INFLUENCE OF CHALLENGING WORK FACTORS AND EMPLOYEES' WELL-BEING ON KNOWLEDGE SHARING BEHAVIOR IN SAUDI ARAMCO

By

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October 2021

Chairman : Associate Professor Ng Siew Imm, PhD
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Although previous research has demonstrated the impact of organizational components on employees, especially concerning their well-being, limited research has investigated the overall impact of innovative organizational culture (IOC) on employees' well-being (EWB) and knowledge sharing behavior (KSB) (both tacit and explicit) in the oil and gas context. Therefore, based on the Conservation of Resources Theory and Maslow's Hierarchy of Needs, this study aims to investigate how employees' well-being and knowledge sharing behavior can be managed within a challenging oil and gas workplace environment. It seeks to examine 1) the relationships between various work factors and employees' well-being in psychological, physical, and social aspects, 2) the relationships between employees' psychological, physical, and social well-being and knowledge sharing behavior (tacit and explicit), 3) the moderating effect of benevolent leadership on the relationship between challenging work factors and employees' physical, psychological, and social well-being, and 4) the moderating effect of innovative organizational culture (IOC) on the relationship between employees' physical, psychological, and social well-being with knowledge sharing behavior (KSB). This study employed the quantitative method and the survey technique was used for data collection. A total of 362 Saudi Aramco employees were recruited using judgmental sampling and Smart PLS and SPSS were used to analyze the data.

The findings posit that 1) job hazards were found to significantly affect the employee's physical well-being; 2) better knowledge-sharing behavior in both tacit and explicit dimensions was demonstrated as a result of improved employees' physical and social well-being. Specifically, tacit knowledge-sharing behavior was motivated by physical well-being while explicit knowledge-sharing behavior was motivated by social well-being; 3) In contrast to the initial prediction, workplace conflict was found to be positively related to social well-being. This could be due to the fact that Saudi Aramco welcomes open conflicts, where employees' sharing of different views, beliefs, and

feelings do not bother others and instead brings them closer, resulting in enhanced well-being; 4) benevolent leadership has a significant moderating effect on the path between job hazard and physical well-being. It was found that under a high benevolent leadership condition, the negative relationship between job hazard and physical well-being was stronger. This is in contrast with the hypothesized direction. The finding thus suggests that Saudi Aramco employees believe that the presence of benevolent leaders does not reduce the impact of job hazard on physical well-being, but rather it makes them feel even more tired; 5) IOC was found to significantly moderate the path between social well-being and explicit KSB. In a high IOC condition, the positive relationship between social well-being and explicit KSB was stronger. Thus, the presence of the IOC condition enhances the impact of social WB on explicit KSB.

Theoretically, this study adds further values to the pool of knowledge by recognizing three different types of employee well-being (psychological, physical, social) that contribute differently to knowledge sharing behavior. Also, it identifies conditions (moderators) where an employee's well-being and knowledge sharing behavior can be strengthened. Practically, this study provides ideas to human resource management on strategies to enhance employees' well-being for improved knowledge sharing behavior.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

PENGARUH FAKTOR PEKERJAAN YANG MENCABAR DAN KESEJAHTERAAN PEKERJA TERHADAP TINGKAH LAKU PERKONGSIAN PENGETAHUAN DI SAUDI ARAMCO

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Oktober 2021

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Walaupun penyelidikan terdahulu telah mengkaji kesan komponen organisasi terhadap pekerja, terutamanya terhadap kesejahteraan mereka, tidak banyak kajian yang telah dijalankan tentang kesan budaya organisasi inovatif (IOC) terhadap kesejahteraan pekerja (EWB) dan tingkah laku perkongsian pengetahuan (KSB) (tersurat dan tersirat) terutamanya dalam konteks industry minyak dan gas. Berdasarkan Teori Pemuliharaan Sumber dan Hierarki Keperluan Maslow, kajian ini menyiasat bagaimana kesejahteraan pekerja dan tingkah laku perkongsian pengetahuan boleh diuruskan dalam persekitaran tempat kerja minyak dan gas yang mencabar. Ia bertujuan untuk mengkaji 1) hubungan antara pelbagai faktor kerja dan kesejahteraan pekerja dalam aspek psikologi, fizikal, dan social; 2) hubungan antara kesejahteraan psikologi, fizikal, dan sosial pekerja dan tingkah laku perkongsian pengetahuan (tersirat dan tersurat); 3) kesan penyederhanaan kepimpinan terbaik terhadap hubungan antara faktor kerja yang mencabar dan kesejahteraan fizikal, psikologi, dan sosial pekerja; dan 4) kesan penyederhanaan budaya organisasi inovatif (IOC) terhadap hubungan antara pekerja. fizikal, psikologi, dan kesejahteraan sosial dengan tingkah laku perkongsian pengetahuan (KSB). Kajian ini menggunakan kaedah kuantitatif dan teknik tinjauan digunakan untuk pengumpulan data. Seramai 362 pekerja Saudi Aramco telah dipilih menggunakan pensampelan pertimbangan dan Smart PLS dan SPSS digunakan untuk menganalisa data.

Dapatan kajian menunjukkan bahawa 1) risiko pekerjaan mempengaruhi kesejahteraan fizikal pekerja; 2) tingkah laku perkongsian pengetahuan (tersurat dan tersirat) yang lebih baik terhasil dari peningkatan kesejahteraan fizikal dan sosial pekerja. Khususnya, tingkah laku perkongsian pengetahuan tersirat didorong oleh kesejahteraan fizikal manakala tingkah laku perkongsian pengetahuan tersurat didorong oleh kesejahteraan sosial; 3) Berbeza dengan ramalan awal, konflik tempat kerja mempunyai kaitan positif dengan kesejahteraan sosial. Ini mungkin disebabkan Saudi Aramco mengalu-alukan konflik terbuka, di mana perkongsian pandangan, kepercayaan, dan perasaan yang

berbeza dala kalangan pekerja tidak mengganggu orang lain dan sebaliknya mendekatkan mereka dan meningkatkan kesejahteraan antara pekerja; 4) Kepimpinan yang baik mempunyai kesan penyederhanaan yang ketara terhadap risiko pekerjaan dan kesejahteraan fizikal. Dalam hal ini, kewujudan kepimpinan berkebajikan yang tinggi membawa kepada hubungan negatif antara risiko pekerjaan dan kesejahteraan fizikal. Ini adalah berbeza dengan ramalan awal oleh kajian ini. Hasil kajian ini menunjukkan bahawa pekerja Saudi Aramco percaya bahawa kehadiran pemimpin yang baik tidak mengurangkan kesan risiko pekerjaan ke atas kesejahteraan fizikal mereka, malah ia membuatkan mereka berasa lebih letih; 5) IOC didapati secara signifikan menyederhanakan hubungan antara kesejahteraan sosial dan KSB tersurat. Dalam keadaan IOC yang tinggi, hubungan positif antara kesejahteraan sosial dan KSB tersurat adalah lebih kukuh. Oleh itu, IOC meningkatkan kesan WB sosial terhadap KSB yang tersurat.

Secara teorinya, kajian ini mempunyai tambah nilai terhadap cabang ilmu dengan mengiktiraf tiga jenis kesejahteraan pekerja (psikologi, fizikal, sosial) yang menyumbang kepada tingkah laku perkongsian pengetahuan. Ia juga mengenal pasti keadaan (moderator) di mana kesejahteraan pekerja dan tingkah laku perkongsian pengetahuan boleh diperkukuh. Secara praktikalnya, kajian ini memberikan idea dan strategi kepada pengurusan sumber manusia untuk menaik taraf tahap kesejahteraan pekerja bagi meningkatkan tingkah laku perkongsian pengetahuan.

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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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Declaration by graduate student

I hereby confirm that:

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LIST OF ABBREVIATIONS

EWB	Employee Well-being
PWB	Physical Well-being
PsWB	Psychological Well-being
SWB	Social Well-being
WWB	Workplace Well-being
KSB	Knowledge Sharing Behavior
KM	knowledge management
QWL	Quality of Work Life
QoWL	Quality of Working Life
WRQoL	Work-Related Quality of Life
IOC	Innovative Organizational Culture
BL	Benevolent Leadership

CHAPTER 1

INTRODUCTION

1.1 Overview of the Chapter

This chapter presents a brief introduction to the current research by providing an overview of the industry and background of the study. It is followed by a discussion about the research problem that highlights the research gaps under investigation. The chapter then introduces the research objectives, research questions, scope, and several operational definitions. Lastly, the chapter describes the layout and structure of this dissertation.

1.2 Overview of the Industry

Saudi Arabia is the world's largest exporter of crude oil and is considered one of the top three producers along with the United States and Russia (Bradshaw et al., 2019). It also dominates the global oil holds by a significant amount of approximately 260.1 billion barrels. It is believed that oil supplies are of fundamental importance to the Saudi Kingdom, and the steady flow of Saudi oil is fundamental to global markets and to the health of the Kingdom itself. In this regard, the importance of Saudi production to the global oil markets lies in the necessity for the national oil company, Aramco, to maintain abundant supplies of crude oil to compensate for any disruption in supplies that may result from sabotage, technical malfunctions, or natural disasters (Weijermars & Al-Shehri, 2022).

Statistics suggest that around 17% of the world's petroleum reserves are held by Saudi Arabia, and that its oil and gas industry contributes to over half of the country's gross domestic product and 70% of the export revenues (OPEC, 2021). Despite its leading role in OPEC, Saudi Arabia is investing more efforts to sustain its stable and prominent role in the global market. These efforts are evident by several dialogues between consumers and producers, the country’s willingness to host the International Energy Forum Secretariat Headquarters in Riyadh, and the financial support offered for such initiative (Su et al., 2019).

Saudi Arabian Oil Company (Aramco) is a state-owned oil organization in the Kingdom of Saudi Arabia. It is among the first oil organizations to be involved in the creation and exportation of crude oil and natural gas liquids (NGL) besides being one of the senior producers of natural gas (Alomi et al., 2018; Almansoori, 2021). Headquartered in Dhahran in the Eastern Province, the company’s business is spread across the Kingdom, which begins from assembling oil plants to the transportation of oil-based products to commercial centers. Aramco’s refineries also meet the regional requirement for air and land transport with its main export transport terminals situated at several ports across the Arabian Gulf and the Red Sea (Woodman & Jaoua, 2018).

Globally, Saudi Aramco holds significant projects in refinery and commerce activities in the Republic of Korea, Japan, the USA, and China. In addition, it has market interests in Europe, the Far East, and North America (Aldulaimi, 2016). Saudi Aramco further operates a large fleet of super-tankers to transport unrefined petroleum as well as stock compartments that serve residential clients. Currently, a massive focus for Aramco is the extension of suppliers' ability to find, create, process, and transport flammable gas (Aldulaimi, 2016) to address the increasing local demand for flammable gas among gas businesses. Flammable gas supply is useful for fundamental necessities such as water refinement and power generation.

Aramco employs over 65,000 employees in its operations of 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 (Aldulaimi, 2016). However, the relationship between employees' well-being and their knowledge sharing behavior in the Saudi Arabian petroleum industry has not been addressed sufficiently in the literature (Aldulaimi, 2016). Understanding how employee well-being impacts Aramco employees' willingness to share their experience may significantly influence the human resource policies pertaining to employees' job satisfaction and performance (Jayasinghe, 2017).

Aramco recently launched the Human Energy Management Program, which aims to unleash the energies of employees and encourage them to take care of their health and well-being through research workshops that provide the necessary resources on the sciences and arts concerned with human well-being (Alexander, 2018). In 2019, the Human Energy Management Program organized 117 workshops that discussed various topics, such as managing work stress, ideal design for business environments, health, and nutrition. The program also awarded various certificates and held various events at the company level that benefited more than 6,500 employees.

The company provides a range of incentives and returns, health care programs, residential and recreational facilities, as well as educational, professional, and personal development opportunities which aim to raise the level of employees' satisfaction and development while taking care of their health and well-being. Table 1.1 shows the total number of Aramco's employees working in the company's managed and wholly-owned assets in Saudi Arabia during 2018 and 2019 (Yanbu, 2021).

Table 1.1 : Breakdown of Aramco workforce

	Saudis	Expatriates	Total
Workforce size	54,666	10,600	65,266
Workforce percentage	83.76%	16.24%	100%

(Source: Aramco 2021)

In its most basic form, knowledge sharing is a method of gaining experience from others. According to Abdelwhab Ali et al. (2019), knowledge sharing in the oil and gas industry entails the preparation of task information, the ability to work with others to help people, problem-solving, policy implementation, and the development of new ideas. Knowledge sharing is a technique in knowledge management that is used to create, harvest, and sustain the oil and gas operation processes (Ogunmokun et al., 2020). It entails exchanging and disseminating ideas, experiences, and expertise with others to guarantee that knowledge is maintained, sustained, and retained in the organization.

According to Park & Gabbard (2018), information possessed by certain company personnel must be passed on to other employees in order for its value to be appropriated. Knowledge sharing is the most challenging aspect of knowledge management and serves as one of the most important factors in company knowledge management procedures (Wu et al., 2021). The challenges of information sharing in the oil and gas business may be summarized as follows:

(i) Disseminate the sender's information to the receiver.

(ii) Increase the employees' capacity to organize.

(iii) Improve their ability to adjust to a changing environment.

(iv) Apply newly acquired knowledge.

(v) Make effective business decisions.

Moreover, challenging work factors such as fatigue (i.e., mental fatigue, physical fatigue, and lack of energy) (Khan et al., 2021), job hazard such as vehicle collisions, falls, high-pressure lines and equipment, as well as explosions and fires (Alamri, 2019), along with horizontal (within the same managerial level) or vertical (between managerial levels) workplace conflicts (Skakon et al., 2010) may affect the well-being of employees in the Saudi oil sector. Work fatigue is a common phenomenon in the work environment, especially in jobs that involve a high load of physical and mental effort such as oil and gas-related jobs. Since it requires focusing on the task involving exploration, drilling, production, distribution, long and strenuous shift work, and teamwork (Jacquet et al., 2021), oil and gas-related jobs often involve high job hazards. Furthermore, hazards at work can derive from physical, chemical, mechanical, biological, psychological factors, along with risks derived from changes in the labor market and new structures and forms of organization that have generated significant problems in the workplace.

Well-being concerns are growing more prominent in the oil and gas business and it might be difficult for people to remain fully engaged and productive in the face of such problems. This may have a detrimental impact on staff productivity. While the petroleum sector is an exciting part of a country's economy, it also presents a variety of human resource issues such as business unpredictability, offshore and remote employment, shift work, and accidents. As Aramco's petroleum sector grows, occupational pressure will continue to be the determinant of its employees' health and well-being. Employees must also deal with socioeconomic pressures such as relocating to the project location while maintaining a careful balance of work and family obligations. The physiological and psychological manifestations of these stressors invariably result in isolation and a sense of lack of support, family stress, and distraction due to family issues, which may lead to accidents, workplace stress, difficulty focusing and being productive, sleeping and eating disorders, difficulty balancing family and work, and emotional impact of relocation and shift work.

The consequences of these changes in rhythm, production, schedules, technologies, personal skills which surround the jobs performed by workers have been recognized as working conditions, hazard situations derived from the work environment, physical and mental workload, or the way of organizing work or safety. According to Li et al. (2019), job hazard is the variable that determines the performance of a task in an environment based on the workers' health on the physical, psychological, safety, organizational, and social variables. While some employees see conflict as annoying and harmful, others may view it as an exciting aspect of work that provides opportunities to learn and share their knowledge (Jayasinghe, 2017).

Likewise, employees in certain departments may develop a shared inclination to manage conflict through problem-solving and fair debate. In contrast, others may share the propensity to adopt a patient attitude in managing conflict (Jayasinghe, 2017). Despite these implications, the literature on conflict management has rarely addressed employee well-being as an antecedent or outcome of workplace conflict. Thus, this study examined workplace conflict as a precursor to employee well-being (Sonnentag et al., 2013; Jahanshahi et al., 2020; Tafvelin et al., 2020; Muhamad Nasharudin et al., 2020; Tong et al., 2020; Musacchio, 2021).

1.3 Background of the Study

In order to ensure a sustainable employee knowledge sharing behavior that can result in competitive advantage, organizational variables must be considered. Drucker (1992) predicted more than a decade ago that it entered a knowledge society along with its respective knowledge economy and industry; knowledge workers would quickly dominate the workforce, and effectively managing them all would be a substantial challenge for most leaders. Carrying them out can only be done through intellectual power, conviction, persuasion, and interactive dialogue (Wang et al., 2017) since knowledge workers are not objects to be manipulated. Drucker (2002) argued that "knowledge workers can have a supervisor, but they are not subordinating, they are associates" (p.12). furthermore, they do not identify as workers but rather professionals,

they do not do observable things easily, and neither are they following a set of predictable outcomes.

Knowledge sharing behavior (KSB) and its related aspects are essential for any organization because of its positive effects when applied properly (Foss et al., 2010). For instance, knowledge sharing can empower individuals to collectively develop new knowledge beyond what one independently possesses (van den Hooff & Hendrix, 2004), thereby contributing to enhanced organizational capacity for innovation (Choi et al., 2008). Knowledge sharing can also entail greater individual problem-solving capability, which is useful for work-related competencies (Nickerson et al., 2019). Wu et al. (2012) explored the relationships among EWB, KSB, and work performance in oil organizations and inferred that KSB increases employees' performance by enhancing their well-being. Hence, KSB plays an important role in both organizational achievement and EWB. This makes it an important objective for organizational planning (Grant & Spender, 1996).

Employee well-being (EWB) is fundamental to the success and growth of organizations across the globe (Porath et al., 2012). Though it has emerged as a vital topic in organizational behavior research and industrial workplaces, past literature appears to provide no specific definition of EWB (Lyubomirsky, 2001). Ryan & Deci (2001) concluded that there are two critical philosophical perspectives regarding well-being. The first is happiness-oriented well-being while the second is a subjective experience of joy due to accomplishment or self-actualization. Research on well-being has admitted the legitimacy of both perspectives, leading to different theoretical models and paradigms being used to research EWB. Overall, EWB measures one's general quality of life based on their benchmarks (Diener, 1984, 2010). It comprises two components: long-term fulfillment (e.g., personal satisfaction) and exciting experience (e.g., from negative and positive comments) (Diener, 1984, 2010). Researchers have also proposed that EWB includes three parts: abnormal state of positive emotions, low level of undesired feelings, and general life satisfaction (Busseri et al., 2007).

One outstanding quality of EWB is its subjectivity as it can be centered on individual requirements rather than others' requirements (Diener, 1984, 2010). However, in a collectivist culture (e.g., China), symphonic connections are crucial to an individual's perception of well-being, whereby one's well-being is not merely their own but also that of the communal society (Gao et al., 2017). Otherwise, individuals are likely to forego personal necessities in a collectivist culture to boost the group's well-being (Markus & Kitayama, 1998). In contrast, well-being in America is not at the mercy of the community, though it may be susceptible to others in the societal group.

Organization's value EWB has been found to improve organizational well-being and corporate success (Grant et al., 2007). The significant implications are that EWB improves employees' performance and corporate citizenship behavior while decreasing the costs of turnover and absenteeism (Grant et al., 2007; Page & Vella-Brodrick, 2009; Troth & Guest, 2020; Ho & Kuvaas, 2020; Tuzovic & Kabadayi, 2020; Zhang, Wang, & Jia, 2021; Liu-Lastres & Wen, 2021; Salas-Vallina et al., 2021; Fürstenberg et al.,

2021; Hildenbrand et al., 2021). Although companies recognize the significance of EWB, the definition of well-being differs greatly (Kroon et al., 2009). It is now highly advised to understand the various EWB metrics. Some metrics, as recommended by Grant et al. (2007), posit the health, happiness, and associated components of employee well-being. Kroon et al. (2009) emphasize the importance of this specific conceptualization due to the many circumstances and management practices that influence these three dimensions as well as the dimensions' varying impacts on employee outcomes. Furthermore, the health, happiness, and relationships of employees with diverse characteristics and personalities are uneven (Danna & Griffin, 1999); hence, one general idea of EWB limits comprehension of its significance. Therefore, the current research concentrated on these three aspects of EWB.

Apart from EWB, numerous researchers (Grant & Spender, 1996) view the advanced knowledge economy as a unique resource for corporations to achieve competitive benefits and maintain long-term success (Nonaka & Takeuchi, 1995). Indeed, knowledge management has turned into a central business concern for corporations as it reflects how firms recognize, manage, and share knowledge to remain competitive (O'Dell & Gray, 1998). Since knowledge is created and applied by individuals (Nonaka, 1994), knowledge sharing is essential to transform individual knowledge into organizational knowledge (Foss et al., 2010). As such, researchers pointed out that employee knowledge sharing is the heart of knowledge management (Riege, 2005). Wu et al. (2012) also affirm that a firm's employees are the primary movers of the knowledge sharing process. If individuals are not inclined to share what they know, the execution of knowledge management could be in question.

In addition to EWB and KSB, leadership is a valuable management tool to improve organizational environment, and improving service performance may be utilized correctly to create pleasant connections with workers (Kozak & Uca, 2008). As leaders, effective managers give advices that encourage workers to take ownership of activities, think outside the box to solve business challenges, and make decisions that benefit the team and the organization (Bennett, 2009). On the other hand, failure to lead is costly in terms of staff turnover, absenteeism, poor performance, and customer discontent (Puni et al., 2016).

Employees' knowledge often comprises two main needs, namely formal education that allows them to enter knowledge work in the first place and continuing education throughout their working lives to maintain their knowledge (Drucker, 2003). According to Bavik et al. (2018), employees believe in the capability of benevolent leaders in knowledge creation and knowledge sharing within the organization. In this regard, employees seek for organizational climate that encourages knowledge acquiring, creation, and sharing. The study by Lin et al. (2018) established an argument that employees' perceptions about the knowledge acquiring, creation, and sharing is much related to the benevolent leadership behavior, thus reflecting that leaders play a crucial role in knowledge management development within an organization.

Gumusluoglu et al. (2017) found that benevolent leadership positively correlates with some dimensions of the knowledge management attributes, such as knowledge sharing. However, the consideration and basic structure are negatively related to knowledge acquisition attributes. Chen et al. (2018) found that the dimension of benevolent leadership has a positive and significant relationship with employee knowledge sharing. In particular, benevolent leadership is important for providing the vision and energy for knowledge sharing and maintaining effective knowledge management in practice. In addition, through individualized behaviors of benevolent leaders, subordinates are encouraged to be independent and autonomous which can discourage socialization and knowledge sharing. As such leadership style is relevant to the oil and gas industry as well as in fostering positive attitudinal and behavioural responses among employees with high-risk exposure, this research investigates the role of benevolent leadership in nurturing a sense of well-being among employees with high-risk exposure.

Leadership style is linked to EWB and organizational factors within the oil industry. An essential part of a petroleum company's success is the managers' ability to inspire employees to accomplish their highest capability, engage and embrace changes, and make good technical decisions (Aldulaimi, 2016). Successful leaders inspire workers to remedy industry issues and form conclusions that benefit the staff and firm (Bennett, 2009). As such, oil businesses need to adopt the significance of leadership and utilize its principles to enhance employee well-being. Failure to do so may result in employee turnover, absence, weakened performance, dissatisfaction, and ultimately highly costing oil organizations (Kara et al., 2013). Therefore, supportive behavior from benevolent leaders would relieve employees' pressure and give the impression that they can trust their colleagues when confronting challenging work-related or personal situations (Farh et al., 2008). This further diminishes stress indicators like emotional fatigue or health ailments resulting from emotional and additional work requirements (Farh & Cheng, 2000). Moreover, benevolent leaders reframe challenging situations as opportunities for improvement (Farh et al., 2008).

There are a limited number of studies on the impact of leadership styles on employee well-being in the context of the oil industry. EWB outcomes are a necessary component of management activities in oil companies; therefore, benevolent leadership may influence workers' well-being (Firth-Cozens & Mowbray, 2001). The research on benevolent leadership also shows that this leadership style has a beneficial influence on a variety of good employee outcomes, including leader satisfaction, organizational commitment, job performance, and organizational citizenship behavior (Farh et al., 2008). As an example, Kuoppala et al. (2008) confirmed that leadership relates to EWB. Thus, effective leadership appears to enhance the welfare of employees by decreasing their illness, absence, and disability allowances.

As valuable tacit knowledge is crucial to enhance and maintain Saudi Aramco's competitiveness, it was the main focus of the first-of-its-kind meeting that was held recently in Dhahran and attended by more than 200 employees. In the context of a knowledge policy, Saudi Aramco is proud to be one of the very few companies with a knowledge management policy, but that knowledge policy comes with responsibility

(Alhaboub, 2020). It has started with several professional associations, which are effectively functioning as a mechanism to bring in like-minded people to collaborate knowledge exchange (Al-Fehaid & Shaili, 2021). The KSB culture of full collaboration across the company along with the acquisition and exchange of valuable information will play a critical role in the company's future.

Looking to the future, the goal is to spread knowledge management policy across the company, disseminate general knowledge management instructions and operational excellence work, hold knowledge workshops, expand company-wide classification, and develop an integrated knowledge management solution.

Kremer et al. (2019, p. 36) describe knowledge as "human interpretation of a certain subject or specialized interest gained through continual study and experience". According to Quinn et al. (1996), knowledge is the professional intelligence that encompasses know-how, know-what, know-why, and self-motivated creativity in an organizational environment. In the information era, Ahmed et al. (2019) defined knowledge as the essence of power. Knowledge sharing, according to Olaisen & Revang (2017a), is a process that includes individuals and groups exchanging information. Aside from that, Olaisen & Revang (2017b) believe that knowledge sharing is the act of a person disseminating his gained information to other members of an organization. Whereas, Pee & Min (2017) view knowledge sharing as the process through which knowledge owned by one individual is changed into a form that can be understood and used by others.

According to Pittino et al. (2018), knowledge sharing is the process of giving and receiving information. Generally, sharing information is transmitting knowledge among a group of people, whether in a formal setting such as a job or in an informal setting such as among friends, or exchanges between a minimum of two persons to a large number of individuals. According to Raut et al. (2018), information sharing behavior is assessed by the frequency of knowledge transmission, where transmission refers to conveying or presenting knowledge to a possible receiver. They also say that sharing knowledge is frequently unnatural since individuals believe their knowledge is significant and vital, therefore hoarding knowledge and being distrustful of knowledge obtained from others is a natural tendency. Ji et al. (2018) believe that the efficacy of information sharing in organizations can be a crucial element in successful organization management. As a result, this study proposes two elements that may influence information sharing behavior, namely employee well-being and work challenges.

The oil and gas business has a significant influence on people's lives and livelihoods all around the world. According to Currency (2016), oil and gas is a cyclical and sophisticated industry that defines our modern economy. Despite the existence of alternate energy sources, oil and natural gas continue to be the most widely utilized and critical energy sources on the planet (Abdelwhab Ali et al., 2019). In addition to generating energy, the oil and gas industry provides resources for the manufacture of products in other sectors, including construction and paving materials, chemicals, and

transportation. Alizadeh et al. (2020) estimate that the transportation sector accounts for 60% of the total world oil consumption.

Oil and gas provide 60% of the energy demands of seven billion people across the world while other fuel sources provide 40% of similar needs. Surprisingly, despite recent breakthroughs in alternative fuels and increased concern about fossil fuels, oil and gas usage appears to be unchanged. As a result, the oil and gas sector will continue to be the dominant source of energy (Su et al., 2019). Due to factors like globalization, outsourcing, government regulations, and fast-changing technology, the oil and gas business often operates in a highly complex and chaotic environment (Natalicchio et al., 2017).

Unfortunately, knowledge loss is a major issue in this profession due to frequent turnover and retirements. According to Aramco, many technical knowledge professionals resigned from the oil and gas business between 2014 and 2020, and the number continues to rise (Alzahrani & Shaddady, 2021). Organizations must capture information through knowledge sharing activities in order to survive the knowledge drain caused by high turnover rates. Given the massive volume of data and information that must be gathered and used for decision-making, the oil and gas business has a tremendous influence on the global economy and knowledge within this industry must be handled appropriately. Knowledge sharing, on the other hand, has not been a priority in this industry.

Nevertheless, a variety of limiting factors contribute to knowledge loss in the oil and gas industry as well as other sectors due to significant turnover and a lack of information exchange methods. First, the factor of information sharing practices in the oil and gas business has yet to be conclusively established by past studies. For example, 200 global knowledge sharing professionals agreed that knowledge management research is lacking in a comprehensive grasp of the knowledge management factor (Inkinen, 2016). Second, earlier research on the impact of job obstacles and employee well-being characteristics on knowledge sharing has been uneven (Ganguly et al., 2019). Finally, firms have rigorously confined their information sharing procedures to long-term goals in the oil and gas industry (Henttonen et al., 2016). Given these characteristics, the goal of this research is to look into the important aspects that impact information sharing practices in Saudi Arabia's oil and gas business.

According to Gannon & Ostrom (1996), a work environment that promotes well-being often removes unfair discrimination. Moreover, well-being at work can affect an employee's status, sense of self-worth, and satisfaction, subsequently facilitating an environment that cultivates social interactions and friendship (Jayasinghe, 2017). For this reason, employers across all industries require employees to indicate their well-being as it is an essential aspect of workplace life. However, the well-being of employees at work has been compromised and driven by global competition, the rapid rate of technological advancement, and changes in domestic and global economies. When well-being is low, its influence is felt in all workplace spaces and manifested in reduced product quality, poor customer relations, and reduced profits. A prominent cause of poor

employee well-being is an organization's failure to handle change. In this era of rightsizing, mergers, and takeovers, a workplace can change rapidly and unpredictably (Danna & Griffin, 1999). As a result, employees may feel that their jobs are outside their control and that qualities previously rewarded at the workplace (e.g., dedication and years of service) are now ignored as managers prioritize profits above all else. Furthermore, leaders' lack of attention to employees' well-being may also lead to undesired outcomes (Jayasinghe, 2017).

Today, the challenge of innovating to create value focuses on doing things differently and even making them radically new (Oyemomi et al., 2019). This requires competent human capital and innovative culture where education plays an important role in all its stages for it to be the instrument that enhances one's skills and talent to enter the labor market and develop an innovative attitude that is crucial for them to be able to face the challenges of the future. Singh et al. (2021) argue that a company that aims to be innovative should possess a supportive culture and a context that favors innovation and its various organizational expressions. The people who work in an organization share a series of meanings that form the basis of the organizational culture. With an innovative behavior, the employees can see the innovative effort that each of the company's has or the degree of initiative that the company can carry out with the organization's human talent through the management and directions.

Kremer et al. (2019) addressed that innovative organizational development arises as a strategy around the need to generate, develop, and strengthen societal capacities for innovation through a planning, education, and communication program. It also promotes empowering leadership, oriented towards the participation of sustainable learning communities, and involved in the definition and execution of business policies for innovation. Leaders are the ones who should be the main promoters of innovation in companies while at the same time set innovation strategies, look for good ideas, transform them into valuable products or services, and achieve excellent results from implanted innovation. This, in return, can motivate employees to do new things, positive changes, evolve, and adapt to changes due to laws or resolutions that occur in the internal or external environment of the institution. Le & Lei (2019) note that to achieve greater competitiveness through innovation, the exchange of knowledge and cooperation relationships based on knowledge are important since the dissemination of knowledge increases business productivity. It can also be propounded that innovative behavior leads to competitiveness and business success, thus generating new or redesigned marketing services and customer satisfaction with innovation activities.

Social and environmental responsibility is fundamental to organizations' sustainability. Accordingly, to achieve sustainable competitive success, it is important for organizations to include policies on human relations (Gannon & Pillai, 2010). In this regard, an Employee Assistance Program (EAP) may help to identify patterns of declining well-being and implement strategies to counter its impact. The workplace is not a neutral setting in an employee's life; it is either a supportive environment or an environment that debilitates employees and establishes conditions under which individuals need EAP solutions to mitigate severe problems. However, research shows that limited companies

have consciously introduced a program to manage employee well-being (Alilyyani et al., 2018).

1.4 Motivation of the Study

Human resource development (HRD) has a key role to play in assisting businesses to identify and combat issues (Rigby & Ryan, 2018). An investigation on Saudi Arabia's human resource development patterns reveals the human capital issues faced by the Gulf Arab nations, in general, and Saudi Arabia, in particular (Saberi & Hamdan, 2019). Saudi Arabia's economy and HRD programs are experiencing a number of issues. The primary obstacles include the country's strong reliance on oil, the petrochemical industry, and foreign labor as well as the low percentage of female employment, the lack of a link between educational system output and economic sector demands, and the changing expectations of the youthful population.

The ambition of Aramco's transformation initiative is reflected in the company's HR strategy (Alexander, 2018), which is based on three perspectives: corporate strategy, market trends, and internal organizational health assessments. It is critical that HR functional strategies in areas such as recruiting, training and development, leadership, and engagement complement are compatible with the entire company plan. HRD partnerships improve organizational performance through cooperation, information sharing, and partnering with important stakeholders to reach business objectives. Furthermore, HR functions in organizations are the major drivers of organizational strategy (Anezi, 2021). The corporate HR objective, which is at the heart of Aramco's strategy, is to establish a people advantage for Saudi Aramco by taking into account the needs of potential talent. Over the 2014-2020 business plan, they have highlighted personnel planning, performance management, and leadership development as high-priority action areas to address.

Despite the high safety standards implemented by Aramco, there are several challenging work factors faced by its employees. These challenges can be categorized into three main factors, namely job fatigue, job hazard, and workplace conflict. In terms of job fatigue, issues like mental fatigue, physical fatigue, and lack of energy were found to be the most common fatigue sequences resulting from working in the oil and gas industry (Khan et al., 2021). Employees at Aramco are exposed to numerous hazards on the job including vehicle collisions, falls, high-pressure lines and equipment, explosions, and fires (Tang et al., 2018). Meanwhile, workplace conflict is mainly related to conflict resulting from managers' decisions and implementations by the employees. It is also attributed to the different perceptions among Aramco managers and employees (Enwereuzor, 2021).

1.5 Problem Statement

The above discussion on issues related to the oil and gas industry hence suggests that EWB in oil and gas companies requires research attention as the industry suffers from compromised EWB due to knowledge advancement and high competition. Several research gaps have also been identified including the dimensions of EWB being contextual and untested in Saudi Arabia, unclear influence of selected organizational factors on EWB, limited empirical support on EWB's impact towards knowledge sharing, and the lack of research pertaining to the role of benevolent leadership and innovative culture in the link between EWB and KSB.

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 our individuals. We 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" (Bader, 2017).

The prevention that Saudi oil and gas must have against the risks and negative consequences that exist in the workplace can have health complications, which will cause the employees' well-being to be low and not performing as they should (Nawaz et al., 2020). Halim et al. (2018) commented that a company's expenses on employees' health and safety serve as an investment that pays off in better productivity and performance as well as fewer absences. According to Albrechtsen et al. (2019), although some entrepreneurs see these benefits as expenses, 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 an organization should be encouraged since there are possibilities for a worker to suffer an illness or accident related to the workplace (Tang et al., 2018).

One of the most common problems that affect the development of companies worldwide is knowledge sharing (Dong et al., 2016), which can hinder them from achieving high performance. Knowledge sharing can be conducted individually or in groups. Several factors affect the approach that people use in sharing knowledge, such as well-being (Chumg et al., 2016; Ogunmokun et al., 2020; Zhao & Liu, 2020; Zhou et al., 2020; Berraies et al., 2020; Enwereuzor, 2021; Iqbal & Nawaz, 2021), fatigue (André et al., 2011), and job hazards (Rahman et al., 2019). In line with this, Saudi Aramco had adopted an Accelerated Transformation Program (ATM) in 2016 to position the company as the world's leading energy provider by 2020 (Holden et al., 2016). Saudi Aramco has harnessed many resources to achieve this ambition, including recognizing knowledge sharing as the main pillar of transformation (Gharamah et al., 2018). They emphasized the role of organizational factors in maximizing knowledge sharing within an organization as staff play a crucial role in knowledge sharing.

Hayman (2016) conducted a health assessment risk in Saudi Aramco and confirmed fatigue and job hazards as the leading factors behind health risk and absenteeism. Saudi Aramco reported several employee incidents over the last five years. According to the Civil Defense Agency, an oil pipe leak incident in 2017 had resulted in a fire that killed ten Aramco employees, one of the company's contractors, while many other employees were injured (MOI, 2017). Woodman & Jaoua (2018) linked fatigue and employee health to the well-being of Aramco's employees as they found that 37.6% of Aramco's employees suffer from extreme fatigue, which impacts their ability to share knowledge effectively. These factors affect the company's aim to achieve its goals by 2020. Aldulaimi (2018) and Lotayif (2021) further corroborated that achieving the company's target by 2020 depends on effective benevolent leadership, which will drive the transformation. This led Saudi Aramco to adopt a leadership development program in 2018, a long-term training program designed for the company's mid-level managers to boost their performance and mitigate obstacles in the transformation goals (Aldulaimi, 2018; Lotayif, 2021).

It is undeniable that society has undergone a profound change in recent decades, from the physical aspect of production to the intellectual one. The industrial society that revolutionized its time and made fundamental changes has given way to the knowledge society (Woodman & Jaoua, 2018). The trilogy of traditional production factors (capital, land, and labor) are no longer the only ones required for the change and production of goods and services. Currently, information and knowledge have become the new factors that need to be managed by organizations. Administrative, accounting, and economic systems were developed to manage production that is based mainly on tangible resources. In this new era where knowledge is the main source of wealth, traditional systems fail to capture and capitalize on this new source of wealth. The "Big Bang" that knowledge management has experienced in recent years has geometrically increased the availability of publications, models, and tools. However, there are gaps in the academic literature as well as training and consulting practices related to knowledge management (Massingham & Al Holaibi, 2017).

Several studies agree that knowledge sharing generates a positive effect on the performance of organizations and constitutes a source of competitive advantage (Ma et al., 2017). However, it is necessary to deepen the knowledge of background factors, principles, and practices related to knowledge sharing. The importance of knowledge sharing, its application, and usefulness in organizations is recognized in the academic field. However, despite a considerable number of publications, the management of knowledge sharing lacks theoretical support and empirical testing. Hence, there is a need for scientific validation of academic models for application in various organizations.

There are four gaps that are highlighted by this study. First, the literature shows a deficiency of research on the impact of EWB on KSB (Wang et al., 2017). Human resource management professionals have long advocated the importance of developing, sustaining, and protecting a company's most valuable resource. EWB is thus a growing concern among the academic society, policymakers, and companies themselves. There is also a growing understanding that EWB can have serious consequences in other

aspects of an employee's life (Sebastian et al., 2017). For instance, work should become safety following the introduction of health and safety laws to lessen the number of injuries and deaths (Huang et al., 2016). Indeed, the management is responsible for both laws and practices that provide a safe workplace. However, several organizations are still plagued by rising stress levels, mental health difficulties, burnout, absenteeism, depression, and distress, subsequently leading to higher turnover, low productivity, and poor work quality. These occurrences can often be traced to the companies' failure of paying enough attention to EWB (Huang et al., 2016). Most studies have researched EWB outcomes like job satisfaction (Huang et al., 2016), work participation (Rich et al., 2010), and workaholism (Schaufeli et al., 2008). Recently, outcomes such as KSB have been popularized, however, existing research has reported mixed findings on the EWB-KSB link. Thus, there is a literature gap in ascertaining the effect of EWB on KSB. Therefore, this study aims to provide further analysis of the relationship between EWB and KSB.

Also, this study investigates EWB as a multidimensional construct because viewing it as a single aspect of well-being is inadequate to understand its different outcomes (Alvi, 2017). Today, work intensification has improved and organizations are becoming lean, which may aggravate multiple aspects of well-being including physical, psychological, and social (Chumg et al., 2016; Zhao & Liu, 2020; Zhou et al., 2020; Berraies et al., 2020; Enwereuzor, 2021; Iqbal & Nawaz, 2021). This highlights on the necessity to study the various dimensions of EWB. Thus, there is a gap in examining the multidimensionality of EWB that is appropriate for oil and gas employees. Second, organizations seldom take into account the challenging components that impact EWB at work including factors like fatigue, hazards, and workplace conflict. In an oil company, all three well-being aspects (social, physical, and psychological) are important (Aldulaimi, 2016). Lyubomirsky et al. (2005) stated that in addition to the high sensation of well-being, it is required for most human beings to achieve lasting satisfaction. A rising number of research also suggests that individuals who experience extensive amount of joy and fulfillment are more likely to be successful and productive in their jobs (Boehm & Lyubomirsky, 2008).

Recent studies have found that individuals' experience of well-being is directly linked to social support (Diener & Biswas-Diener, 2002; George, 1991; Iverson et al., 1998). It has been noted that these indicators of success at work result in the happiness of workers (Boehm & Lyubomirsky, 2008). However, when help is given to co-workers, fatigue may increase and EWB may suffer. In the context of oil and gas, job hazards are also common (Kara et al., 2013), which is likely to explain EWB. In addition, research has indicated that workers in conflicts at work are suffering from stress symptoms such as depression (Spector & Jex, 1998), burnout (Richardsen et al., 1996) and physical complaints (Frone, 2000). Conflicts at the workplace may therefore pose a major danger to EWB. Empirical data, however, is equivocal on the influence of these challenges on EWB. Specifically, whether these presumed connections between disputes at the workplace and declined health for employees remain largely unaddressed.

Third, notwithstanding the substantial number of studies on leadership and EWB, a shortage of high caliber research in the oil and gas sector is evident. Also, some aspects of this relationship have been overlooked such as the moderating role of benevolent leadership on the link between work factors and EWB. This expected relationship has not been precisely shown in the oil industry, resulting in a research gap pertaining to the impact of the benevolent leadership type on the dimensions of EWB.

Fourth, although past research has demonstrated the impact of organizational components on workers, especially concerning their well-being (Miles & Mangold, 2007), there is a shortage of research addressing the function of an innovative organizational culture (IOC) in this relationship. Furthermore, limited research has investigated the overall impact of IOC on EWB and KSB (both implicit and explicit) in the oil and gas context. The IOC benefits organizations by providing competitive advantage during global recession, which meets the needs of the global oil and gas industry during the decline in the global oil price.

1.6 Research Questions

The research questions of this study were developed in response to the research gaps that were identified and highlighted in the research background and problem statement sections. The fundamental question of this study is "What are the challenging work factors and outcomes of employee well-being?". Meanwhile, the four specific questions are as below:

RQ1: What is the relationship between work challenging factors (fatigue, job hazard and workplace conflict) and employee well-being?

RQ2: What are the work and employee factors (physical, psychological, and social) that influence knowledge sharing behavior?

RQ3: Does benevolent leadership moderate the relationship between challenging work factors (fatigue, job hazard, and workplace conflict) and employee well-being (physical, psychological, and social)?

RQ4: Does innovative organizational culture moderate the relationship between employee well-being (physical, psychological, and social) and knowledge sharing behavior?

1.7 Research Objectives

The broad aim of this research is to gain insight into the extent and role of EWB as well as KSB in the workplace of Saudi Aramco. Such knowledge can provide further incentives for other organizations within and outside Saudi Arabia to devote their resources to EWB. This study thus aims to expand existing knowledge and improve the factors influencing EWB in Saudi Aramco, which will help to enhance employees'

working conditions. For this purpose, the research intended to determine conditions under which EWB and KSB can be sustained. Mainly, the study aims to achieve the following specific objectives:

RO1: To explore the relationship between work challenging factors (fatigue, job hazard and workplace conflict) and employee well-being.

RO2: To determine the work and employee factors (physical, psychological, and social) that influence knowledge sharing behavior.

RO3: To examine the moderating role of benevolent leadership in the relationship between challenging work factors and employee well-being (physical, psychological, and social).

RO4: To investigate the moderating role of innovative organizational culture in the relationship between employee well-being (physical, psychological, and social) and knowledge sharing behavior.

1.8 Significance of the Study

1.8.1 Theoretical study significance

From the theoretical point of view, this study contributes to the literature in three ways. First, this study relied on the Conservation of Resources Theory, which considers employee well-being as a valuable resource to an organization. Hence, knowledge sharing by the employees depends on the extent to which they enjoy psychological, physical, and social status within the organization. This study contributes to the role of innovative organizational culture in strengthening the role of social well-being towards knowledge sharing. Such result is validated by the present study by examining the moderation role of innovative organizational culture between the three dimensions of employee well-being and knowledge sharing behavior.

Second, there is a gap in the extant literature regarding the inter-relationships between organizational factors, EWB, and KSB. The results of this study will provide a significant contribution to the knowledge on how different organizational factors may influence EWB and KSB, especially in Saudi Aramco. It also discovers the dimensions of EWB that are relevant for oil and gas companies.

Third, there is a lack of empirical studies on whether the benevolent leadership style enhances the dimensions of EWB. This research will contribute to the EWB studies in addressing how leadership might buffer organizational factors' influence on EWB. Past studies (Mehari, 2015; Sharifirad, 2013; Siu et al., 2010; Verbraak, 2014) have focused on the positive influence of leadership on employees. In contrast, there is limited empirical research that has analyzed the moderating effects of leadership styles between

organizational factors and EWB (physical, psychological, and social). McGuire et al. (2009) stated that uncovering the moderating role of leadership style adds a significant value to understand how leaders can mitigate the negative effect of challenging organizational factors on EWB. As such, this research has the potential of aiding organizations in the oil industry, which will pave the way for future research in other industries. Finally, identifying the organizational culture that enhances KSB will contribute to the understanding of the EWB-KSB relationship. It also enriches the literature in terms of the aspects of KSB that ensue EWB.

1.8.2 Practical study significance

This study is essential for oil and gas companies in three ways. First, interest on EWB is increasing among academics, policymakers, companies, and governments that is prompted by the growing expenses of inadequate welfare. Second, there is a growing sense that a job may have adverse effects on employees, particularly if there is an unfavorable impact on their well-being. This could cascade into different areas of individuals' lives with presumably severe outcomes. Third, there are specific inadequacies in the methodologies used to investigate the well-being of employees in organizations, which significantly impacts the legitimacy and efficacy of any well-being program. By analyzing EWB in its three dimensions, this research will advance investigation in this area and thus benefits employees, employers, and policymakers.

Overall, the findings of this study have implications for research, policy development, and human resource development in business enterprises, particularly in a top oil firm like Saudi Aramco. The study will identify areas for improvement to enhance EWB and its significant outcomes. Finally, based on the findings, various suggestions will be offered to improve the efficacy of leadership within the firm. The innovative ideas reported in this study have practical consequences for managers and leaders, implying that they should establish leadership styles that encourage employee well-being, thus resulting in readiness to share tacit knowledge. Knowing that altruistic people are more likely to gladly share their expertise, managers might react by assigning altruistic people with specialized responsibilities within teams and giving them assignments that require them to interact and socialize with others. Such choices might help a group to share knowledge more effectively.

Additionally, measures to encourage willingness, such as rewards and team activities that boost innovative culture, should be designed for personnel with less altruistic tendencies. The current study adds to the existing occupational psychological and managerial literature by recommending that future studies should take into account other potential determinants of knowledge sharing, such as personality traits of consciousness, neuroticism, and competitiveness, and test them on people who work on less knowledge-intensive projects.

1.9 Scope of the Study

This research is focused on a specific problem within the managerial field in Saudi Aramco. The reason of selecting Saudi Arabia was prompted by its status as one of the most important countries in the world that produces and exports oil, therefore making the country as the focus of many oil and gas research. Saudi Aramco also plays a significant role in Saudi's market and industrial development. In fact, the oil industry accounts for approximately 87% of funding revenue, 42% of GDP, and 90% of export earnings (Jaffe, 2007).

This study was conducted among Saudi Aramco employees across the top, middle, and operational level as the target sample, with particular focus on the operational level as the majority of complaints come from them. Also, this research addressed managerial issues within the company related to five areas: challenging work factors of fatigue, job hazards, and workplace conflict; EWB; KSB; benevolent leadership; and IOC. The theoretical side of this study relied on several managerial theories to interpret the relationships among the variables. In particular, two theories were used in this study, namely the Conservation of Resources Theory and Maslow's Hierarchy of Needs Theory.

The research specifically used employees' evaluations of their well-being. As Aramco employees in the oil industry are reported to suffer from low well-being, the individual employee was employed as the unit of analysis to assess EWB (Huang et al., 2016). The study further assessed how work factors (fatigue, job hazard, workplace battle), benevolent leadership, and IOC explain how EWB and KSB can be sustained since these are the two pillars that drive performance (Chumg et al., 2015).

1.10 Operational Definitions of Variables

It is essential to conceptualize the basic terminologies used in the study as it will help to identify and quantify the significant theories of this study based on the purpose for which these theories were formulated (Rubin & Babbie, 2015). Conceptualization refers to the process through which the terms in this study were specified and utilized (Rubin & Babbie, 2015).

- **Employee**: Any female or male in the service of a company who gets paid at the close of the week, fortnight, or end of the month. Russo (1998) defines employee as an individual who works for wages or salary, whose work hours are set by the company at hourly or other basis, and whose labor is controlled by the employer. According to Russo (1998), employees get training, submit accounts, are reimbursed for expenses, use resources or materials given by the company, and may be dismissed.

- **Well-being:** According to Danna & Griffin (1999), well-being is the maintenance of a minimal level of performance by decreasing risks during exercise and lifestyle modification. Well-being involves assessing and monitoring the general health of employees. Assessment can be accomplished emotionally, physically, occupationally, nutritionally, intellectually, and ethically. For this study, the focus was on well-being at work only.

- **Psychological well-being:** Psychological well-being is a complicated idea that covers a scope of emotional and attitudinal variables that capture the general emotional well-being of people in different settings and measured as general psychological functioning (Rich et al., 2010). This concept has been incorporated to study a wide array of indicators and factors, including work-related depression and anxiety, emotional burnout, exhaustion, and job satisfaction (Ilies et al., 2016; McCormick et al., 2020; Timko et al., 2020; Aw et al., 2021).

- **Physical well-being:** Physical well-being is often regarded as the overall condition of the human body such as general health, senses, intellect, and the type and consistency of one's actions (Grant et al., 2007).

    - **Social well-being:** The degree to which a person feels a sense of belonging and social inclusion. A connected person is a supported individual within the working environment (Grant et al., 2007).
    - **Fatigue:** The feeling of tiredness or weariness or the need to rest in view of the absence of energy or quality in the working environment. Fatigue is regarded as the opposite edge of employees' vitality measurements and is linked to an individual's bodily problems (Ziebertz et al., 2015).

- **Job hazard:** An occupational hazard is something unpleasant that a person may suffer from or experience due to doing work or a hobby (Agwu, 2012).

- **Workplace conflict:** It is the process that starts when one person sees that the other person has impacted, or is going to impact, something that the person cares about (Thomas, 1992). Marquis & Huston (2006) described conflicts as internal or external arguments that arise from differences in views, feelings, or beliefs between no less than two people.

- **Tacit knowledge sharing behavior (KSB):** Tacit KSB can be defined as the level to which an individual shares knowledge with other people. For instance, an employee shares Knowledge based on his or her work experience or professional expertise (Chumg et al., 2014).

- **Explicit Knowledge sharing behavior (KSB)**: Explicit information is defined as structured knowledge that is articulated in a systematic form. It includes two components: 1) the cognitive element referring to emotional models (beliefs and

perspectives); and 2) the technical element relating to skills that could be applied in a circumstance (know-how) (Chumg et al., 2014).

- **Benevolent leadership:** Benevolent leadership can be defined as a sort of personal care in a field of work. It includes providing opportunities to fix errors, preventing subordinates' public humiliation, providing coaching and mentoring, resolving the work difficulties of subordinates, and displaying concern with their career development (Wang & Cheng, 2010).

- **Innovative organizational culture (IOC):** IOC is a work environment that is cultivated by leaders to encourage clear thinking. Workplaces that generally nurture a culture of innovation subscribe to the notion that change is not the territory of top leadership but can come from anyone in the organization (Lee & Kim, 2017).

1.11 Structure of the Research

This research is based on six strategic stages as illustrated in Figure 1.1. The present thesis is organized in six chapters as follows:

Chapter 1 — Introduction: This chapter presents the overall concept of the study, which includes the introduction to the central idea of the research and historical background of the study, problem statement, research objectives, significance of the study, and the structure and summary of the chapter.

Chapter 2 — Literature Review: This chapter reviews a number of relevant literature to define the scope of the research. It includes previous research on EWB and its predicting factors (challenging work factors), moderators (benevolent leadership and IOC), and outcomes (KSB). Finally, the research gaps are identified and addressed in this study.

Chapter3 — Conceptual Framework and Hypothesis Development: This chapter describes the conceptual framework developed for the study. The theories underpinning this study are also explained, following which a total of eight hypotheses are developed towards EWB for Saudi Aramco employees.

Chapter 4 — Methodology: The research methodologies used in the thesis are explained in this chapter, including the research design, sampling technique, data collection procedures, and data analysis techniques.

Chapter 5 — Findings and Analysis: The key point of this chapter is to analyze the data. It begins with data preparation that includes data cleaning and evaluation of the common method variance (CMV). It then presents the respondents' profiles and

estimates the measurement model. Finally, it discusses the moderating analysis and concludes the final hypotheses results.

Chapter 6 — Discussion and Conclusion: This chapter discusses the results of EWB according to the previously developed hypotheses. The discussion includes the research hypotheses, theoretical contributions, managerial implications, research limitations, suggestions for future research, and recommendations.

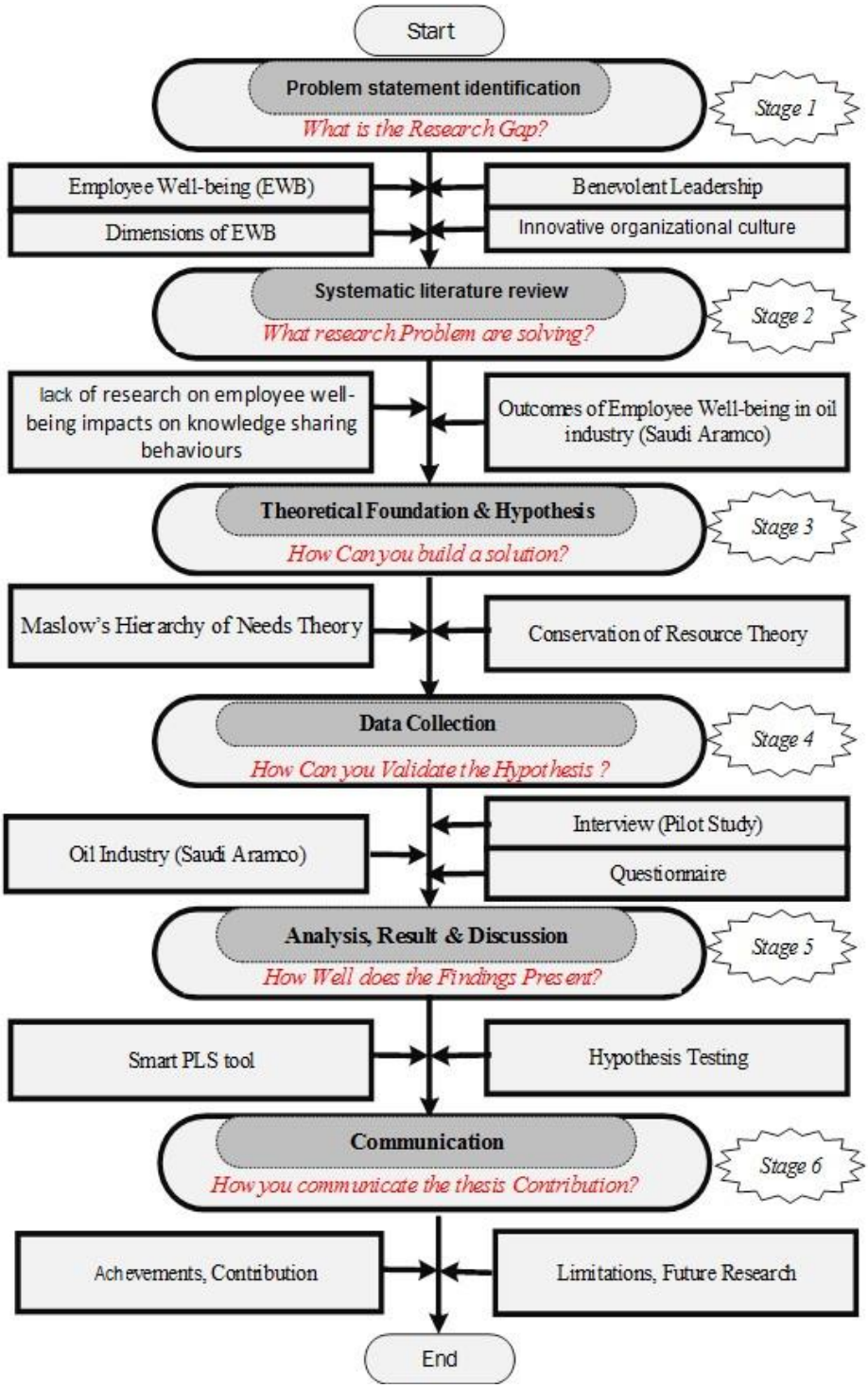

Figure 1.1 : The Research Stages

1.12 Conclusion

This chapter has provided the overall direction of the research by putting forward the background of the study and research questions as well as summarizing the literature gaps that provide a justification for the research. Past literature indicates that there is a need for further research on the factors influencing EWB and its outcomes in the oil industry. The significance of the study was also explained, showing that this study would be of advantage to various stakeholders. The definitions of essential terms used in the study were also provided followed by a summary of the thesis structure. Ultimately, this research hopes to increase the degree of EWB in Saudi Arabian organizations.

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