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Organizational Sustainability: A Big Data Framework Using Knowledge Sharing and Innovative Work Behavior

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Abstract: *Organizational sustainability is a multifaceted area of exploration for academics and businessmen alike. Sustenance is closely linked to human resource quality, performance, and productivity. The parameters that have a strong impact on the aforementioned factors are information sharing and innovative work behavior, which may transform the sustenance question into a workable and productive human resource strategy. This research focuses on the human resource and respective knowledge-sharing elements to expose the potential of social exchange theory. To analyze the data using Smart PLS, a total of 101 completely filled responses from full-time workers in Lahore city, Pakistan's readymade garment industry, were utilized. The findings showed that information sharing and creative work practices are positively correlated with organizational sustainability. In addition, sharing knowledge fosters creative work practices. In light of the results, this study offers pertinent research recommendations for sustainable businesses.*

Key Words: Knowledge Sharing, Organizational Sustainability, Social Exchange Theory, Innovative Work Behavior

Introduction

Over the last twenty years, businesses and academicians are increasingly paying attention to organizational sustainability (OS). This topic is related not only to a firm's performance (i.e., innovative work behavior, knowledge sharing, increased profitability), but it is equally critical for the long-run success of an organization. The survey findings in 2011 highlighted that 67% of respondents view OS as a key concern for a firm's competitive gain in the present-day marketplace (Kim & Park, 2017). In the present era, consumers' requirements are altering, as well as consumers' engagement in a firm's value-generation process. Such changes, among huge competitiveness and economic pressure, demand innovation (INN) as the keystone for organizational sustainability (Nasifoglu Elidemir et al., 2020).

The significance of innovation for corporations is evident due to the potential risk of being surpassed by competitors who are continuously advancing. In today's global business, creativity and creative work behavior play a crucial role in ensuring the survival and competitiveness of organizations (Raykov, 2014). The ability to foster a culture of innovation is essential for organizations to thrive in the highly competitive market environment. Furthermore, in the current knowledge economy era, information is widely recognized as a valuable resource that provides a long-term competitive advantage for organizations. Consequently, effective knowledge management practices, such as knowledge sharing, are vital for organizational success (Ahmad & Karim, 2019). Innovation is key for firms to succeed and attain competitive advantage. Currently, entire industrial organizations are focusing on innovation to become successful in the marketplace (Butt & Yazdani, 2023a).In order to achieve sustainable development, organizations are expected to perform well in business, economy, ecological, and social aspects, often referred to as the "triple bottom lines" (Kiron et al., 2012). Within the realm of knowledge sharing and innovative work behavior, the notion of knowledge sharing encompasses the act of exchanging task-

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specific information, expert knowledge, and feedback. This exchange aims to facilitate the generation of novel knowledge, ideas, problem-solving strategies, and the attainment of shared objectives. The sharing of information is widely seen as a crucial mechanism through which employees contribute to the utilization of knowledge and foster creativity among people and groups. This is because knowledge, being a valuable resource for organisations, confers a competitive advantage that promotes sustainability. Consequently, this process boosts the innovative capabilities of the company and mitigates production costs, so resulting in a sustainable growth of the organisation. According to Bos-Nehles, Renkema, et al. (2017), innovation work behaviour refers to the deliberate generation, introduction, and implementation of novel concepts inside a work context, team, or institution with the aim of improving overall performance. In the realm of innovative work behaviour, there exists a classification system consisting of three separate tasks: idea creation, concept promotion, and idea realization. In light of the fact that innovation is largely contingent upon employee behaviour inside organisations and is widely seen as essential for organisational success and survival in contemporary knowledge-based societies, it becomes apparent that the existence of inventive work behaviour among workers is of utmost importance for the long-term viability of organisations.

According to Setini et al. (2020), along with innovation (INN), the sharing of knowledge is transferring skills/information/experience into practice. Value generation (that's enabled through the exchange of knowledge) is a feature of innovation (Pakpahan and Sambung, 2022). Knowledge has been identified as the primary building block for the innovation process. However, despite some studies on knowledge and creativity, research exploring the motivating factors that encourage individuals to exhibit innovative work behavior is still ongoing. Nevertheless, existing research supports the relationship between information sharing and innovation. Organizations that encourage knowledge contribution among their employees are more likely to generate novel and improved concepts, fostering new economic opportunities and facilitating organizational innovation (Alhaddi, 2015). Similarly, Choi et al. (2010) found that information sharing among team members is crucial for maintaining a high level of group and organizational productivity. Additionally, several organizations recognize the key role played by knowledge and recognize it as a critical resource to attain sustainable organizational performance in any industrial sector. For several organizations, the attainment of sustained advantage is dependent upon organizations' capability to generate and utilize their intellectual knowledge (Jilani et al., 2020). Likewise, Xu and Suntrayuth's (2022) empirical investigation on R & D organizations in China concluded that the climate of organizational innovation positively correlates with employee's innovative work behavior and psychological safety. Additionally, the sharing of knowledge had a positive and significant correlation with innovative work behavior.

Pakistan's textile sector swiftly expanded in late 1970, and Pakistan ranks 8th in Asia among the countries that are largest exporters of textiles. Pakistan exports its textiles globally, and this sector accounts for 8.5 percent of GDP. Closely, 45 percent of the country's workforce is employed in the textile sector. Additionally, the textile sector's contribution in Pakistan towards exports is 57 percent, and 40 percent of the workforce is employed in this sector, while the garment industry of Pakistan is a growing industry under this sector (Ahmed et al., 2021). Pakistan is globally recognized as the fourth-largest producer of cotton and the third-largest consumer of this commodity. The textile industry in Pakistan is of significant importance, constituting 46% of the nation's manufacturing sector and providing employment to 40% of the workforce. With approximately 700,000 industrial and residential sewing machines, Pakistan boasts a comprehensive textile value chain, offering a competitive advantage in terms of cost and operational lead time (Javed et al., 2018). This advantageous position in the availability of raw materials positions Pakistan favorably to capitalize on the expected surge in demand and generate foreign currency through textile exports. Additionally, Pakistan's lower production costs compared to Western countries make it an attractive outsourcing destination. Several foreign companies have already established operations in Pakistan and collaborate with local textile mills, including renowned brands like H&M, Levis, Target, Nike, Adidas, and Puma (Mazhar, 2018). The readymade clothing sector in Pakistan is known for its innovation and creativity, constantly introducing new designs in line with industry fashion trends and customer demands. The largest export markets for Pakistan's readymade garments include the United States, Germany, the United Kingdom, Spain, Italy, and France. In 2019, Pakistan's overall garment exports, encompassing both knitted and non-knitted clothing, exceeded $5 billion (Shahid, 2021).

Pakistan's clothing industry relies on labor-intensive production processes, emphasizing employee output in factories. However, high wage costs and repetitive assembly line activities pose challenges, limiting the utilization of employee's diverse skills. To maintain competitiveness, organizations must prioritize continuous innovation, as it enables them to adapt to evolving consumer demands. In the global economy, sustained growth and consumer loyalty are crucial for businesses, with innovation being a key driver. Staying abreast of technological advancements and ensuring reliable products or services are vital performance factors (Hussain et al., 2013). Although research on the relationship between knowledge sharing, organizational sustainability, and innovation work behavior in Pakistan's Readymade Garments (RMG) industry is limited, it holds significant implications for industry success. This study aims to explore the interplay between information/knowledge sharing, innovative work behavior, and organizational sustainability, recognizing their equal contribution to overall company performance. Through this investigation, the study aims to shed light on how fostering knowledge-sharing and engagement among employees can cultivate an innovative culture, ultimately enhancing organizational sustainability in the RMG industry.

The following are the research questions that will be addressed in the study:

1. Does knowledge sharing affect organizational sustainability in Pakistan's readymade garment sector?
2. Is there any positive relationship between knowledge sharing, employee's innovative work behavior, and organizational sustainability?

Literature Review

Knowledge Sharing

Knowledge processes and their dynamics represent the primary theme of research in the management discipline. According to Nonaka and Von Krogh (2009), 'knowledge' is the 'input ', and it is an essential enabling factor for innovation (Butt & Yazdani, 2023). Information sharing is a fundamental and essential approach to facilitating useful learning in the workplace. In this approach, knowledge exchange is regarded as a critical component of learning across the board. In terms of skill exchange and creative work behavior, knowledge sharing refers to the method by which knowledge, trained details, and ideas are conveyed in order to develop new understandings or concepts (Islam et al., 2024). Even in the absence of defined protocols, information sharing is critical to the operation of any business (Marjerison et al., 2022). This is also KMS's primary business. The practice of communicating information within a corporation is known as knowledge sharing (Russ, 2022). This is the purposeful act of distributing knowledge in such a way that every person in the group that receives it understands and successfully applies the new information. The organization's information, ideas, initiatives, and expert knowledge are all communicated and debated (Mustika et al., 2020).

Knowledge transmission, according to Hendriks (1999), entails both communicating and absorbing previously learned information. (Ji & Zou, 2017) define "internalization" as the change of learned information through repeated exposure to it. The subject of knowledge sharing has garnered significant scholarly interest within the realm of management. Preceding the utilization of knowledge, a crucial stage in the process of knowledge management is seen. Knowledge sharing may be described as a behavioral phenomenon wherein individuals engage in the process or action of exchanging knowledge, including information, skills, and expertise, among themselves (Kmieciak, 2021). The exchange of information among employees within the context of corporations encompasses both implicit and explicit important information. This process facilitates the creation of novel knowledge, enhances the overall organizational knowledge, and confers benefits to the organization. The act of sharing knowledge has been found to enhance levels of innovation, both at the individual and institutional levels (Kim & Park, 2017).

Knowledge sharing is defined as the reciprocal exchange of expertise, abilities, and knowledge among employees (Yeboah, 2023). Knowledge sharing entails either implicit or explicit information that contributes to organizational knowledge development by developing new knowledge that contributes to organizational advancement (Kmieciak, 2021). Knowledge collecting and donation have been proposed as two types of knowledge sharing in the literature (Kmieciak, 2021). Knowledge collecting entails contacting

others to acquire what they know, whereas knowledge donation is sharing one's knowledge with other people via communication (Obrenovic et al., 2020). Knowledge sharing, on the other hand, occurs when "people who possess knowledge are willing to transfer their work experience, techniques, and opinions to others in a concrete manner and expect that others will practically apply such knowledge at work" (Shabrina & Silvianita, 2015), and this results in organizational-level and individual-level innovation (Islam et al., 2024).

According to Ahmed et al. (2020), knowledge sharing refers to the process of exchanging knowledge among employees, encompassing the interchange of information, experience, and knowledge with the aim of enhancing both employee efficiency and organizational effectiveness. Knowledge may be defined as a collection of acquired habits, skills, competencies, experiences, and understandings that are obtained through the process of learning and training. It is widely seen as a vital resource that confers a competitive edge to businesses. Knowledge exchange is a collaborative and interactive social phenomenon wherein individuals within an organization willingly and actively provide their specialized skills, knowledge, and valuable information to be shared with their peers.

Innovative Work Behavior

According to (Bos-Nehles, Bondarouk, et al., 2017), the "global exchange connection" between an employee and an organization and the "dyadic relationship" between a supervisor and a subordinate are the two primary approaches to defining this social interaction (employees) in the management literature. Employees' degrees of IWB fluctuate as they get different amounts of incentives, according to the social exchange model (Nazir et al., 2018). Employees who feel their employment is adequately rewarded are more inclined to engage in innovative behavior, while those who think their job is unfairly compensated tend to limit their IWB. According to the social exchange model, managers' decisions have a considerable influence on the behavior of their employees. Employees differ in their approach to their jobs and how they exhibit their IWB (Wijaya, 2020).

Combining the "dyadic relationship" of social exchange theory with the various techniques by which employees execute their jobs, it may be proposed that manager behavior may modulate the link between IWB in workers and their specific job effectiveness (Redmond & Uk, 2015). Leaders may choose to train and show their followers how to be more innovative in detecting difficulties, devising feasible solutions, and putting those ideas into action (Riaz et al., 2018). Managers may have a significant role in creating an environment favorable to idea development, which is an essential component of IWB. Unfortunately, new ideas and methodologies frequently clash with the well-established traditions and assumptions on which modern organizations rely (Perry-Smith & Mannucci, 2017).

According to AlEssa and Durugbo (2022), the innovativeness of individuals has a direct impact on the innovativeness of organizations. Consequently, there is a considerable emphasis placed on the role of innovative work behavior as a determinant of organizational achievement (Bos-Nehles, Renkema et al., 2017). Janssen (2000) defines creative work behavior as the deliberate generation and application of original ideas or advancements (such as new products or procedures) within the professional setting, with the aim of improving individual, collective, or organizational effectiveness. According to the definition offered, there exists a strong correlation between creative work behavior and many concepts that have been extensively examined in academic literature. These ideas include employee innovativeness, innovative job performance, and on-the-job innovation (Kmieciak, 2021). The concept of innovative work behavior involves a wide range of acts, including the conception, promotion, and execution of ideas. Organizations have come to acknowledge the significance of workers' creativity as an intangible asset that contributes to the most exceptional ideas, enabling them to maintain competitiveness regardless of their job responsibilities or positions within the organizational hierarchy. According to Miller and Miller (2020), employees have direct visibility of opportunities for transformation and professional growth.

Organizational Sustainability

Business sustainability is defined as "adopting business strategies and actions that meet the requirements of the firm and its stakeholders today while maintaining, sustaining, and enhancing the natural and human assets that will be needed in the future" (Imran et al., 2019). The term "triple bottom line" refers to a

company's need to find a healthy balance between financial performance and social and environmental responsibility. Companies learn that, in addition to the bottom line, they must consider the well-being of their employees, customers, and the environment (the "three P's") (Alhaddi, 2015).

According to the "triple bottom line," workplace sustainability happens when a firm positively contributes to sustainable development in all three areas. That is, firms that prioritize sustainability have a greater likelihood of achieving in all three dimensions of performance (economic, environmental, and human) (Feeney et al., 2023). Despite the fact that all three are necessary for a healthy organization (Alhaddi, 2015), social sustainability is frequently disregarded in favor of economic and environmental sustainability.

In the age of Industry 4.0, innovative work habits are more vital than ever prior to an organization's performance and ability to innovate. Coming up with new ideas, disseminating those ideas, and putting those ideas into reality (concept realization) are all examples of innovative workplace behaviors (Kmieciak, 2021). Workers demonstrate Innovative Work Behavior when they generate new ideas, disseminate them, criticize them, and finally put them into action. The capacity of a corporation to innovate is directly related to the number of people who are adaptable, eager to learn, open to novel ideas, and eager to give constructive problem-solving solutions (Shah et al., 2023). Internal organizational innovation may help knowledge-based organizations stay a step ahead of the competition. Employees who can continuously generate fresh and inventive ideas will be valued highly (Yu & Yan, 2021). Workers who can do routine duties but are unable to think imaginatively or come up with unique solutions are more likely to lose their jobs (Perry-Smith & Mannucci, 2017).

Table 1

Gap analysis

S. No	Previous Studies	Study Findings
1.	Mariano et al. (2022)	- Examines dynamic knowledge sharing in managing disaster risk in cities - This study identifies four key linkages that contribute to the effectiveness of catastrophe mitigation and resilience efforts.
2.	Chopra et al. (2021)	- A comprehensive examination of knowledge management in the context of sustainability research.
3.	Oliver et al. (2021)	- Coordination of reforms to the knowledge and policy systems - Integrating systems thinking literacy, collaborative policy development, transdisciplinary research, flexible governance, and ongoing organizational learning. - Reforms to knowledge and policy systems must be coordinated A fundamental transformation in policy-knowledge systems is necessary.
4.	Hadjielias et al. (2021)	The paper makes a contribution to the domains of family business and knowledge management.
5.	Amoozad Mahdiraji et al. (2022)	- Determining the main forces behind knowledge management - Comprehending the interconnectedness of crucial factors
6.	Cormican et al. (2021)	- Defines important organizational variables that affect knowledge-sharing - Presents empirical evidence for the influence of leadership, reward systems, communication, and trust on knowledge-sharing
7.	Aamir et al. (2021)	Examines how ambidexterity among employees affects sustainable performance. Employee ambidexterity fully mediates the relationship between knowledge sharing and sustainability.
8.	Castaneda and Toulson (2021)	This paper contributes to an understanding of the efficacy of ICT tools for the dissemination of tacit knowledge.
9.	Tripathi et al. (2020)	- Service-oriented leadership positively influences job performance - Information exchange and psychological autonomy mediate this relationship
10.	Frozza et al. (2021)	- Service-oriented leadership positively influences job performance - Information exchange and psychological autonomy mediate this relationship

S. No	Previous Studies	Study Findings
11.	Sapta et al. (2021)	- Knowledge management is influenced by organizational culture and transformational leadership. Both the relationship between organizational culture and sustainable performance, as well as the relationship between leadership style and sustained performance, are mediated by knowledge management.
12.	Fayyaz et al. (2020)	- Factors that motivate employee knowledge sharing - Connection between knowledge-sharing facilitators, processes, and results - Compensation and ICT use do not facilitate knowledge sharing.
13.	Nugraha (2021)	- Four precursors of information sharing have been identified. - The indicator of knowledge donation is a greater contributor.
14.	Mustika et al. (2020a)	- Focus on internal factors: self-efficacy in knowledge sharing, self-leadership, and knowledge sharing behavior.

Research Framework

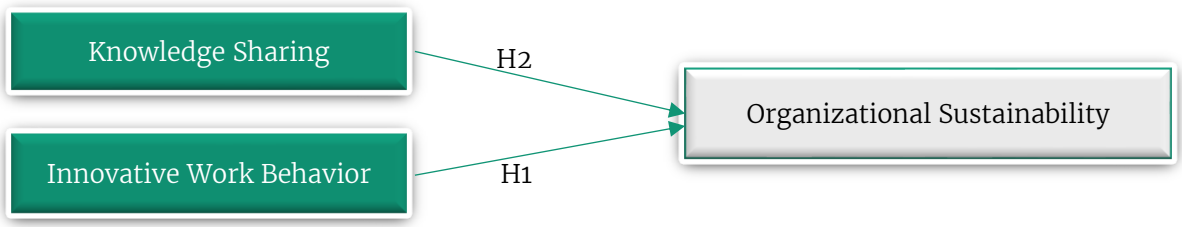
This section explains the conceptual and theoretical framework of the research.

Conceptual Framework

To comprehend and enhance one's own and a company's leadership performance, the concept of employee engagement must be grasped. Workers nowadays are expected to do more than ever before. Thus, having a fully engaged staff is more important than ever.

Figure 1

Conceptual framework



The current study's research framework consists of Knowledge Sharing (KS), Innovative Work Behaviour (IWB), and Organisational Sustainability (OS), as seen in Figure 1. In this study, the independent variables are knowledge sharing and innovative work behavior, while the dependent variable is organizational sustainability. The current research is aimed at analyzing the relationship between these three variables. The aim of the research is to ascertain the degree to which the sharing of information and creative work behavior affects organizational sustainability. This researcher will, therefore, establish how information sharing and innovative work behavior affect organizational sustainability.

Theoretical Framework

According to Kieserling, 2019, social exchange theory is one of the commonly applied theoretical models used in studying human behavior concerning information sharing. With this theoretical model in mind, individuals maintain their social relationships by calculating the benefits and costs of taking part in such relations and acting in self-interest motives. When people share resources, they seek to acquire maximum benefits at the lowest costs possible.

As per Vroom Smith's Expectancy Theory, Corporate Sustainability is just another term for Corporate Social Responsibility despite sharing quite a number of theoretical similarities and conceptualization diffusion. On the contrary, Corporate Sustainability fundamentally differs from Corporate Social Responsibility, as observed by Zboja et al. in 2020. Despite their disparity, the consequences of both principles have a substantial influence on business outcomes. According to Bansal and Song (2017), as cited in Simon and Zhou (2018), the term is widely challenged on a theoretical foundation due to its multifaceted structure. On the basis of a review of the literature, the following hypotheses are formulated for this study:

H_1: Knowledge sharing has a positive association with Organizational Sustainability.
H_2: Innovative work behavior has a positive association with Organizational Sustainability.

Research Methodology

The methodology is the procedure of exploring the unknown through pieces of evidence or proofs, and far-ahead conclusions are derived from such pieces of evidence (Butt et al., 2024). The study employed a cross-sectional design and utilized deductive reasoning and a quantitative paradigm to attain research objectives. The quantitative approach employs statistical techniques to analyze data in order to derive outcomes or conclusions (Tajammal & Butt, 2024; Akhtar et al., 2024). The data was obtained through a self-administered survey conducted among textile and garment workers, with the individual employees serving as the unit of analysis. The participation of production personnel from many garment manufacturers in Lahore, Pakistan, was observed. This inquiry utilizes a fundamental random sampling methodology. Data is collected by the utilization of a 7-point Likert scale questionnaire administered to industrial production staff. The collected data is subsequently analyzed using the PLS Smart software. A 16-item scale was used to examine information sharing, innovative work behavior, and organizational sustainability. The 7-point Likert scale runs from strong disagreement to strong agreement. The scale developed by Bock et al. (2005), the creative work behavior scale developed by (de Jong & den Hartog, 2010), and the organizational scale developed by (Fairfield et al., 2011) were used to assess knowledge sharing.

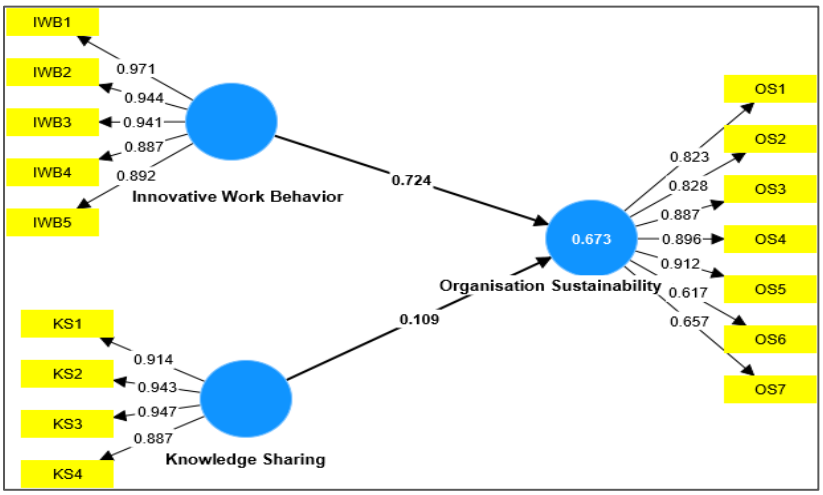
Assuming an adequate sample size estimate, the sample percentage should not be less than 1:5, according to Hair, Black, Babin, and Anderson (2009). In this investigation, three latent variables were employed, and the minimum sample size necessary was 70 persons, depending on the item. As a result, 150 questionnaires were disseminated based on this number, with 102 of the total replies being enough for generalizing the conclusion. The unit of analysis is carefully chosen based on the study model and variables employed. Every variable's perception differs from person to person; hence, finding appropriate persons for data sampling is crucial in order to gather meaningful data. We are investigating the influence of information sharing and creative work behavior on organizational sustainability by concentrating on employees in the readymade garments sector. This study's cross-sectional unit of analysis was senior, middle, lower, and staff management. It is a quantitative assessment. A questionnaire was employed to collect primary data. Cronbach's alpha, composite reliability and average variance produced from the data will be used to infer the results and their reliability and validity (AVE). Smart PLS methods and other specialist software will be used to analyze the data (Ringle et al., 2020).

Results and Analysis

Now, the results are to be discussed in a range of tests and analyses, including the goodness of fit test for both the inner and outer models correlation analysis, Cronbach alpha reliability test, composite reliability test, and hypotheses testing.

Figure 2

The model result using partial least square

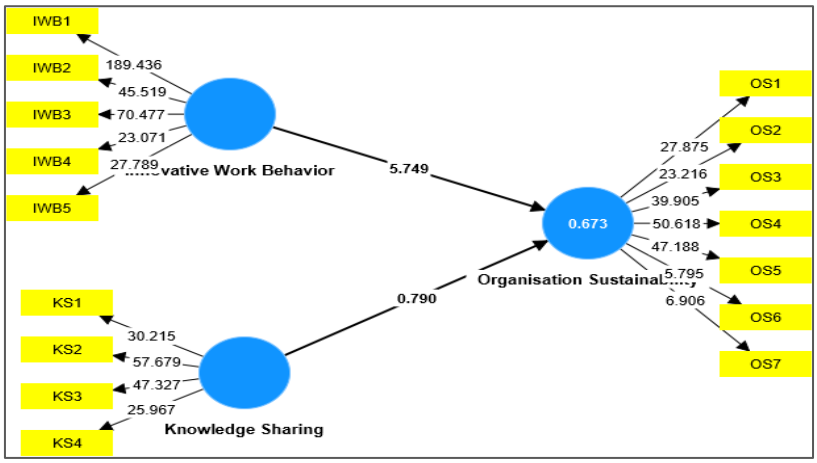


A pre-distribution testing step was carried out with a group of 10 potential candidates to confirm the questionnaire's readability. The Cronbach alpha coefficient is utilized to assess the internal consistency of a given model. The outcome of the partial least squares model may be shown in Figure 2.

The bootstrapping test was run on the data set acquired in PLS smart to determine the statistical importance of PLS-SEM. Figure 3 depicts the bootstrapping findings for further analysis.

Figure 3

Model Result Using Bootstrapping



The Cronbach alpha coefficient obtained from the analysis is presented in Table 2. According to Taber (2018), the literature indicates that a Cronbach Alpha value of 0.6 is considered adequate. At the same time, a Cronbach Alpha value above .70 for construction shows a good indication of its reliability (Nunnally, 1978; Butt & Yazdani, 2023) and is considered an acceptable limit (Butt & Umair, 2023). The findings demonstrate that the instrument employed in this study is trustworthy and well-suited for analysis.

Table 2

Value of Cronbach's alpha

	Cronbach's alpha
Innovative Work Behavior	0.959
Knowledge Sharing	0.942
Organizational Sustainability	0.910

Both the exterior and inner models are tested for goodness-of-fit. It is used to show the acceptance of goodness-of-fit for both the outside and inner models (Hair et al., 2014, p. 186).

Goodness-of-fit Test for the Outer Model

Tables 3 and 4 are used to estimate the AVE rate and factor loading rate of the external model's convergent validity.

Table 3

Factor loading for the outer model

	Innovative Work Behavior	Knowledge Sharing	Organizational Sustainability
IWB1	0.971		
IWB2	0.944		
IWB3	0.941		
IWB4	0.887		
IWB5	0.892		
KS1		0.914	

	Innovative Work Behavior	Knowledge Sharing	Organizational Sustainability
KS2		0.943	
KS3		0.947	
KS4		0.887	
OS1			0.823
OS2			0.828
OS3			0.887
OS4			0.896
OS5			0.912
OS6			0.617
OS7			0.657

When it comes to examining convergent validity, all of the indicators in Table 3 appear to be correct. All latent variable AVE rates are greater than 0.5, suggesting that each of these variables' hypotheses is valid in terms of research technique.

Table 4

AVE for outer model

	The Average Variance Extracted (AVE)
Innovative Work Behavior	0.860
Knowledge Sharing	0.852
Organizational Sustainability	0.657

The convergent validity technique is employed to examine variables that have a strong association or close relationship. Table 3 displays the mean AVE, a measure used to evaluate convergent validity. Based on the findings of Fornell and Larcker (1981), it may be argued that when the average variance extracted (AVE) falls below 0.5, although the composite reliability is above 0.6, the construct's convergent validity may still be deemed acceptable.

Reliability Test for Outer Model

The overall dependability of each latent variable can be used to validate an outer model. Table 5 shows the impact of the research on the reliability of the outer model.

Table 5

Outer model composite reliability

	Composite reliability (rho_c)
Innovative Work Behavior	0.968
Knowledge Sharing	0.958
Organizational Sustainability	0.929

Inner Model Goodness-of-fit Test

The Inner Model Goodness-of-Fit test utilizes the R2 value. According to the findings shown in Table 6, the moderating effects of JC and GNS are responsible for accounting for 58.7% of the variance seen in JS. The remaining 41.3% of the variation is attributed to a diverse range of other variables. Given that the R2 requirement has been satisfied, it is probable that the inner model meets the criteria for hypothesis testing.

Table 6

The R^2 *value for the inner model*

	R-square
Organizational Sustainability	0.673

Hypothesis Testing

The bootstrapping test processing values (figure 3) are used to validate hypotheses. The study findings prompted the execution of the test in order to ascertain the acceptance or rejection of the hypothesis. Table 7 displays the outcomes of hypothesis testing and the evaluation of the route coefficient by t-tests.

Table 7

Outcomes of hypothesis testing and the evaluation of the route coefficient by t-tests

S. No	Hypothesis	Suggested	Path Coefficient	T-Value	Significant	Confirmed
H_1	Knowledge sharing has a positive association with Organizational sustainability.	+	0.109	0.790	*	YES
H_2	Innovative work behavior has a positive association with organizational sustainability.	+	0.724	5.749	***	YES

** Significance at 10% (1.645) p<0.10*
***Significance at 5% (1.96) p<0.05*
****Significance at 1% (2.576) p<0.01*

The determination of the hypotheses' outcomes is based on the analysis of several statistical measures, including T-tests, path coefficients, and significance levels, as presented in Table 7. All hypotheses exhibit a positive correlation with one another, with statistically significant variations seen in each association.

Conclusion and Discussions

The aim of this study was to examine the relationship between knowledge sharing, innovative work behavior, and organizational sustainability within Pakistan's Readymade Garment (RMG) industry. The findings have been found to be positively and significantly correlated with each other. In particular, the sharing of information/knowledge and innovative work behavior were found to be effective in sustaining an organization. These findings show that those employees who can maintain innovative work behavior are more likely to share knowledge, which will result in better performance for the organization. The study also identified a potential limitation related to the RMG sector in Pakistan. Although information/knowledge sharing showed a positive link with organizational sustainability, it appears that it does not fully contribute to employee engagement in the same industry. This might, therefore, indicate the presence of variables hindering effective information/knowledge exchange within such organizations. Other factors will not be easy to identify without further exploration, as will be the case in understanding the dynamics of knowledge sharing and engagements.

Contribution & Research Implications

This work adds value to the existing body of knowledge through the empirical research conducted and validation of the three comprehensive discipline linkages. Establishing a culture of trust requires significant effort by enterprises, but it brings gains not only in terms of organizational sustainability and information exchange but also in terms of innovative work behavior. This would mean encouraging openness, transparency, acceptance of constructive criticism, and active participation of employees in the decision-making process. A company culture that supports knowledge can be established by ensuring that the fear of loss of status, authority, or reputation within the company for sharing knowledge is avoided. From the study, one can deduce that organizational sustainability is related or rather interlinked with information exchange and innovative work behavior.

Accordingly, firms should make every possible effort to create and share both forms of knowledge in the workplace through online and offline means. Structural boundaries within organizations need to be broken, and a culture of free sharing or specialized information and ideas on how to address job-related

problems among interested individuals or groups needs to be established with proper management of generated knowledge. A company can foster an innovative culture by giving the employees a digital platform where they can share knowledge, discuss, and exchange ideas on the various projects being carried out and other challenges in the management of the organization, hence coming up with solutions.

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