

Employee Well Being and Knowledge Sharing Behavior Among Employees of Saudi Aramco

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ABSTRACT

The oil and gas industries in Saudi Arabia requires research attention regarding Knowledge Sharing Behavior (KSB), as the industries suffer from compromised KSB which may adversely affect sustainability in knowledge advancement and competitive advantage. There are research gaps in the antecedents of KSB such as 1) dimensions of Employee Well Being (EWB) being contextual and untested in Saudi Arabia; 2) leadership style and culture that motivate KSB were unknown. Thus, this study aims to uncover EWB, leadership and culture factors that determine KSB. A total of 260 Aramco employees' responses were analysed using SPSS. The study has found physical well-being, psychological well-being, social well-being, benevolent leadership, and innovative organizational culture contributed to increasing KSB among Saudi Aramco employees. Theoretical and managerial implications were then discussed.

Keywords: Employee well-being; Knowledge sharing behavior; Physical well-being; Social well-being; Benevolent leadership; Innovative organizational culture; Aramco Saudi

INTRODUCTION

The Saudi Arabian Oil Company (Aramco) employs over 65,000 employees in its operations in oil creation, exploration, marketing, refining, and international shipping. Given that the petroleum industry in Saudi Arabia, dominated by Aramco, is a fundamental contributor to the Saudi Arabian economy, the well-being and knowledge sharing of employees in the industry is of utmost importance to its performance [1]. However, the relationship between employee well-being and their knowledge-sharing behavior in the Saudi Arabian petroleum industry has not been addressed sufficiently in the literature [1]. Understanding how employee well-being impacts Aramco employees' willingness to share their experience may significantly influence human resource policies pertaining to employees' job satisfaction and performance [2].

According to Amin H. Nasser, the president and CEO of Saudi Aramco, "The oil and gasoline sector is centralized on enhancing the well-being of everybody who works in or is affected by our segment". Overall health and emotional wellness, specifically, have been in high demand among individuals. Aramco have distributed a few guides throughout the years, including the mental dangers of expulsion and the evaluation and management of weaknesses. However, there is still a need for more programs to increase the well-being of employees in the oil companies like Saudi Aramco [3].

The risks that exist and the negative consequences in the workplace can have health complications, which will cause the employee's well-being to be low and not perform as they should [4]. Halim et al. [5] comment that a company's expenses on health and safety for employees are an investment that pays off in a better way like productive performance and few absences. According to Albrechtsen et al.[6], although some entrepreneurs see these benefits as an expense, they need to keep employees well and reach their maximum production and performance level. Occupational risk prevention is the discipline that seeks to promote the health and safety of employees by identifying, evaluating, and controlling the dangers and risks associated with a work environment. Therefore, the development of activities and measures necessary to prevent accidents within the organization should be encouraged, since there are possibilities that a worker suffers an illness or accident related to the workplace [7], as a measure to enhance physical well-being of workers.

The oil and gas industries require research attention regarding employee well-being (EWB), as the industries suffer from compromised EWB as a result of weak enforcement of safety measures, work structure and support. If not addressed, desired level of knowledge sharing behavior may not be achieved. Research gaps remained in relation to EWB dimensions, leadership style and culture that affect KSB. Hence, the purpose of the study is to determine factors that motivate KSB.

LITERATURE REVIEW

The concept of Employee Well-Being

Employee well-being (EWB) is defined very differently across the literature. Some defined EWB narrowly. Van Laar et al. [8] explained EWB as "quality of working life or quality of work life (QWL)." However, some defined the EWB broadly. Page and Vella-Brodrick [9] described EWB as "employee mental health which is related to physical, psychological and social well-being". Researchers are difficult to compromise on a single basic term of EWB, which may be due to the large number of words and idioms used by researchers when referring to EWB or a general

idea. Page and Vella-Brodrick [9] investigated working environment well-being and employee mental health, whereas Wright, Cropanzano, and Bonett [10] investigated psychological well-being (PWB).

Authors prefer to go from one EWB to another, implying that there is no major difference in terms. Van Laar et al., [8] for example, claimed that QWL is conceptually equivalent to EWB, whereas Sirgy et al. [11] claimed that QWL is related to employee well-being. Several researchers adopted other definitions of well-being since psychologists from various branches of psychology have provided a different description of welfare [12]. A study by Cañibano [13] adopted the definition of well-being by the World Health Organization, which specified well-being as a three-dimensional concept comprising of physical, psychological, and social faculties. As stated by Boxall and Macky [14], EWB contained enjoyment, health, and relationship aspects. Juniper et al. [15] adopted the definition of work-related well-being in health-related quality of life clinics, whereby it is referred to as part of an employee's total well-being, which they perceived to be determined chiefly by their work and is influenced by workplace interventions. Meanwhile, Ryan and Deci [16] surmised that there are two main theoretical views in the context of well-being: one related to happiness such as hedonism, and the other in recognizing individual capability like eudemonism [17]. Despite these definitions that offer an overall idea of well-being, they do not provide a consistent explanation.

Page and Vella-Brodrick [9] suggested a thorough model that includes three main components of employee well-being, namely employee well-being, workplace well-being, and psychological well-being (PWB). As stated by Diener and Chan [18], EWB refers to an individual's judgment of these life qualities based on their private ideals [17]. In short, there is a general understanding of EWB that seems energetic, subjective in character, multi-faceted, and also unique to task satisfaction. Additionally, EWB describes a psychological condition. There continue to be mixed perspectives around the workplace facets it adopts, its relationship using network domain names, and the way overall well-being and physical well-being could be linked to the concept [17].

Theoretical Foundation of the Study

Maslow's Hierarchy of Needs is employed in this study to explain the needs of EWB in an organization. Maslow [19] proposes that motivation is the result of a person's attempt to fulfill the five basic needs of physiological, safety, social, esteem, and self-actualization. These needs can create internal pressures that can influence a person's behavior [19]. Employee well-being dimensions of physical, psychological and social are corresponding to Maslow's safety, esteem & self-actualization and social needs respectively. Thus, EWB dimensions are the main driving forces for people to demonstrate desirable work outcomes in organization. It also contains goals that lead to fulfilment and happiness. The theory's strength is that it promotes management approaches to focus on individual autonomy and personal growth, allowing employees to meet their esteem and self-actualization requirements. Effective management and support to meet these requirements at work will result in continuous development in the working life due to increased motivation [20]. Furthermore, Maslow's needs hierarchy implies that the higher order wants for esteem and self-actualization have the greatest effect on motivation. When these greater wants are met, they get stronger, but when lesser needs are met, they become weaker. However, the occupations that individuals undertake will not always meet their higher requirements, especially if they consist of repetitive or deskilled activities

that might make work difficult [21, 22]. Another limitation to the theory is that the needs of a person are endless, and that the satisfaction of needs will help improve the well-being of an employee. This means that there is no time in an employee's life where they will achieve complete satisfaction, which then reflects their well-being. The satisfaction of needs is indeed a good argument in discussing EWB, but it is not the only guarantee of well-being. Despite the fact that Maslow's theory has received significant criticism, particularly for the rigid fulfillment ordering of requirements, it is critical to respect its comprehensiveness in encasing an individual's primary driving factors. Saudi Aramco is a leading oil and gas company in Saudi Arabia and has a large number of employees who aspire to make a transition in their lives at one point in their careers. Satisfying their needs as reflected in various EWB dimensions would help Aramco achieve desired employee outcome such as knowledge sharing behavior.

Employee Well-Being and Knowledge Sharing Behavior

Many studies on knowledge management have rejected the positivist concept of knowledge as absolute truth in favor of accepting that there are various forms of knowledge [23]. For example, Nonaka [24] posited that there are four styles of knowledge conversion, namely socialization, externalization, combination, and internalization, depending on whether knowledge is converted between tacit, explicit, or in the same mode. In line with this literature, unique assortments of human understanding are categorized in many ways, such as the influential work of Polanyi (1958) with regards to tacit knowledge. In his publication, Polanyi, [25] states that what we know is more than what we can put into words. Tacit knowledge encompasses so much knowledge that it is not possible to separate nor be reproduced into a document or database [26].

However, prior research on helpful feelings alongside the mental attributes of people have reported its potential effects on knowledge-sharing conduct. Wasko and Faraj [27] believe that desirable psychological traits such as happiness and delight in assisting others have a positive influence on people's information-sharing behavior. This is consistent with George and Brief [28], who proposed that people with positive attitudes and traits are more likely to provide ideas for development, enhance latent, protect their companies, and convey goodwill to others. A similar result is also reported involving other positive attributes such as spending time for voluntary activities, helping others, and supporting, as well as promoting and protecting organizational objectives [29]. Such behavior is due to individuals' personalities, linked with favorable feelings, and enhances their performance in their respective organizations.

Adding to the discussion, Carr [30] highlights that the fundamental notion of positive psychology comprises pleasure and well-being. Whereas Lyubomirsky et al. [31] state that it is critical for virtually all human beings to desire long-term pleasure and well-being. Self-realization is one of the most important fundamental components of mental well-being[32], especially when it entails creating a meaningful relationship with other people. Self-realization refers to the higher feeling of resentment and warmth that enables most people to have higher love and deeper relationship. Such notion is supported by Shanafelt et al.[33], who confirmed that one's feeling of well-being is meaningfully related to compassion. Also, the requirement for empathy and concern coincides with George and Brief [28], who proposed that individuals who are more joyful often view things from a different perspective.

By expanding the approach on the sense of well-being, a person's actual conduct, such as supporting others or discussing knowledge, might be improved, including their KSB. Knowledge sharing is an essential means through which employees can participate in innovation, knowledge application, and their company's competitive advantage [34]. Knowledge sharing amongst employees and across teams helps companies to capitalize and take advantage of knowledge-based resources [35]. A number of researches have demonstrated that combination and knowledge sharing are associated with a significant decrease in the cost of production, quicker achievement of new product growth ventures, team performance, company innovation capabilities, as well as company performance, including sales development and income from new services and products [36]. This suggests that high EWB (happiness) is likely to positively drive helping behavior, including KSB. Thus, the following hypotheses were developed:

H1: There is a positive relationship between psychological well-being and KSB.

H2: There is a positive relationship between physical well-being and KSB.

H3: There is a positive relationship between social well-being and KSB.

Benevolent Leadership and Knowledge Sharing Behavior

Benevolent leadership refers to the type of individualized concern inside a non-workplace, such as dealing with subordinates as relatives, helping assistants during their crises, and expressing holistic care beyond functional relationships [37]. Benevolence is defined as a philosophical conviction in a person's proclivity to perform nice, kind, or generous deeds [38]. Employees are led by benevolent leaders who provide care, nourishment, and support [39].

Benevolence leaders are appreciated and respected due to their capability to enhance meaningfulness and EWB among employees. They also recognize human variances and offer individualized help to benefit the employees' progress [40]. Moreover, benevolent leaders are also known to motivate their employees to produce fresh thoughts, think independently, and question the existing operating principles [41]. This makes the employees feel in control of their work environment, which subsequently facilitates better working conditions, reduces disagreeable or stressful scenarios, and decreases stress levels.

In addition, supportive behavior by benevolent leaders may relieve stress from the employees and communicate the sense that assistance is always available whenever they face work-related problems. This will also lessen any tensions like emotional tiredness or medical ailments resulting from overtime duties and extra workloads [42]. Additionally, benevolent leaders reframe trying conditions as opportunities to improve [39]. For instance, a recent study by Wang et al. [43] found out benevolent leadership was strongly related to positive outcomes, such as individual sharing behaviors. Thus, the study formulates hypothesis:

H4: There is a positive relationship between benevolent leadership and KSB.

Innovative Organizational Culture and Knowledge Sharing Behavior

Organizational culture has received increased attention in recent decades owing to its possible influence on organizational productivity, growth, and performance [44, 45]. Organizational culture, which is often defined as a "social adhesive", that may serve as a point of identity, is essential for companies in the global market since the acknowledged learning will serve as a basis for its operations [46]. The effectiveness and stability of organizational culture might vary depending on how long the culture has been there [47]. Durmusoglu et al. [48] investigated the

impact of organizational culture on knowledge sharing behavior. However, various cultures have a distinct influence on results. As a consequence of values that are absorbed through the chain of attitude, intention, and conduct, the culture of an organization affects the behavior of its workers; recent research has investigated that organizational culture is a major predictor of information sharing behavior [49].

Among recent study has demonstrated that organizational culture is favorably associated with knowledge sharing [50]. People are eager to share knowledge in an atmosphere of mutual trust and confidence, but in a competitive setting, people may hoard their knowledge to obtain and preserve knowledge power [49]. Culture has the advantage of allowing the free flow of knowledge, developing confidence and trust among organizational members, connecting and uniting individuals, and avoiding anti-social norms. These cultural characteristics help individuals to voluntarily share their knowledge and expertise at work and in any other social setting, as well as to comprehend their knowledge-sharing behavior [51]. As a result, it is hypothesized that:

H5: There is a positive relationship between innovative organizational culture and KSB.

The Conceptual Framework of the Study

The conceptual framework of the study consists five independent variables which are psychological well-being, physical well-being, social well-being, benevolent leadership, and innovative organizational culture. Meanwhile, dependent variable is knowledge sharing behavior; tacit knowledge sharing behavior and explicit knowledge sharing behavior. These variables were constructed based on an extensive literature review, which are likely to improve the knowledge-sharing behavior in Aramco. Figure 1 illustrates the conceptual framework.

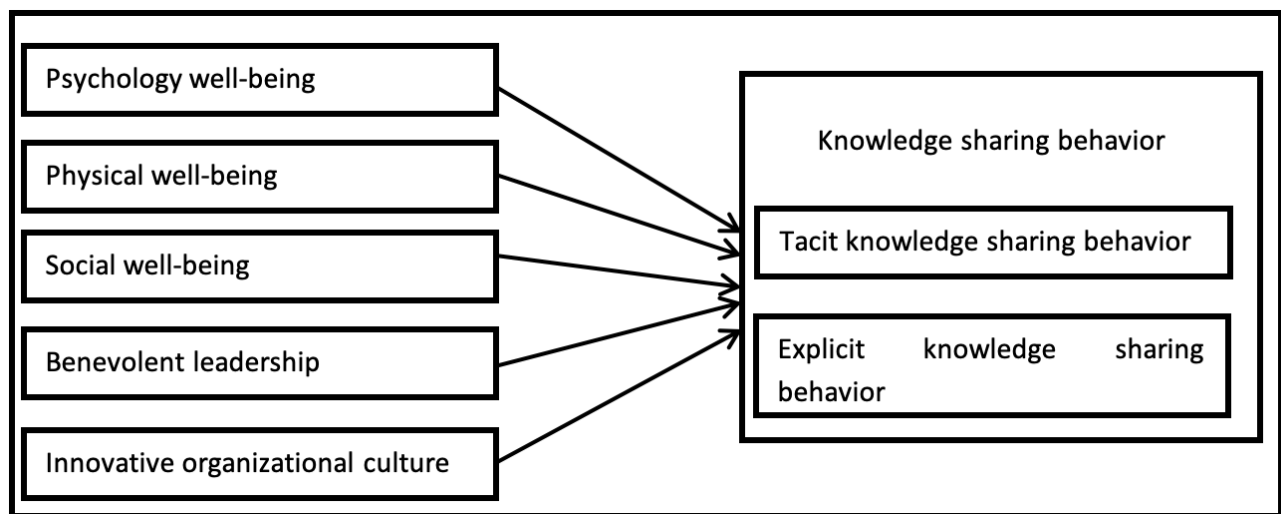


Figure 1 Conceptual framework

METHODOLOGY

Research Design and Measurement Scales

As this study concerns examining theoretically established relationships under the positivist paradigm, the more suitable research approach was the quantitative approach. Some advantages of utilizing quantitative data for research include decreased costs, increased rate of response, and precision in collecting information among a high number of respondents [52].

Also, quantitative systems generate reliable results that may be generalized to a broader section of people [53].

The survey instrument of current study contained two sections (Section A and Section B) which were measured by selected scales in the literature. Section A solicited the demographic background of the respondents. Section B measured the constructs, namely psychological well-being [54], physical well-being [55], social well-being [56], benevolent leadership [42], innovative organizational culture [57], and tacit & explicit KSB [58] basing on established scales. All items in section B were rated on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Appendix A presents the constructs' measurement items and sources.

Sample, data collection, and descriptive analysis

The population targeted in this study is the employees of Saudi Aramco, with a population size of about 65,000 [59]. Aramco has major economic importance because it dominates the petroleum industry in Saudi Arabia. Located in the city of Dhahran, its operations span the length of the Saudi Kingdom, with its products and goods distribution centers connecting all industry zones. Aramco's key export transport networks are situated at ports in the Arabian Gulf and the Red Sea. Moreover, Aramco has a large number of employees compared to other companies where they reached about 65,000 [59].

Data was collected by hand survey that was distributed to Aramco employees who have worked in Aramco for two years or more. A total of 306 questionnaires were returned, 46 of them were not suitable to analyze, due to missing responses. Thus, only 260 questionnaires were analyzed in this study. In the present research, the descriptive analysis showed that there were 250 married respondents representing 96.2% of the respondents. Also, the descriptive analysis pointed out that 98.5% of the respondents were male. The reason for the decrease of female workers rate in Aramco is because of the customs and traditions in Saudi Arabia, which did not allow women to engage in work. In terms of experience, 51.5% and 44.6% of the respondents have 6-10 years and 11-20 years of working experience respectively, whereas the remainder rate of responders has 2-5 years. Finally, there were 46.9% and 44.6% of the respondents getting monthly income between SR 15,000-20,000 and SR 10,000-15,000 respectively, while the rest percentage was less 5000 to 10000.

Assessments of normality, multicollinearity, and reliability

The normality test is used to evaluate whether all data meet the normality assumption. The Skewness and Kurtosis tests for each variable were employed to assess the normality. It is argued that data is considered to be normal if the Skewness value is between -2 to +2 and the Kurtosis value is between -7 to +7 [60, 61]. According to Table 2, the variables (Psychology well-being, Physical well-being, Social well-being, Benevolent leadership, Innovative organizational culture, and Knowledge sharing behavior) had an acceptable range of Skewness and Kurtosis values, where the Skewness values were ranged between -1.188 and -0.331. In the same line, the Kurtosis values were ranged between -0.277 and 1.250.

The multicollinearity test was employed in the study to examine if there is strong relationship between the independent variables [62]. This test is used to ensure that the independent variables do not correlate highly with each other, otherwise, it will affect the result of regression

test. According to [62] VIF value higher than 4.0 considers a multicollinearity case, while a tolerance value near zero would refer to a multicollinearity case. Table 2 shows that the independent variables (Psychological well-being, Physical well-being, Social well-being, Benevolent leadership, and Innovative organizational culture) indicated acceptable VIF values, which were ranged between 1.015 and 1.4716, while the tolerance values were ranged between 0.680 and 0.985. These results ensure that there is no multicollinearity case, and this model fits the regression test.

Table 2: Normality, Multicollinearity, and Reliability Test

Factors	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach Alpha	Tolerance	VIF
PSYW	4.151	0.330	-0.331	-0.076	0.703	.735	1.360
PHYW	4.112	0.579	-0.861	0.191	0.814	.711	1.407
SOCW	4.316	0.247	-0.599	0.517	0.704	.985	1.015
BL	3.944	0.529	-0.564	-0.039	0.749	.680	1.471
IOC	3.963	0.424	-0.431	-0.277	0.687	.729	1.372
KSB	4.096	0.606	-1.188	1.250	0.777	-	-

Where: PSYW: Psychological well-being, PHYW: Physical well-being, SOCW: Social well-being, BL: Benevolent leadership, IOC: Innovative organizational culture, and KSB: Knowledge sharing behavior

Finally, the reliability test has been utilized to find out variables' internal consistency. Cronbach alpha should be greater than 0.7 to be acceptable [63]. The variables (Psychology well-being, Physical well-being, social well-being, Benevolent leadership, Innovative organizational culture, and Knowledge sharing behavior) had an acceptable range of Cronbach Alpha values, where they were ranged between 0.687 and 0.814. These results ensure that there were good internal consistencies among the variables' items.

DATA ANALYSIS AND RESULTS

The correlation test was employed in the study to identify the type of relationships between the independent variables and the dependent variable. Table 3 shows the results of the correlation test. The correlation test has found the following:

- There is a positive and significant relationship between psychological well-being and knowledge sharing behavior among employees of Saudi Aramco with $r = 0.446$, and a significant level of 0.000.
- There is a positive and significant relationship between physical well-being and knowledge sharing behavior among employees of Saudi Aramco with $r = 0.459$, and a significant level of 0.000.
- There is weak relationship between social well-being and knowledge sharing behavior among employees of Saudi Aramco with $r = 0.235$, and a significant level of 0.004.
- There is a positive and significant relationship between benevolent leadership and knowledge sharing behavior among employees of Saudi Aramco with $r = 0.697$, and a significant level of 0.000.
- There is a positive and significant relationship between innovative organizational culture and knowledge sharing behavior among employees of Saudi Aramco with $r = 0.767$, and a significant level of 0.000.

Table 3: Correlation test

		PSYW	PHYW	SOCW	BL	IOC	KSB
PSYW	Pearson Correlation	1					
	Sig. (2-tailed)						
PHYW	Pearson Correlation	.448**	1				
	Sig. (2-tailed)	.000					
SOCW	Pearson Correlation	.005	.083	1			
	Sig. (2-tailed)	.930	.181				
BL	Pearson Correlation	.355**	.423**	.009	1		
	Sig. (2-tailed)	.000	.000	.886			
IOC	Pearson Correlation	.357**	.300**	-.057	.474**	1	
	Sig. (2-tailed)	.000	.000	.361	.000		
KSB	Pearson Correlation	.446**	.459**	.235**	.697**	.767**	1
	Sig. (2-tailed)	.000	.000	.004	.000	.000	

****.** Correlation is significant at the 0.01 level (2-tailed).

Finally, the regression test was employed in the study for the purpose of predicting the knowledge sharing behavior among employees of Saudi Aramco based on the independent variables (Psychological well-being, Physical well-being, Social well-being, Benevolent leadership, and Innovative organizational culture). According to Table 4, the adjusted R square is 0.746, which means the current model explains the 75.6% variance in knowledge sharing behavior among employees of Saudi Aramco, while the rest of 25.4% might be explained by other variables. Also, Table 3 shows a good regression equation, where it was found that psychological well-being (Beta = 0.138, T-value = 2.077, and P-value = 0.039), physical well-being (Beta = 0.140, T-value = 2.966, and P-value = 0.003), social well-being (Beta = 0.137, T-value = 2.076, and P-value = 0.004), benevolent leadership (Beta = 0.519, T-value = 9.806, and P-value = 0.000) and innovative organizational culture (Beta = 0.477, T-value = 14.434, and P-value = 0.000) significantly influence the knowledge sharing behavior.

Table 4: Regression Test

Factors	Beta	Std. Error	t-value	Sig.
(Constant)	-.918	.382	-2.406	.017
PSYW	.138	.066	2.077	.039
PHYW	.140	.047	2.966	.003
SOCW	.137	.066	2.076	.004
BL	.519	.053	9.806	.000
IOC	.477	.033	14.434	.000
Adjusted R²	0.746			
F-value	153.095			

DISCUSSION

Discussion of Psychological Well-being and Knowledge Sharing Behavior

The results indicated psychological WB has a positive relationship with KSB. Knowledge sharing is a critical aspect of every organization's growth plan. Saudi Aramco adopted this practice in its Accelerated Transformation Program (ATM), which aimed to position the company as a world-leading energy provider [64]. EWB, therefore, is essential as healthy individuals can easily contribute to knowledge sharing. According to Bränström et al. [65] model on the consequences of stress, distress decreases psychological well-being and learning capacity, which may affect KSB among employees. The study results, however, support the assumption that psychological well-being results in increased KSB of employees, corresponding to Maslow's theory that psychological aspects in terms of self-esteem and self-actualization are critical motivational factors.

Based on the findings, the mean score of psychological well-being was 4.151, indicating that most respondents experienced reasonable levels of positive mental states in terms of desire for involvement, feeling of competency, thriving at work. This contrasts with the study by Woodman and Jaoua [59], which established that only 37.6 percent of Aramco's employees suffer severe psychological consequences. In fact, more than 44.6% of respondents in this study worked in Aramco for more than ten years. The long tenure made respondents very comfortable with Aramco's way of doing things, translating to relatively high psychological well-being.

Discussion of Physical Well-being and Knowledge Sharing Behavior

The results show that increased physical well-being leads to improved tacit and explicit KSB among Saudi Aramco employees. Various aspects of physical well-being were addressed in this research, including physical fitness and employee's overall health condition. The study by Nixona et al. [66] indicated that deteriorating physical well-being is predicted by factors such as work stress, job hours, workload, and the absence of control, among others. The result of this confirmed literature conclusions suggesting that employees of Saudi Aramco who enjoys higher physical well-being are more able to share tacit and explicit knowledge with other members of their organizations.

In relative terms, employees who suffer from a physically impaired workplace are less likely to share their opinions with others [64]. Heavy workloads and long working hours also give little room for interpersonal interactions where members of an organization may share their expertise and discuss various solutions to workplace problems [67]. Such individuals may take their backrest from sharing their different expertise and information with other team members if they feel less in command of their surroundings [68].

Discussion of Social Well-being and Knowledge Sharing Behavior

The results show that increased social well-being leads to improved tacit and explicit KSB among Saudi Aramco employees. According to the findings, employees of Saudi Aramco perceive that their KSB increases with their social well-being. By definition, social welfare refers to the extent to which people feel a sense of belonging and social inclusion in their respective societies [69]. Employees of Saudi Aramco appear to value the ideal of social belonging within their organization. A sense of belonging also creates the ambiance necessary

for open interaction, thereby enhancing the unrestricted sharing of knowledge among various members of an organization [68].

Referring to the demographic profile of the organization's members, a significant rate of the respondents (i.e., 44.6%) stated that they had twelve years or more experience working with Aramco. This duration of work experience is significant enough to develop a sense of belonging within the organization, such that employees would look towards their colleagues for support that would enhance their perception of social well-being. In such friendly environments, tacit and explicit knowledge sharing is significantly increased as employees would seek comfort from one another in challenging tasks. This conclusion corresponds with De Dreu et al.'s, [70] deduction that a connected person is a person supported within the working environment. The research findings also match the conclusions of George and Brief [28], who suggested that joyful individuals are more willing to aid fellow employees based on a cultivated culture of social understanding. Likewise, these findings support Kolekofski and Heminger [71] views, based on the theory of planned behavior (TPB) that claimed workers engage in decisions to share knowledge based on the mutual understanding that joins them with co-workers in their organizations.

Discussion of Benevolent Leadership and Knowledge Sharing Behavior

According to the results, there is a significant relationship between Aramco's benevolent leadership and KSB. This study found that benevolent leadership might boost workers' levels of knowledge sharing behaviors. This positive and significant finding suggests that leadership is important in the organizational learning process, and employees may expect their leaders to be benevolent leaders who promote an organizational climate conducive to knowledge exchange. More precisely, a benevolent leader encourages ongoing organizational learning by encouraging intellectual stimulation and inspiring enthusiasm among employees[72].

Discussion of Innovative Organizational Culture and Knowledge Sharing Behavior

The findings indicate that there is a substantial link between Aramco Saudi's innovative organizational culture and KSB. This study lends credence to the idea that innovative work behavior required a high level of participation, long-term commitment, achievement bravery, and peer support [73]. It occurs when the values of the employee and the organizational values coincide [74]. According to the findings of this study, innovative organizational culture has a substantial impact on KSB. This conclusion backs with earlier study that individuals who observed organizational uniformity will urge other workers to work outside their job definitions and implement innovative ideas in the organization [74]. The knowledge management concept that argues that in order to exhibit innovative work behavior, people must interact in order to learn and share information [75]. Afsar et al. [76] discovered a substantial connection between innovative organizational culture and KSB. It indicates that increasing the innovative organizational culture can lead to KSB enhancement.

CONCLUSION, IMPLICATIONS, LIMITATIONS AND FUTURE STUDIES

EWB, Leadership and culture are key to ensuring that information sharing occurs in a healthy manner and that employees share information at the right level. This study found that psychological well-being, physical well-being, social well-being, benevolent leadership, and an innovative organizational culture contribute to increased KSB among Saudi Aramco employees. In a highly competitive climate, it is critical to maintain employee's knowledge-sharing

behavior. The practice of transmitting or spreading information from one individual, a group, and an organization to another person, group, and organization is known as knowledge sharing. Information, which is a valuable asset in a competitive market, is exchanged on occasion and not at random, and it is critical for people who have knowledge to know with whom and when they disclose this information [77], and these knowledge sharing behaviours strengthen organization's competitiveness.

Theoretical Contributions

This study contributes to the body of knowledge via investigating the interrelationship amongst employee well-being, benevolent leadership, innovative organizational culture, and knowledge sharing behavior. The theoretical basis for these links are based on the Maslow's hierarchy of needs theory. The findings support the notion by Maslow's hierarchy of needs theory where employee well-being is key to keep employees coming to work happily, as psychological (esteem and actualization), physical (safety) and social (belongingness) needs are fulfilled. Furthermore, this study extends Maslow's theory by testing its applicability to knowledge sharing and Saudi Arabia context, indicating that Maslow's needs of hierarchy theory is indeed has wide generalizability.

Managerial Implications

The findings of this study are useful for several parties such as Saudi Aramco company, the ministry of energy, and other operated oil and gas companies within Saudi Arabia. The finding of this study recommends Saudi Aramco Company pay much attention to developing benevolent leaders, as it has the highest effect among the KSB determinants. Also, innovative organization culture being the second important factor in enhancing KSB, this culture should be cultivated to improve the knowledge sharing behavior. Lastly, although effects of the three well-being dimensions on KSB were moderate, maintaining well-being are basic needs expected by employees and should not be overlooked.

Limitation and Future Studies

There are a few limitations of the study. First, the general approach applied in the current study was quantitative, which may lead to limited outcomes. With this method, research participants' response options are limited to those selected by the researcher [78]. Consequently, it is impossible to obtain deep insights into the beliefs and views of Saudi Aramco employees regarding factors influencing their well-being. Consequently, a mixed methodology is suggested for future studies with personalized interviews of human resource leaders and other organizations to better understand the factors affecting KSB as well as the strategies used by leaders to enhance KSB.

The findings of the study were derived from a relatively small sample of 260 Saudi Aramco employees. This sample may not be representative of the entire industry. Thus, it would be difficult to presume that the results represent the general characteristics of the whole oil and gas industry. The results may have been more generalizable had a more significant sample been considered. Therefore, comparative studies across different states or regions should be assumed to examine the research model using a larger sample to enhance the validity and generalizability of the results. In addition, replicating the study on a global scale to consider other oil and gas industry organizations would also be justified.

Finally, generally, the study covered variables considered relevant in predicting KSB. Still, there were variables in the existing literature that were not included in the final study. For instance, the recent literature has implied that the difference in various elements of EWB could be attributed to the personality and individual traits of workers [79-82]. In that regard, Marchand et al [83]. concluded that the compassion and conscientiousness of workers offer grounds for improved social interactions and achievements that are directly linked to well-being. Future research should consider the investigation of these variables under similar contexts to develop knowledge on their influence over EWB.

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APPENDIX A

Table 1: The constructs' measurement

Construct	Definitions	Measurement	Sources
1. Psychological well-being	Psychological well-being is a complicated concept that covers a scope of emotional, full of feeling and attitudinal variables that catch the general emotional well-being of people in different settings and measures in general psychological functioning (Wright & Cropanzano, 2000). This idea has incorporated a wide cross-area of indicators and factors, including work-related depression and anxiety, emotional burnout, and exhaustion and job satisfaction (Ilies et al., 2016; Schaufeli & Bakker, 2004).	Thriving at Work: 1. I find my job exciting. 2. I like my job. 3. I am proud of the job I have. 4. I find meaning in my work. Feeling of Competency at Work: 1. I know I am capable of doing my job. 2. I feel confident at work. 3. I feel effective and competent in my work. Perceived Recognition at Work: 1. I feel that my work is recognized. 2. I feel that my work efforts are appreciated. 3. I feel that the people I work with recognize my abilities. Desire for Involvement at Work: 1. I want to take the initiative in my work. 2. I care about the good functioning of my organization. 3. I want to contribute to achieving the goals of my organization.	Sandilya, 2018, Index of psychological well-being at work— Validation of tool in the Indian organizational context
2. Physical well-being	Physical health is often regarded as the human body's overall condition. All aspects of the human body such as general overall health, senses, intellect and the type and consistency of the actions partaken in (De Dreu et al., 2004).	1. I don't have many physical complaints. 2. I don't think that I have a heart condition. 3. I have a good appetite for food. 4. I have aches and pains ^R. 5. I am in good shape physically. 6. I think my health is deteriorating ^R. 7. I don't get tired very easily. 8. I can stand a fair amount of physical strain	Reker, 1984, Psychological and physical well-being in the elderly: The Perceived Well-Being Scale (PWB)

3.Social Well-being	The extent to which a person feels a sense of belonging and social inclusion. A connected person is a supported individual within the working environment (De Dreu et al., 2004).	1. I don't feel I belong to this organization ^R. 2. I feel close to other people in my organization. 3. My colleagues are a source of comfort. 4. In this organization, people who do a favor expect nothing in return. 5. In this organization, people do not care about other people's problems ^R. 6. I believe that people are kind in this organization. 7. I have something valuable to give to my organization. 8. My daily activities do not produce anything worthwhile for my organization ^R. 9. I have nothing important to contribute to my colleagues ^R. 10. My organization is becoming a better place for everyone. 11. My organization has stopped making progress ^R. 12. My organization isn't improving for people like me ^R. 13. My organization is too complex for me ^R. 14. I cannot make sense of what's going on in my organization ^R. 15. I find it easy to predict what will happen next in my organization.	Keyes, 1998, Social well-being
4.Benevolent leadership	Benevolent leadership can be defined as individualised care within a work domain, such as providing opportunities for subordinates to correct mistakes, avoiding public humiliation of subordinates, providing coaching and mentoring, attempting to solve subordinates'	1. My supervisor is like a family member when he/she gets along with us. 2. My supervisor devotes all his/her energy to taking care of me. 3. Beyond work relations, my supervisor expresses concern about my daily life. 4. My supervisor ordinarily shows a kind concern for my comfort. 5. My supervisor will help me when I'm in an emergency. 6. My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.	Cheng, 2004, Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations

	work problems, and demonstrating concern for subordinates' career development.	7. My supervisor meets my needs according to my personal requests. 8. My supervisor encourages me when I encounter arduous problems. 9. My supervisor takes good care of my family members as well. 10. My supervisor tries to understand what the cause is when I don't perform well. 11. My supervisor handles what is difficult to do or manage in everyday life for me.	
5. Innovative Organizational Culture	A work environment that leaders cultivate to encourage clear thinking and its program. Workplaces that generally nurture a culture of innovation subscribe to the notion that change is not the obligation of top leadership but can come from anyone in the organisation (Lee & Kim, 2017).	1. My supervisor has the courage to make innovations and take risks. 2. My supervisor actively leads the staff to grow and innovate. 3. My supervisor has the vision and insights to create new business opportunities. 4. Employees in my organization always have to face challenges, and they can learn and grow from the challenges. 5. My organization pays attention to the uniqueness of employees and encourages innovation from employees. 6. My organization is willing to take risks, and it is indeed an ambitious and energetic organization.	Chang, 2007, Exploring organizational culture for information security management
6. Tacit knowledge sharing behavior	The level to which an individual shares knowledge with other people. For instance, an employee shares knowledge according to his work experience or discuss knowledge based on professional expertise (Lin & Lee, 2004; Reyhav & Weisberg, 2009).	1. I often share my experience or know-how from work with my organizational members. 2. I always provide my know-where or know-whom at the request of my organizational members. 3. I like to share my expertise from my education or training with my organizational members in an effective way.	Hau, 2013, The effects of individual motivations and social capital on employees' tacit and explicit knowledge sharing intentions
7. Explicit knowledge	Structured knowledge that is articulated in	1. I often share my work reports and official documents with members of my organization.	

sharing behavior	symbolic form. Precise comprehension includes two components: 1) the cognitive element referring to emotional models (beliefs and perspectives); and 2) the technical portion relating to skills that could be applied in a circumstance (know-how) (Chung et al., 2015).	2. I always provide my manuals, methodologies, and models for members of my organization.	
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