




# “Organizational climate and psychological capital of university faculty members in Saudi Arabia: The moderating role of innovative organizational culture”

<b>AUTHORS</b>	Abdullah Fahad AIMulhim  
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Abdullah Fahad AlMulhim, Ph.D.,  
Associate Professor, Department of  
Business Administration, College of  
Business, Jouf University, Saudi Arabia.

Abdullah Fahad AlMulhim (Saudi Arabia)

# ORGANIZATIONAL CLIMATE AND PSYCHOLOGICAL CAPITAL OF UNIVERSITY FACULTY MEMBERS IN SAUDI ARABIA: THE MODERATING ROLE OF INNOVATIVE ORGANIZATIONAL CULTURE

## Abstract

The world is changing its impression of working methodologies. Development in each field of life has changed the association as well as the individual's way of life, conduct, and working environment. For this reason, the organizational climate has become a hot topic and is considered a primary influence in increasing employee abilities that further increase an organization's overall performance. Therefore, this study aims to explore the relationship between organizational climate and psychological capital with the moderating role of innovative organizational culture. For this purpose, data were collected from 232 faculty members in full-time jobs at the leading university (Jouf University) in Saudi Arabia. SEM was applied to test the hypotheses. This study found that organizational climate positively impacts psychological capital, while innovative organizational culture is a significant moderator that builds the association between organizational climate and psychological capital. This study concluded that organizational climate is an imperative factor that enhances psychological capital, as psychological capital has an inordinate impact on the worker's attitude, behavior, and performance, which is necessary for overall organizational performance. Hence, this study has theoretical and practical implications and leads the way for future exploration, such as in the context of higher educational institutions. It is explained that a healthy climate positively influences the psychological capital of faculty members, enhancing the work performed and the organization itself.

## Keywords

organizational climate, psychological capital, innovative organizational culture, faculty members, Jouf University, Saudi Arabia

## JEL Classification

M10, M12, D91

## INTRODUCTION

Psychological capital is the foundation of an organization, enabling it to compete with other organizations (Mutonyi, 2021; Vilariño del Castillo & Lopez-Zafra, 2022). The branch of positive psychology reflects the employee's measurable, positive psychological abilities. Psychological capital impacts workers' attitudes, behavior, and performance (Nwanzu & Babalola, 2019). Therefore, psychological capital is a critical element in motivating employees to be optimistic and strategically solve challenges (Çimen & Ozgan, 2018). For that reason, a worker needs a suitable organizational climate to use his/her abilities (Cooper et al., 2019) and an innovative culture, as the organizational climate enhances workers' perceptions and engages them to make the organization more effective (Brimhall, 2019; Li et al., 2019; Rožman & Štrukelj, 2021).



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In recent years, Saudi Arabia has encountered significant financial, social, and hierarchical changes. In this ongoing circumstance, further improvement requires proficient administration enhanced with psychological capital, like good faith, trust, versatility, and self-adequacy, and recently created human resources prepared by the instructive foundation's fulfillment (Idris & Manganaro, 2017). These days, educational institutions are equal powers to commercial centers. As such, change in this setting demands instructive establishments embracing the impression of a corporate business and treating the students as clients (Abubakar et al., 2018). Hence, employees' jobs cannot be disregarded as public manufacturers. A few variables, like society, environment, and culture, firmly influence an employee's performance and psychological capacities (AlMulhim, 2020; Makovec, 2018; Qureshi et al., 2021).

An innovative culture is a dynamic activity that urges the affiliated person to divulge a particular organization's beliefs, principles, and values. Therefore, the educational institution's innovative culture has become as important as climate over time. Furthermore, the habit of innovation in the culture motivates workers to bring more creativity to their working methods and makes the organization successful in a highly competitive market (AlMulhim, 2021; Mohamad et al., 2020; Zeb et al., 2021). Moreover, a deep analysis of the literature revealed that no study explains the relationship between organizational climate, psychological capital, and innovative organizational culture from the perspective of educational institutions in Saudi Arabia. Therefore, the outcomes from the analysis of this study can advantage decision-makers and the Ministry of Education sector to establish stratagems and design policies to advance the work condition of university faculty members.

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## 1. LITERATURE REVIEW AND HYPOTHESES

Currently, organizational climate is a buzz topic in further research for ensuring its positive aspect in different business sections (Caniëls & Baaten, 2019). The organizational climate is considered an essential factor for workers' well-being (Mutonyi et al., 2020; Siengthai et al., 2019). According to Berberoglu (2018), organizational climate is one crucial factor related to the organizational environment and workers' attitudes regarding their work. Comprehensively, the organizational climate is defined as an employee working environment that persists for a long time, which is very beneficial for the growing mechanism of knowledge (Di Stefano & Micheli, 2022). Therefore, a worthy organizational climate enhances the positive mindset among the workforce (Brimhall, 2019). They can use it to reinforce the perception, assertiveness, and control of decision-making, leading to an organization's mandatory consequences in competing with other entities (He et al., 2021). On the other hand, psychological capital is the backbone of the intellectual benefits of an organization. It is related to positive psychological abilities that enhance the capabilities of organizational performance (Khan et al., 2021; Nwanzu &

Babalola, 2019). Therefore, the organizational climate enhances workers' abilities and thinking to increase working efficiency (Umans et al., 2018).

Huang and Wang (2021), Koochi (2020), and Mutonyi (2021) researched organizational climate and psychological capital, but the relationship between these variables has been neglected. These variables mutually complement each other because the organizational climate is desirable for psychological capital since it increases the workers' abilities for the expected work consequence (Li et al., 2022; Mutonyi, 2021; Tefera & Hunsaker, 2021; Vong et al., 2018). Therefore, according to Huang and Wang (2021), the administrative staff must provide an excellent organizational climate to utilize their psychological ability. In educational institutions, faculty members need a responsive climate to use their psychological capital to solve learner problems (Huang & Zhang, 2022). For strategic outcomes, an organizational climate enhances a stakeholder's ability to make the organization successful (Haryono et al., 2019; Mutonyi, 2021).

Okun (2022) explained the positive side of psychological capital that affects an employee's well-being and improves organizational culture.

This study explained that the positive impact of psychological capital on organizational culture increases worker efficiency and quality of life. Further, Nwanzu and Babalola (2019) explained the organizational change that affects psychological capital in the context of optimism and self-efficiency. This study analyzed data from 169 employees, investigating that acceptance of change and innovation in an organization increases self-efficiency, making employees psychologically strong; however, this study has yet to include organizational climate.

Kang and Busser (2018) investigated the organizational climate and its impact on psychological capital. This study used descriptive methods and collected the data with the help of a questionnaire. The finding explained the positive impact of organizational climate on the psychological capital of the organization. Further, it is explained that a suitable organizational climate increases a worker's capacity to groom their hidden abilities and use them to enhance the performance of the organization.

Organizational culture is related to sharing essential assumptions for resolving problems. Therefore, innovation in culture discusses the inventive talent of the workers and the volume of creativity they are eager to express (Naveed et al., 2022). Therefore, innovative organizational culture can be defined as a work atmosphere in which the top management nurtures unconventional perceptions and their application (Alofan et al., 2020; Harel et al., 2021). In other words, the innovative organizational culture generally promotes the belief that innovation is not the domain of upper leadership but can come from anyone in the organization (Berberoglu, 2018; Naveed et al., 2022). Innovation in the organizational culture enhances the work capabilities of the workforce (Büschgens et al., 2013; Hanifah et al., 2019). Further, Hermida et al. (2019) explained that the innovative organizational culture increases an employee's creative persona, developing a culture of knowledge-sharing among the staff that makes the organization more powerful (AlMulhim, 2020; Oyemomi et al., 2019). The innovative organizational culture creates a working climate that motivates the workers to bring freshness to the provision

of service and production processes (Mohamad et al., 2020; Zeb et al., 2021).

In educational institutions, innovative culture relates to opportunities associated with the innovative goals of that institution. The application of innovation represents a team's ability to accomplish all the inventive concepts in a technique in which systems and procedures are co-aligned to fluctuations (Fuad et al., 2022). Cultural innovation not only changes the organizational working climate but also significantly influences the psychological capital of the workers, enabling them to give their best performance (Mesfin et al., 2020) within the organization. Innovative culture establishes a climate of creativity that inspires the workforce to create extraordinary work standards by utilizing their abilities (Ghasemzadeh et al., 2019; Xie et al., 2021). Innovative culture has gripped the foundations of the educational industry because it revolutionizes teaching ideas, teaching strategies, and the learning culture of students (Caliskan & Zhu, 2020). In addition, it has a significant role as the moderator in different phenomena (Mohamad et al., 2020), such as generating the organization's beliefs, accountabilities, values, and ideologies. Therefore, higher education institutions, like universities with innovative cultures, provide dynamic abilities to the organization to perform better. It also enables workers to exchange knowledge by creating a satisfactory climate (AlMulhim, 2021; Mesfin et al., 2020).

This study selects social exchange theory, which relates to psychological perceptions and social deviations as the collaborative exchange of assessments among different individuals. This theory is used exclusively in marketing to indicate and examine commercial connections. Therefore, this theory has profound roots in sociology, economics, and psychology. It also relates to the reinforcement principle, utilitarianism, and functionalism of the organization and the individual. This theory's most powerful theoretical patterns are to recognize workplace performance (Davis-Sramek et al., 2022; Hayward et al., 2022; Kim et al., 2022). Some theorists agree with the social exchange theory and regard it as a series of interactions that

generate responsibilities. According to Xu et al. (2022), social exchange is a procedure organizations adopt to increase employee contribution, taking care of individuals and the well-being of workers. In return, an employee who displays positive behavior and arrogance can affect the worker's performance and the organization by developing a favorable climate. Hence, the organizational climate is a professed environment in which workers and organizations meet their expectations, innovate their ideas, and make the organization successful. Davis-Sramek et al. (2022), Xia et al. (2022), and Xu et al. (2022) confronted this theory in current areas. For example, De Souza Meira and Hancer (2021) explained the concern and challenge of categorizing the undefined responsibilities among different individual workers and their expectations of job retention. Further, Smith et al. (2022) examined an organization's consideration to retain the employee's undesirable behavior with a shortage of specific social exchange thoughts that they ought to obligate.

Based on these situations, this study developed the objective to determine the relationship between organizational climate and psychological capital and discover the moderating role of innovative organizational culture to establish the relationship between the organizational climate and psychological capital of faculty members at the Jouf University of Saudi Arabia (Figure 1). Therefore, this study established the following hypotheses:

*H1: There is a positive relationship between organizational climate and psychological capital.*

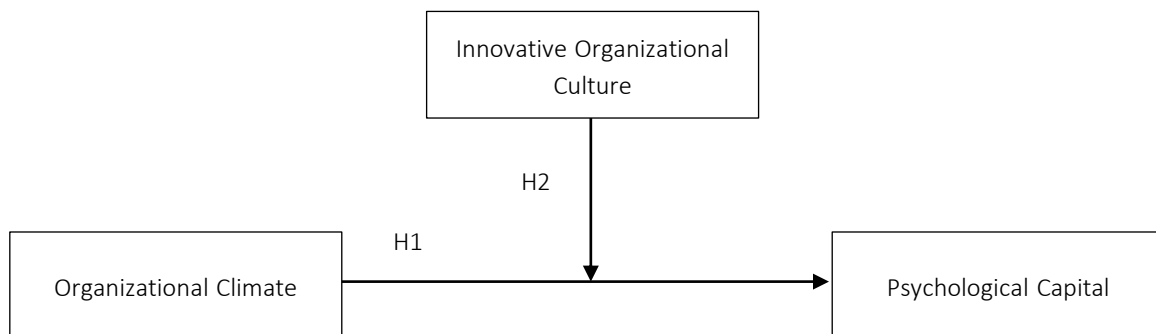
*H2: Innovative organizational culture moderates the relationship between the organizational climate and psychological capital.*

## 2. METHODOLOGY

### 2.1. Sampling and data collection

This study inspects the relationship of organizational climate with psychological capital using the moderating role of innovative organizational culture. Data are collected from faculty members of the leading university (Jouf University) in Saudi Arabia. First, the questionnaire is translated from English into Arabic to increase the rating response, as most respondents speak Arabic. For accuracy, a back translation was conducted. This process has been widely used to examine the precision of translation within a cross-cultural survey. Two bilingual speakers compared the sentences in the questionnaire with the original English version. If any difference was noticed, a sequence of retranslation and evaluation was repeated until the questionnaire was accurate. Second, for ethical clearance, a paper was attached to the questionnaire. The paper ensured that all statistics attained from participants would be coded and kept in a locked file. No one would have access to the data apart from the researcher to ensure the confidentiality and security of participants. Third, the university's management was emailed to update them about the study's objectives and get approval to collect the data. The institution's consent was taken for the participation of its staff (faculty members). After receiving appropriate approval from the university, the study unsystematically selected contributors. The questionnaire was uploaded, and the website link was sent to all potential contributors

Source: Developed by the author.



**Figure 1.** Research framework

who were full-time faculty members of the university. 232 responses were retrieved out of a total of 1778 faculty members. The privacy of the participants was guaranteed. The questionnaire was collected from December 16, 2021, to March 30, 2022. Table 1 explains the participant's profile.

**Table 1.** Profile of participants

Variables	Category	Percentage
Gender	Male	77.2%
	Female	22.8%
Age (In years)	25-34	17.7%
	35-45	57.3%
	46-55	21.6%
	56 +	3.4%
	1-5	37.9%
Experience (In years)	6-9	40.1%
	10-14	19.0%
	15 +	3.0%
	Teaching Assistant	3.9%
Academic position	Lecturer	12.9%
	Assistant Professor	61.2%
	Associate Professor	16.8%
	Professor	5.2%

Note: N = 232.

## 2.2. Measures

This study adopted measures developed by previous studies to guarantee the validity and reliability of the measurements. All the items measured on the data of these items are selected on a 5-point Likert scale from 1 = strongly agree to 5 = strongly disagree.

Luthans et al. (2007) settled the scales of psychological capital, such as optimism, hope, resiliency, and self-efficacy. Each scale has six items. In this scale, self-efficacy relates to self-confidence, ability challenges, and striving for the worker's success. This dimension has six items, corresponding to "I am happy to take on difficult and challenging work." Optimism is related to significant attitudes and outlooks regarding the present and future. This dimension has six items: "I always see the good side of things." Hope is related to significant assertiveness and attitude concerning the present and future. For example, "I pursue my goals with confidence." Resilience is associated with the ability to convalesce rapidly from adversity, frustration, and failure. This dimension has six items, such as "I

can quickly recover from frustration." For the organizational climate this study measured the organizational climate with five items, such as "My workload is appropriate, I get the learning" (Wang et al., 2018). Further, this study measured the innovative culture with five items: "In our organization, culture allows the people to be creative" (Mohamad et al., 2020).

## 3. RESULTS

The current study applied the PLS (partial least squares) approach to develop structural equation modeling (SEM) using smart PLS. This method aims to predict the model, allowing this study to examine the association among the variables. Moreover, this methodology offers the least amount of inconsistent findings than the regression approach in identifying moderating influence on the dependent variable (Hair Jr et al., 2020), confirming the significance of this method. Therefore, this study has applied a two-step analysis approach using the PLS in the literature. The first step measures inter-item reliability, convergences validity, and consistency reliability. In contrast, other steps are used for the model's prediction capability and hypothesis analysis (Hair et al., 2019; Henseler et al., 2012).

Table 2 explains the measurement model and determines the inter-item reliability at a 0.70% threshold level (Hair et al., 2019). It shows the convergent validity at a 0.50% threshold level with the help of average variance extracted (AVE) (Hair et al., 2019). According to these values, there is a high level of convergent validity. Additionally, Table 2 shows the value of composite reliability (CR). The value of CR is greater than the 0.70 threshold level, which explains the model's reliability and upper level of consistency. Therefore, overall, the model is a good fit in its nature.

This study applied HTMT to explore the discriminate validity. It is recommended that there will be discriminated validity in the model if the HTMT value is higher than 0.85 or exceeds 0.90. Table 3 shows that the HTMT values were below 0.85. This threshold level is suggested by Fornell and Larcker (1981).

**Table 2.** Measurement model

Latent variable	Items	Loadings	CA	AVE	CR
Organizational Climate	OC1	0.786	0.870	0.647	0.901
	OC2	0.816			
	OC3	0.780			
	OC4	0.838			
	OC5	0.799			
Innovative Organizational Culture	OIC1	0.665	0.813	0.555	0.860
	OIC2	0.856			
	OIC3	0.677			
	OIC4	0.849			
	OIC5	0.649			
Psychological Capital	PC1	0.899	0.979	0.675	0.980
	PC2	0.825			
	PC3	0.855			
	PC4	0.758			
	PC5	0.862			
	PC6	0.804			
	PC7	0.822			
	PC8	0.665			
	PC9	0.856			
	PC10	0.838			
	PC11	0.765			
	PC12	0.804			
	PC13	0.702			
	PC14	0.788			
	PC15	0.847			
	PC16	0.801			
	PC17	0.823			
	PC18	0.911			
	PC19	0.819			
	PC20	0.899			
	PC21	0.784			
	PC22	0.883			
	PC23	0.788			
	PC24	0.869			

Note: AVE = Average Variance Extracted, CR = Composite Reliability, CA = Cronbach's Alpha.

Before conducting the structural model (hypotheses tests), this study measured the determination of coefficient ( $R^2$ ), effect size ( $F^2$ ), and predictive relevance ( $Q^2$ ) of the model (see Table 4). The  $R^2$  in the model explains the explanatory power and is calculated by adopting the PLS algorithm. The  $R^2$  value of psychological capital is 0.631. This value is above the threshold level (0.10), as Falk and Miller (1992) suggested, so overall, the model is a good fit. According to Cohen (1988),  $F^2$  indicates three effects: small, medium, and large. The  $F^2$  values showed a large effect of psychological capital, indicating that the model is reliable. Regarding the model's predictive power, this study followed the data analysis process acclaimed by Shmueli et al. (2019). The  $Q^2$  of psychological capital is 0.417, which is greater than 0. Consequently, the model indicates sufficient predictive relevance.

### 3.1. Hypotheses testing

The current analysis used the second-step method to justify the hypotheses. The numerical values of the test are elaborated in Table 5.

Table 5 shows that the organizational climate positively correlates with psychological capital ( $\beta = 0.970$  and  $p < 0.000$ ); therefore, H1 is supported. Further, innovative organizational culture has a significant moderating role between the organizational climate and psychological capital ( $\beta = 0.086$  and  $p < 0.002$ ); therefore, H2 is also supported.

This study has developed an interaction plot to explain the moderating impact of innovative or-

**Table 3.** Discriminant validity (HTMT)

Construct	OC	IOC	PC
OC	-	-	-
IOC	0.691	-	-
PC	0.752	0.349	-

Note: IOC = Innovative Organizational Culture; OC = Organizational Climate; PC = Psychological Capital.

**Table 4.** Determination of coefficient, predictive relevance, and effect size

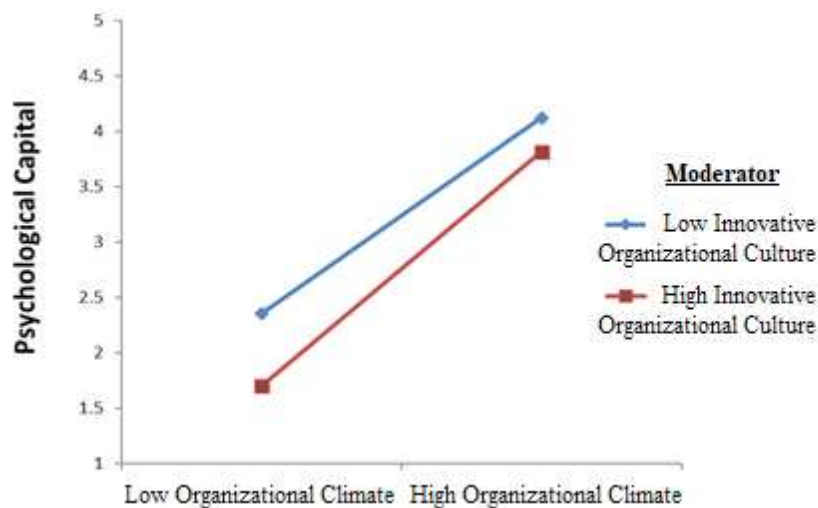
Construct	$R^2$	$F^2$	$Q^2$
Psychological Capital	0.631	0.094	0.417

Note: Determination of Coefficient ( $R^2$ ), Effect Size ( $F^2$ ), Predictive Relevance ( $Q^2$ ).

**Table 5.** Hypotheses testing

Hypotheses	Relationship	Beta	Standard error	T-Value	P-Value	Decision
H1	OC-> PC	0.970	0.059	16.436***	0.000	Supported
H2	OC * IOC -> PC	0.086	0.028	3.034**	0.002	Supported

Note: \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .



*Note:* Innovative organizational culture strengthens the positive relationship between organizational climate and psychological capital.

**Figure 2.** Relationships between the variables

organizational culture and the relationship between organizational climate and psychological capital. Figure 2 indicates that innovative organizational culture strengthens the positive relationship between organizational climate and psychological capital.

## 4. DISCUSSION

This study aimed to analyze the organizational climate and its relationship with psychological capital. In contrast, innovative organizational culture is selected as the moderator in the context of the educational sector in Saudi Arabia.

The first hypothesis (H1) shows that organizational climate has a positive and essential relationship with psychological capital. Providing the best organizational climate is crucial for human resources because it determines the employee's attitude, behavior, and performance (Okun, 2022). In the competitive world, an employee needs rigorous intellectual health to perform according to the organization's ever-growing expectations. The workload, obligations, and satisfactory climate of the organization play a central part in utilizing the psychological abilities of the employee, as supported by Li et al. (2019) and Rožman and Štrukelj (2021). Further, in educational contexts, the organizational climate is the main element that enhances the attraction

between faculty members and learners. If the best organizational climate is provided, this reputable climate allows knowledgeable exploration and social exchange within the teaching space. The organizational climate in the educational establishment assists the faculty in achieving their tasks because faculty performance overall affects organizational performance. The organizational climate enables employees to exchange thoughts and practice leadership aptitudes to improve work performance (Li et al., 2019; Nwanzu & Babalola, 2019; Okun, 2022; Rožman & Štrukelj, 2021; Vilariño del Castillo & Lopez-Zafra, 2022).

The second hypothesis (H2) is also accepted. It shows that innovative organizational culture moderates the relationship between organizational climate and psychological capital. This is because the innovative culture in an organization changes the vibrant nature of the business climate that brings freshness to the employee's work process, where they can use their abilities and develop self-confidence. An innovative organizational culture is the best moderator to link the explanatory variables and analyzed potential benefits. Innovation in culture facilitates the organization further in this climate to offer a space for an employee to discover psychological abilities to improve work skills, such as leadership, management, social exchange, and ascertain innovative educational tools. This result aligns with Barak and Yuan (2021) and Ur Rehman et al. (2019).



Further, in Saudi Arabia, men and women used to work side by side in an educational institution, and Saudi culture is different from western culture. Therefore, women faculty members have to face some challenges while performing their duties (Hennekam et al., 2020). Therefore, management should provide a good climate for the women faculty members to use their best psychological capital ability and follow the innovative culture of the organization. In short, the faculty members of the organization will be more effective in their performance if they are provided with a satisfactory climate where they can socially exchange knowledge. This leverage effect could also be seen in organizational performance and innovation at the cultural and societal levels.

The results gave significant theoretical importance to the existing works in many ways. Firstly, this study revealed the impact of organizational climate on the psychological capital of university faculty members in Saudi Arabia, which was largely neglected by prior studies. Secondly, this study selected innovative culture as the moderator to inspect the moderating role of innovative organizational culture for linking the organizational climate with psychological capital. However, efforts have yet to be made to research the moderating role of innovative organizational culture in the framework of full-time faculty members at Jouf University in Saudi Arabia. Thirdly, this paper justified the results with the help of social exchange theory and inspected that the implication of the SET is not new; it has been extensively applied in amplifying the relationship between the organization and workers. This theory determines the organization's behavior, working climate, and how employers and employees interact (Davis-Sramek et al., 2022; Hayward et al., 2022; Kim et al., 2022). This theory has some essential elements, such as impartiality, leader-member exchange, psychological indenture, collaboration, and belief, that are discussed under this theory. Ahmed et al. (2018), Kuruzovich et al. (2021), and Mohammad et al. (2021) explained that organizational culture could affect the efficiency and effectiveness of the social exchange system in the place of work. On behalf of the above discussion, this study has a solid theoretical basis in educational institutions in Saudi Arabia.

This study has various practical implementations. Firstly, in the context of higher educational institutions, the faculty members facilitate the country with professional human capital. Therefore, it is explained that a healthy climate positively influences the psychological capital of the faculty members, which enhances the work performed as well as the organization. Secondly, the workers in any organization are assets (Wang et al., 2018) and achievements of that organization, which depend on their psychosomatic activities and using their abilities. For this purpose, workers need a climate where they can utilize their abilities and bring innovation to work techniques. It explained that innovative culture acts as a moderator to stimulate the organizational climate that further influences employees' psychological capital in the context of hope, self-confidence, optimism, and resiliency. Further, this study not only gives practical benefits to educational institutions but also a new vision to business management in how they can improve their business performance. Its channels bring innovation to the production process by innovating the culture in the organization. In this way, the study has highlighted its importance and applicability across various cultures and benefits for the policymaker, society, and the administration of institutions.

However, this study has some restrictions, which can affect the results of future research. For example, it analyzed social exchange theory from the perspective of the higher education area. This theory is selected because it can represent the variables in the best way. However, the theory is developed in the context of western culture, and researchers have questioned whether it has any implementation in other countries. This paper accepts that this apprehension could affect the present findings; still, it is supposed not to substantially influence the theory in the Saudi Arabian context. The period used in this study has a specific lag. Future research can use longitudinal data analysis to increase the possibility of deep analysis. Second, data were collected from a specific educational institution, and a general analysis was made. Thus, there is a need to conduct a comparative study by collecting data from three or more universities. For future research, researchers should take data from different universities and compare the performance of these

universities. Third, this study recommends that upcoming research should collect extensive data for empirical analysis because this study used a small sample size that could be questionable. The same study can be conducted on larger sample sizes. Fourth, there is a necessity to conduct advanced research to liken current research re-

sults to western universities, which have different cultures and ethics. Finally, the moderating variable of this study is innovative organizational culture. However, future studies can use leadership style or innovative organizational behavior as the moderator to link organizational climate with the psychological capital variable.

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## CONCLUSION

This study investigated the relationship between organizational climate and psychological capital with the moderating role of innovative organizational culture from full-time faculty members at Jouf University in Saudi Arabia. The results showed that organizational climate positively affects psychological capital, while innovative organizational culture is a significant moderator and builds the association between organizational climate and psychological capital. This paper concluded that organizational climate is an imperative factor that enhances psychological capital, as psychological capital has an inordinate impact on the worker's attitude, behavior, and performance, which is necessary for organizational performance overall. Moreover, this study is unique in the context of KSA (Kingdom of Saudi Arabia) for bridging a major gap in the literature and inspecting the existence of social exchange theory in the context of the educational industry in Saudi Arabia.

## AUTHOR CONTRIBUTIONS

Conceptualization: Abdullah Fahad AlMulhim.  
 Data curation: Abdullah Fahad AlMulhim.  
 Formal analysis: Abdullah Fahad AlMulhim.  
 Funding acquisition: Abdullah Fahad AlMulhim.  
 Investigation: Abdullah Fahad AlMulhim.  
 Methodology: Abdullah Fahad AlMulhim.  
 Project administration: Abdullah Fahad AlMulhim.  
 Resources: Abdullah Fahad AlMulhim.  
 Software: Abdullah Fahad AlMulhim.  
 Supervision: Abdullah Fahad AlMulhim.  
 Validation: Abdullah Fahad AlMulhim.  
 Visualization: Abdullah Fahad AlMulhim.  
 Writing – original draft: Abdullah Fahad AlMulhim.  
 Writing – review & editing: Abdullah Fahad AlMulhim.

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