, the R-square value is 0.274, indicating that approximately only 27.4% of the variability in the dependent variable is explained by the independent variables included in the model. It also showed a high confidence level of 95%. For Innovative Culture and Organizational Performance, the R-square is once again 0.274 or 27.4% and the confidence level is again 95%.

5.2.2 Leadership Styles, Organizational Learning, and Innovative Culture

In contrast, Innovative Culture exhibited the weakest relationship with organizational performance in the study, as indicated by the relatively low unstandardized coefficient of - 0.0714. This suggests that while Innovative Culture might play a role in shaping organizational performance, other variables may have a more significant impact in this regard. Also, Leadership Styles don't seem to play a significant role on Organizational Learning, as indicated by the relatively low unstandardized coefficient of - 0.0479. Sitinjak (2023) suggests one plausible explanation for this weaker relationship could be the concept of "adaptive learning," wherein organizational learning thrives when individuals are not constrained by rigid leadership structures. In such instances, leadership might inadvertently act as a limiting factor rather than a facilitator of learning processes within the organization. This highlights the need for leadership approaches that embrace flexibility and openness to accommodate diverse learning styles and encourage experimentation and knowledge sharing across all levels of the organization.

An R-square value in the simple linear regression model for Organizational Learning and Leadership Styles was 0.00137 or 13.7% and a multiple linear regression for Leadership Styles and Innovative Culture was 0.690 or 69.0% of the variability in the dependent variable. This suggests that the independent variables have very little explanatory power over the dependent variable in both instances. In the context of regression analysis, such a low R-square value implies that the model does not effectively capture or explain the variability in the dependent variable based on the independent variables included in the analysis. This could suggest that the model may be mis specified or that there are other influential factors not accounted for in the analysis.

5.3 Recommendations based on Findings

In this section, the researcher aims to contribute recommendations to support an understanding of the relationship of the variables within the study and the hypotheses presented. As such, Saudi embassy stakeholders should have an awareness of the variables in this study and the way they interact with one another. Stakeholders who understand the dynamics of leadership, learning, innovation, and culture within their embassies are better equipped to make informed decisions. They can better understand how to leverage learning opportunities, foster innovation, and cultivate a positive culture and a working environment where team members feel motivated, engaged, and empowered to achieve their goals.

Based on the results from this study and even if according to the Schein's model, summarized by Mikušová (2023), Organizational Culture commonly represent the core values, attitudes, and beliefs entrenched within an organization, fostering ongoing learning process and influencing job satisfaction and emotional well-being, investing a significant amount of money and time in developing Organizational Culture if the desired outcome is innovation or performance. According to this research, there's no correlation between these that would justify such investment.



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5.4 Implications based on findings and theories

The study findings provide important implications for both theoretical understanding and findings. Exploring the relationship between leadership styles and organizational culture within Saudi embassies. The results indicate that transformational leadership is positively associated with a culture of innovation, while transactional leadership is more closely associated with a culture of stability and tradition. In addition, the study results indicate the critical role of continuous learning in promoting innovation within organizations. The concept of a learning organization, where employees are encouraged to continually develop their skills and knowledge, is essential to stimulate innovation and adapt to changing external environments. By fostering a culture of learning within Saudi embassies, leaders can create a more dynamic and innovative work environment. Moreover, the results highlighted the importance of aligning organizational culture with the goals and values of the organization. Practical implications of the study's findings include the need to develop training programs focused on enhancing leadership skills, promoting a culture of learning, and nurturing innovation within Saudi embassies. By investing in leadership development initiatives, organizations can develop a cadre of effective leaders who are able to inspire and motivate their teams towards achieving organizational goals. Furthermore, the study results highlight the importance of promoting a culture of openness, cooperation, and knowledge exchange within Saudi embassies. By encouraging employees to share ideas, perspectives, and best practices, organizations can harness the collective intelligence of their workforce and drive innovation. Leaders in Saudi embassies can create a work environment conducive to innovation, growth, and success.

5.5 Limitations of the study

In accordance with the researcher's investigations, the study presented several noteworthy limitations. First and foremost, the study narrowly examined the factors influencing leadership styles and whether their success and influence on innovation, learning and performance is merely related to the leadership style per se or if they

are greatly influenced by the embassy geographical location or leaders' unique personalities. Additionally, the sample size of 136 respondents may not adequately capture and analyze the presented variables when taking into considerations that Saudi Embassies have presence worldwide and there are roughly 4500 employees. These limitations underscore the importance of exercising caution when interpreting and extending the conclusions of the study. In accordance, due to the low respondent rate of this study, there is a possibility of a higher risk of sampling error, which occurs when the characteristics of the sample differ significantly from those of the population. This can lead to biased estimates and less accurate conclusions. There is a limited ability to explore complex relationships between the variables as well presented in a sample group of this size and in a research study of this characteristics. As such, it is advised that Saudi embassies embark on further testing before implementing any recommendations outlined in this study.

5.6 Further Studies

Further study should be done to explore the significance of the relationship between all variables, in particular as it relates to Leadership Style and its influence on Organizational Learning and Innovative Culture.

Ensuring a bigger sample size would more appropriate to provide meaningful relationships between variables as well as using qualitative research to gather more nuanced data and therefore a more comprehensive understanding of the relationships is essential (Hennick & Kaiser, 2022).

Organizational Performance, which had a strong significant organizational learning and innovative culture would benefit from a deeper insight and research on the factors and other possible variables that could inform strategic decision-making and help embassy's leverage their cultural attributes to enhance overall performance and competitiveness.

Further use of control variables, confounders and intervening variables would also be advisable to



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understand the interconnectedness of the variables presented in the study (Bartram, 2021). For example, confounder variables in future studies could examine the influence of individual embassies staff amount. Furthermore, using intervening or mediator variables could consider factors such as employee motivation, communication effectiveness or organizational climate to determine to which extend leadership styles could be enhanced.

Geographical location could also influence the cultural, political, and socioeconomic dynamics of a region. By studying embassies in various locations, researchers can gain a deeper understanding of how these contextual factors impact embassy operations, relationships with host countries, and diplomatic strategies (Thanh & Quang, 2022). For instance, the cultural and political stability of a region will impact the leadership styles used in that area. For future exploration, qualitative research would enable a more in-depth understanding of the reasons behind Leadership Styles and its effect on the discussed variables presented in this research, which would be extremely beneficial.

In summary, the study underscores the pivotal role leadership styles have on organizational learning and in driving both innovation and ultimately organizational performance, while also highlighting the lack of direct influence of organizational culture and performance. By understanding and nurturing the leadership styles conducive to innovation and organizational performance, embassies could enhance their capacity for competitive advantage and diplomatic relationships in today's dynamic international landscape.

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