

Examining the Relationship Between Knowledge Sharing, Innovation Culture and Organizational Citizenship in the Media and Creative Industry: A Proposed Framework

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ABSTRACT

The media and creative industry operates in a highly dynamic and innovation-driven environment where collaboration, creativity, and voluntary employee engagement are critical for organizational success. This paper proposes a conceptual framework examining the relationships between knowledge sharing (KS), innovation culture, and organizational citizenship behavior (OCB) within the media and creative sector. Drawing on Social Exchange Theory and the Knowledge-Based View of the firm, the study suggests that knowledge sharing positively influences organizational citizenship behavior both directly and indirectly through innovation culture (IC). Innovation culture is proposed as a mediating mechanism that enhances the positive effects of knowledge exchange on discretionary employee behaviors. The paper contributes to the literature by integrating these constructs into a unified framework tailored to the characteristics of the media and creative industry. The study concludes with theoretical and practical implications and directions for future empirical validation.

Keywords: Knowledge Sharing, Innovation Culture, Organizational Citizenship, Proposed Framework.

INTRODUCTION

The media and creative industry has emerged as one of the most dynamic, knowledge-intensive, and innovation-driven sectors in modern economies (Lewis, 2025). As digital transformation accelerates, organizations in this field depend heavily on employees' creative competencies, collaborative learning, and discretionary efforts that transcend formal job descriptions (Ortiz-Ospino et al., 2025). This industry is characterized by the continuous creation, adaptation, and dissemination of new ideas, where human capital and organizational culture play pivotal roles in sustaining competitiveness and performance. In this regard, knowledge sharing, organizational citizenship behaviour (OCB), and innovation culture have become integral to the operational success and sustainability of media and creative enterprises (Ericsson et al., 2024; Lewis, 2025).

Knowledge sharing refers to the intentional dissemination and exchange of information, experience, and expertise among individuals within an organization. It facilitates the transformation of individual knowledge into organizational knowledge, contributing to enhanced learning, creativity, and innovation capabilities (Lee et al., 2023). Scholars argue that both explicit and tacit knowledge sharing underpin the development of innovative solutions and problem-solving behaviour, particularly in industries where creativity is central (Kan et al., 2025; Yıldız et al., 2025). Within the creative and media industries, where products and services are frequently intangible and project-based, effective knowledge sharing ensures that collective expertise is leveraged for innovation and value creation (Mayasari & Chandra, 2020; Danko & Crhová, 2020).

Moreover, knowledge sharing is closely linked with employees' willingness to go beyond their formal responsibilities, commonly referred to as organizational citizenship behaviour. OCB encompasses voluntary actions such as helping colleagues, offering constructive suggestions, and showing initiative that enhance organizational functioning and social cohesion (Khan et al., 2024). Research has shown that when employees

actively share knowledge, they also tend to display stronger citizenship behaviours because both behaviors stem from trust, mutual respect, and shared organizational goals (Afshar Jalili & Salempour, 2020; Abdelwakil, 2025). In the creative and media sectors, where teams often work under tight deadlines and fluid structures, such voluntary cooperation becomes essential for maintaining workflow continuity and fostering innovative outputs (Nelwan et al., 2024).

However, both knowledge sharing and OCB are profoundly influenced by the surrounding organizational culture and, more specifically, the innovation culture embedded within firms. Organizational culture provides the shared values, beliefs, and norms that shape employees' attitudes and behaviours. A strong innovation culture defined by openness, collaboration, and risk-tolerance creates a fertile environment for the exchange of ideas and the demonstration of citizenship behaviors that advance organizational learning and innovation (Steffl et al., 2025; Zhang et al., 2023). Such a culture reinforces the notion that innovation is a collective responsibility, encouraging employees to contribute their knowledge freely and to engage in discretionary behaviours that sustain creative momentum.

Despite the importance of knowledge sharing and OCB, limited research has examined how these constructs interact within the media and creative industry. Moreover, the role of innovation culture as an enabling organizational mechanism remains underexplored. This paper proposes a conceptual framework to address this gap.

THEORETICAL LITERATURE AND HYPOTHESIS DEVELOPMENT

Social Exchange Theory (SET) posits that employees respond positively when they perceive organizational support, trust, and collaborative interaction. When organizations foster environments that encourage knowledge sharing and cultivate an innovation-oriented culture, employees are more likely to reciprocate through constructive discretionary behaviours, such as organizational citizenship behaviour (OCB). However, Knowledge-Based View (KBV) conceptualizes knowledge as a critical strategic asset that drives competitive advantage. Organizations that effectively create, share, and manage knowledge processes are better positioned to enhance innovation, improve performance, and increase employee engagement. KS, IC, and OCB are important internal factors for any organization as intangible resources that can differentiate them in the competitive market.

Knowledge Sharing

Knowledge sharing refers to the process by which individuals exchange information, expertise, and experiences to create new knowledge or enhance organizational effectiveness (Kan et al., 2025). It includes both explicit knowledge, which is formal and easily communicated, and tacit knowledge, which is experiential and harder to codify (Yıldız et al., 2025). Effective knowledge sharing fosters learning, collaboration, and innovation by ensuring that valuable insights are disseminated throughout the organization (Lee et al., 2023; Kan et al., 2025). Within creative and media contexts, knowledge sharing plays a critical role in integrating diverse creative inputs, stimulating innovation, and sustaining competitiveness (Mayasari & Chandra, 2020; Danko & Crhová, 2020). In creative industries, where work often relies on collaboration among designers, producers, editors, and digital specialists, knowledge sharing facilitates idea generation and problem-solving. Open communication channels and collaborative platforms enhance creative output and organizational learning.

Innovation Culture

Innovation culture represents a set of shared organizational values, norms, and practices that encourage creativity, experimentation, and continuous improvement (Steffl et al., 2025). It is characterized by openness to new ideas, tolerance for risk, and strong support for collaborative problem-solving (Arsawan et al., 2022; Kharisma et al., 2025). An innovation-supportive culture enables employees to transform ideas into actionable solutions, promoting both individual and organizational learning (Budur et al., 2024; Zhang et al., 2023). In the creative sector, innovation culture serves as a critical enabler of sustained creativity and adaptability, allowing organizations to respond effectively to market and technological changes (Steffl et al., 2025; Ericsson et al., 2024). In the media and creative sector, innovation culture is particularly critical due to rapid digital

transformation, evolving audience preferences, and technological disruption. Organizations that foster psychological safety, autonomy, and cross-functional collaboration are more likely to sustain innovation.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior encompasses voluntary, extra-role behaviors that are not part of formal job requirements but contribute to the organization's overall effectiveness (Abdelwakil, 2025). These behaviors include altruism, conscientiousness, and civic virtue, all of which enhance teamwork and collective performance (Iqbal & Parray, 2025). OCB reflects employees' willingness to go beyond contractual obligations to support colleagues and the organization, fostering trust, collaboration, and innovation (Khan et al., 2024; Abdelwakil, 2025). In creative organizations, OCB is particularly vital because it supports flexible collaboration and the continuous generation of ideas necessary for innovation (Nelwan et al., 2024). In creative industries, where teamwork and project-based collaboration are common, OCB enhances coordination, reduces conflict, and improves overall project outcomes.

Media and Creative Industry

The media and creative industry comprises a range of sectors that integrate creativity, technology, and commerce to produce and distribute cultural, informational, and entertainment products (Ortiz-Ospino et al., 2025). This includes fields such as film, television, radio, digital media, advertising, publishing, design, and performing arts (Lewis, 2025; Ortiz-Ospino et al., 2025). These industries are characterized by project-based work structures, rapid innovation cycles, and high interdependence among creative professionals (Koivula et al., 2022). As knowledge-intensive environments, they rely heavily on collaboration, knowledge sharing, and innovation culture to generate value and maintain a competitive edge (Głowacki, 2021; Ericsson et al., 2024).

Hypothesis development

Hypothesis development is the process of formulating a clear, testable, and research-based prediction about the relationship between variables. Building upon the theoretical foundation and conceptual framework presented earlier, this section outlines the study's hypotheses, which are derived from the established relationships among knowledge sharing, innovation culture, and organizational citizenship behavior.

The relationship between Knowledge Sharing and Innovation Culture

Knowledge sharing is widely regarded as the foundation of organizational learning and innovation. It involves the voluntary exchange of explicit and tacit knowledge among employees, enabling collective creativity, problem-solving, and performance improvement. According to the Knowledge-Based View, organizations develop competitive advantage when they effectively manage and share knowledge (Arsawan et al., 2022). Prior studies have consistently demonstrated that knowledge sharing fosters an environment conducive to innovation, where collaboration, experimentation, and continuous improvement are encouraged (Budur et al., 2024; Le & Vu, 2025).

In the media and creative industry, where work processes are often project-based and interdependent, knowledge sharing is crucial for building a strong innovation culture. Shared knowledge not only fuels new ideas but also reinforces values such as openness, trust, and flexibility key characteristics of innovation-oriented cultures (Koivula et al., 2022; Steffl et al., 2025). Employees who actively exchange knowledge contribute to an atmosphere where creative experimentation is normalized, and collective problem-solving becomes an integral part of daily work. Knowledge sharing promotes trust, collaboration, and mutual support among employees. When individuals actively exchange knowledge, they strengthen interpersonal relationships and collective commitment, which can foster OCB. Thus, based on both theoretical and empirical evidence, the following hypothesis is proposed:

H1: Knowledge sharing has a positive and significant relationship with innovation culture.

The relationship between Innovation Culture and Organizational Citizenship Behavior

Innovation culture represents a set of shared norms, values, and beliefs that support creativity, collaboration, and continuous learning within an organization. When an organization cultivates such a culture, employees perceive that their creative contributions are valued and rewarded. In response, they engage in extra-role behaviors voluntary actions that extend beyond formal job duties to support colleagues, share ideas, and contribute to the organization's goals (Hong & Zainal, 2022; Ashraf, 2023).

Drawing from Social Exchange Theory, employees reciprocate the organization's support by displaying positive attitudes and behaviors that benefit the collective, such as OCB. In an innovation-oriented culture, this reciprocity manifests through behaviors like helping others, mentoring, or taking initiative in creative projects. Studies have found that innovation-supportive cultures lead to higher levels of OCB by promoting psychological safety, autonomy, and a sense of belonging (Camacho et al., 2024; Iqbal & Parray, 2025). Knowledge sharing contributes to the development of an innovation-oriented climate. The exchange of ideas stimulates creativity, enhances collective learning, and supports experimentation.

In creative organizations, where success depends on team collaboration and mutual trust, innovation culture acts as a behavioral catalyst that encourages employees to engage in cooperative and prosocial behaviors. Therefore, it is hypothesized that:

H2: Innovation culture has a positive and significant relationship with organizational citizenship behavior.

The relationship between Knowledge Sharing and Organizational Citizenship Behavior

Knowledge sharing itself is an inherently prosocial activity and can be conceptualized as a specific form of OCB. Employees who willingly share information, insights, and expertise do so not because it is required but because it benefits their peers and the organization. Through the lens of Social Exchange Theory, such behaviors arise from reciprocal relationships employees engage in knowledge sharing and OCB when they perceive fairness, trust, and support in their organization (Soelton et al., 2023; Khan et al., 2024).

Empirical evidence supports this direct link. Abdelwakil (2025) found that knowledge sharing mediates the relationship between OCB and performance, emphasizing that knowledge-sharing employees are more likely to engage in altruistic and conscientious behaviors. Similarly, Siswadi et al. (2023) demonstrated that knowledge exchange strengthens employees' sense of responsibility and organizational commitment, which are antecedents of OCB. An innovation-supportive environment encourages employees to go beyond formal job responsibilities. When employees feel empowered and valued, they are more likely to demonstrate OCB. In creative industries, this relationship is especially critical, as collaborative idea exchange and feedback-sharing underpin creative production and team success.

Therefore, the following hypothesis is proposed:

H3: Knowledge sharing has a positive and significant relationship with organizational citizenship behavior.

The Mediating Role of Innovation Culture

While knowledge sharing and OCB are directly linked, recent studies highlight that this relationship is often indirect shaped by cultural and contextual factors such as innovation culture. Innovation culture provides the social and psychological infrastructure through which knowledge sharing translates into positive organizational behaviors (Arsawan et al., 2022; Budur et al., 2024; Ashraf, 2023). When an organization fosters innovation through openness, collaboration, and learning, shared knowledge becomes actionable and meaningful, encouraging employees to engage in OCB to support creative outcomes.

From a Knowledge-Based View, innovation culture enhances the organization's capacity to absorb, interpret, and utilize shared knowledge. At the same time, Social Exchange Theory suggests that a supportive and innovative environment increases employees' sense of obligation to reciprocate through voluntary contributions, such as OCB. Empirical research confirms this mediating mechanism: Budur et al. (2024) found that innovation

culture mediates the relationship between knowledge sharing and innovative behaviors, while Ashraf (2023) demonstrated that innovation culture mediates the link between organizational support and OCB. Similarly, Le and Vu (2025) showed that collaborative knowledge exchange fosters innovation performance primarily through the development of absorptive and innovation-oriented cultures. Innovation culture may act as a mechanism through which knowledge sharing translates into OCB. A collaborative and innovation-driven environment strengthens the positive behavioral outcomes of knowledge exchange.

In the media and creative industry, where creativity relies on collaboration, the mediating role of innovation culture becomes even more pronounced. Knowledge sharing fuels the exchange of ideas, but it is the innovation culture that converts this exchange into collective motivation and discretionary behavior. Employees operating within such cultures not only share knowledge but also feel empowered to act in ways that advance the organization's creative goals. Therefore, the following mediation hypothesis is proposed:

H4: Innovation culture mediates the relationship between knowledge sharing and organizational citizenship behavior.

The Proposed Framework

The proposed framework examines the structural relationships among knowledge sharing, innovation culture, and organizational citizenship behavior (OCB) within the media and creative industry. The model suggests both direct and indirect pathways through which knowledge sharing influences organizational citizenship behavior.

First, the framework proposes a direct relationship between knowledge sharing and organizational citizenship behavior. When employees actively exchange knowledge, experiences, and ideas, they build trust, strengthen collaboration, and foster mutual support. These positive interpersonal dynamics encourage individuals to engage in discretionary behaviors beyond their formal job responsibilities, such as helping colleagues, demonstrating initiative, and supporting organizational goals.

Second, the model introduces innovation culture as a mediating variable. Knowledge sharing contributes to the development of an innovation-oriented organizational environment by promoting openness, creativity, and continuous learning. As employees exchange ideas and expertise, the organization becomes more supportive of experimentation and new initiatives, reinforcing an innovation-driven climate.

Third, innovation culture is proposed to positively influence organizational citizenship behavior. In an environment that values creativity, risk-taking, and collaborative problem-solving, employees are more likely to feel empowered and appreciated. This sense of psychological safety and engagement motivates them to exhibit OCB, including voluntary cooperation and proactive contribution.

Therefore, the framework suggests a partial mediation effect, where knowledge sharing enhances organizational citizenship behavior both directly and indirectly through innovation culture. In the context of the media and creative industry—where collaboration, creativity, and adaptability are critical this integrated model highlights the importance of fostering knowledge exchange and cultivating an innovation-supportive culture to strengthen positive employee behaviors and organizational performance.

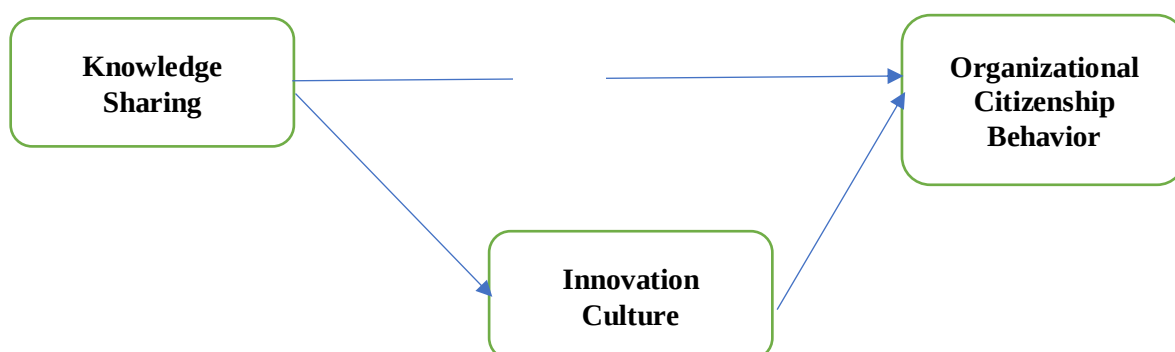


Figure 1. Conceptual Framework

DISCUSSION

The proposed framework offers important insights into the interrelationships among knowledge sharing, innovation culture, and organizational citizenship behavior (OCB) within the media and creative industry. Given the knowledge-intensive and creativity-driven nature of this sector, the findings implied by the framework reinforce the strategic importance of intangible organizational resources, particularly knowledge and culture. The first direct relationship in the model is between knowledge sharing and innovation culture. This path reflects the idea that open and continuous knowledge exchange enhances the development of an innovation-supportive culture. Employees who engage in knowledge sharing contribute to building a workplace climate characterized by collaboration, curiosity, and trust. Such a culture encourages risk-taking and experimentation conditions necessary for innovation to thrive. Studies by Arsawan et al. (2022) and Budur et al. (2024) have shown that when organizations prioritize knowledge exchange, they simultaneously cultivate cultural values that support creativity, adaptability, and learning. In the media and creative industry, where innovation depends on cross-functional teamwork and interdisciplinary collaboration, knowledge sharing serves as the foundation of cultural evolution toward innovation.

The second direct relationship is between innovation culture and OCB. Innovation culture influences employees' willingness to engage in voluntary, extra-role behaviors that support the collective good. A culture that values creativity and collaboration provides employees with psychological safety, motivating them to take initiative, assist peers, and contribute beyond formal job expectations. Research by Hong and Zainal (2022) and Ashraf (2023) indicates that innovation-oriented cultures inspire OCB by fostering a sense of belonging and shared purpose among employees. Similarly, Steffl et al. (2025) found that organizations with strong innovation cultures, such as publishing and media firms, exhibit high levels of discretionary cooperation and adaptability. In such settings, OCB becomes an expression of cultural alignment, as employees voluntarily act in ways that reinforce the organization's innovation goals.

The third direct link knowledge sharing and OCB suggests that individuals who actively exchange knowledge are also more likely to engage in citizenship behaviors. Knowledge sharing is inherently a prosocial act: it requires generosity, openness, and concern for collective success. Employees who freely share knowledge not only help others perform better but also strengthen the organization's social fabric. Studies such as those by Abdelwakil (2025) and Soelton et al. (2023) confirm that knowledge sharing enhances interpersonal trust and mutual support, leading to greater engagement in OCB. In the creative industry, where collaboration and co-creation are essential, knowledge sharing naturally manifests as OCB, enabling teams to achieve creative synergy and sustained innovation.

The central feature of the proposed framework is the mediating role of innovation culture in the relationship between knowledge sharing and OCB. This mediation path asserts that knowledge sharing alone may not directly result in OCB unless it is embedded in a culture that promotes experimentation, openness, and collaboration. Innovation culture provides the contextual bridge that transforms shared knowledge into positive behavioral outcomes. It nurtures employee motivation and collective identity, allowing knowledge sharing to evolve into voluntary, citizenship-oriented actions that support creativity and innovation. Empirical findings by Budur et al. (2024), Arsawan et al. (2022), and Ashraf (2023) consistently show that innovation culture mediates the relationship between knowledge behaviors and innovation-related outcomes. Therefore, this study conceptualizes innovation culture as a transformational mechanism that converts cognitive capital (knowledge) into behavioral capital (OCB).

In the media and creative industry, this model is particularly relevant. The sector's success depends not only on individual creativity but also on the collective willingness of employees to collaborate, share ideas, and go beyond prescribed roles. Knowledge sharing stimulates the exchange of creative insights; innovation culture ensures that these exchanges occur in a supportive environment; and OCB translates shared knowledge and cultural values into tangible creative action. Together, these constructs form a cyclical and reinforcing system that sustains innovation and competitive advantage in an environment characterized by constant technological change and creative interdependence.

Overall, this discussion suggests that organizations in the media and creative industry should treat knowledge sharing and innovation culture as complementary drivers of organizational citizenship behavior. By fostering both structured knowledge exchange and a culture that supports innovation, firms can enhance employee engagement, creativity, and long-term sustainability.

CONCLUSION

This paper proposes a conceptual framework examining the relationships among knowledge sharing, innovation culture, and organizational citizenship behavior in the media and creative industry. By positioning innovation culture as a mediating mechanism, the framework highlights the importance of cultivating collaborative and innovative environments to enhance positive employee behaviors. From a theoretical perspective, the framework supports the assumptions of Social Exchange Theory by illustrating how supportive and collaborative environments encourage reciprocal positive behaviors. It also aligns with the Knowledge-Based View by emphasizing knowledge as a core strategic asset that shapes organizational outcomes through cultural mechanisms. Future empirical research is recommended to validate the proposed model and provide further evidence within different creative industry contexts.

Limitations And Future Research

As a conceptual paper, this study does not include empirical testing of the proposed framework. Therefore, future research should focus on empirically validating the model using both cross-sectional and longitudinal research designs to strengthen the robustness and generalizability of the findings. Additionally, future studies may examine the influence of other potential mediating or moderating variables, such as leadership style or digital capability, to provide a more comprehensive understanding of the relationships among the constructs. Comparative studies across different creative sub-sectors or across countries are also recommended to assess contextual variations and enhance the external validity of the proposed framework

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