

The Role of Organizational Culture in Team Building in Saudi Companies

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Introduction

Organizational culture is now one of the most important and talked-about ideas in modern management and organizational research, especially because it strongly and consistently influences how employees act, how teams work together, and how well the whole organization performs. In today's business world, companies are judged not just by how much money they make or how well they run, but also by how strong and flexible their team culture is. Organizational culture is the set of shared values, beliefs, norms, traditions, and expectations that shape how people work together, make choices, and communicate in a company. In this situation, team building isn't just something a manager does on their own. It's part of the organization's culture and shows what the company really believes in and values. Barkova and Melnik (2023) say that organizational culture is a key factor in how well team-building works, because it influences trust, communication, and how well team members work together. Costa (2025) points out that strong organizational cultures serve as a base for creating united teams by setting clear shared values and behavior rules that improve teamwork and keep performance steady. In the case of Saudi companies, having a strong organizational culture is now more important than ever for creating good teamwork.

This is because of the fast changes happening in the economy, which are happening because of Vision 2030. Saudi organizations are now making big changes in their structure, technology, and culture, which means they need work places that are more flexible, creative, and team-oriented. This change has turned team building into something important for strategy, not just a basic part of managing people. Adham and Sukkar (2024) say that organizational culture is very important for managing teams because it affects how leaders lead, how people communicate, and how groups make decisions. In the same direction, Jerab and Mabrouk (2023) say that how leaders behave is a major factor in creating the culture of an organization, which in turn affects how well teams work together, especially in places that are changing quickly, like Saudi

Arabia. So, team building in Saudi organizations really depends on how well the leadership style matches up with the cultural values, which means culture plays a key role in how successful an organization is. More and more studies show that organizational culture and team building are closely linked, meaning that each one helps influence and support the other over time. Eftekhar et al. In 2025, it was found that team-building activities have a major impact on the culture of a company, particularly in organizations that depend on knowledge and creative ideas, where collaboration is essential for success. Alkhawaldeh (2025) also mentions that strong team building creates a culture that values quality, where employees are more committed to following common standards, making continuous improvements, and working together in a responsible way. Supporting this view, Paredes-Saavedra et al. In 2024, it was found that how well a team does its work depends a lot on the company's culture, the leader's approach, how emotionally smart the team members are, and the general work environment.

This shows that the team's success is closely tied to the bigger cultural atmosphere of the organization. These studies show that organizational culture isn't just something that happens in the background. It's actually a strong influence that helps shape how teams are created, grown, and kept together over time. Teams in organizations work better when the culture supports their mental, behavior, and social needs. Paredes-Saavedra et al. In 2024, it is highlighted that leadership, emotional intelligence, and organizational culture work together as a connected system, which plays a key role in making teamwork effective in both school and work environments. Widarko and Anwarodin (2022) state that when an organization's culture works together with employee motivation and citizenship behavior, it significantly boosts work performance and encourages employees to go beyond their job requirements. This means that when a company has a strong culture, employees feel more connected and are more likely to take ownership of their work, which is key to creating effective and united teams.

Because of this, groups that work in good cultural settings usually show more teamwork, honesty, and success together than groups in less strong cultural settings. Moreover, the culture of an organization has a big influence on many important processes within the company, such as how well leaders perform, how changes are managed, and how well virtual teams do their work. Bagga, Gera, and Haque (2023) say that the culture of an organization plays a key role in how well transformational leadership affects the success of change management, especially in virtual teams where people don't interact face-to-face much. This is especially important now in today's digital work world, where companies are using more remote collaboration tools than ever before.

Wijethilake, Upadhaya, and Lama (2023) also highlight that organizational culture is important for helping companies change in ways that support sustainability, especially in industries that are going through major shifts. These findings show that a company's culture isn't fixed and doesn't stay the same forever. It changes continuously due to various factors such as new technology, the global market, and shifts in what employees expect from their jobs. In the same way, the culture of an organization is closely linked to innovation, creativity, and how employees do their work, which are important for creating a strong team. Lazarević-Moravčević and Mosurović Ružičić (2023) mention that both how an organization is set up and the culture it has play a major role in how creative and innovative its people can be. They think that if a company has a culture that encourages creativity, workers are more likely to generate new ideas and be innovative. Deep (2023) mentions that digital transformation has a big impact on organizational culture, changing old ways of working and improving how teams collaborate and communicate virtually.

All these studies indicate that well-established and adaptable corporate cultures are more effective at fostering new ideas and maintaining the productivity of their staffs during rapid shifts. I'm not saying that individual ideas are not important for innovation,

but innovation also involves a reflection of the team's culture. Globally, the means of organizations acting are constantly evolving due to the advent of technology and digital tools, which have significantly altered teams' collaborative ways of working. Grover, Tseng, and Pu (2022) provide a theory on the relationship between the culture of an organization and the digitalization process. They are aware that digital technologies are transforming how people communicate and how decisions are made within organizations. In the same manner, Rajagopal et al. This year 2022 an AI driven organizational framework was introduced and it's an example of how artificial intelligence is getting more involved in decision making process, which is changing the culture of organizations. The changes indicate a shift towards more technology-driven workplace cultures, increased reliance on data, and the need for smart systems to facilitate collaboration and management of teams in the future. This shift impacts organizations significantly in their team-building and management practices.

In Saudi Arabia, more people are working from home and companies are adopting mixed workplace methods, and there is a clear demand for robust and adaptable company cultures that support the team to successfully collaborate – both in the office and online. According to Ogbu, Ozowe, and Ikevuje (2024), telecommuting significantly impacts the culture of a company, impacting communication, building trust, and employee engagement and motivation. With companies beginning to adopt more flexible work arrangements in Saudi Arabia, it becomes more challenging to keep teams together, and it's essential to make intentional efforts to create and foster team culture. In this instance, the glue that holds teams together is organizational culture, even if they are geographically distant and at different locations. If there is no understanding of the team's culture, remote teams may experience challenges such as decreased communication, diminished trust among team members, and reduced team efficiency. Lastly, leadership remains one of the most crucial factors in the way an organization operates and the strength of its teams. Vijai (2025) demonstrates the close relationship between emotional intelligence, transformational leadership and

organizational culture; that leaders with high emotional intelligence have the competence to create a positive and cooperative organizational atmosphere.

Jerab and Mabrouk (2023) also show that leadership plays a big role in changing culture, because leaders help form the organization's values, create rules for how people should act, and affect how employees feel about working together. Costa (2025) also points out the main factors and effective methods for creating a strong organizational culture, highlighting that purposefully developing the culture is crucial for the organization's long-term success. These studies together show that leadership isn't separate from culture; instead, it's one of the strongest forces that shapes culture. In short, the studies we looked at show that organizational culture is a key factor in how well team building works in various types of organizations. In Saudi companies, where things are changing fast with new technology and a more diverse workforce, the importance of organizational culture has become even greater. How culture, leadership, teamwork, and changes in technology work together in a complicated way can decide whether an organization succeeds or fails. So, it's really important to understand and improve the culture within an organization. This helps create strong teams that can perform well, come up with new ideas, and keep going strong in the changing business environment in Saudi Arabia.

Research Problem

Even though more people are realizing how important organizational culture is for a company's success, many Saudi companies still struggle a lot in turning their cultural values into good team building practices. Many companies are spending more on changes to their structure, using digital tools, and improving their workforce skills. However, the way team members work together and support each other is usually not given enough attention in the plans managers make. This gap leads to uneven team performance, problems in communication, and different levels of employee involvement in various departments. Adham and Sukkar (2024) point out that

organizational culture directly affects how well teams are managed, but many organizations don't make full use of this connection in their real practices. Barkova and Melnik (2023) also point out that when a company's culture is weak or not aligned, it can greatly lower how well team-building works, causing poor teamwork and lower efficiency in the organization. In the Saudi context, where companies are quickly changing to match Vision 2030, the challenge becomes even more difficult. Companies are using new ways to manage their work, online tools, and mixed work setups, but often they aren't changing their culture at the same time. This mismatch often leads to teams that have great technology but don't share the same culture, which makes it hard for them to work together smoothly.

Ogbu, Ozowe, and Ikevuje (2024) mention that remote and hybrid work environments require strong cultural foundations to maintain trust and collaboration among team members, but many organizations struggle with creating those foundations effectively. Jerab and Mabrouk (2023) also mention that weak leadership during cultural change can make these problems worse, which affects how well the team works together. Moreover, recent studies show that even though many people understand the link between organizational culture and team building, there is not much real evidence from Saudi companies showing exactly how this connection works in practice. Most studies, like those by Paredes-Saavedra et al. Studies by Widarko and Anwarodin in 2022, along with other research from 2024, were conducted in locations that are not Saudi Arabia or in more general settings. This makes it difficult to use their findings in the specific cultural, social, and economic environment of Saudi Arabia. This shows there is not much research on how a company's culture influences teamwork in Saudi businesses that are growing fast and still trying to hold onto their traditions. Another part of the research problem is that team building activities don't work exactly the same in every company. Some companies find that when their culture matches their goals, teamwork improves and outcomes get better. However, other companies still have trouble with bad teamwork, even when they follow the same strategies. Eftekhari et al.

The 2025 research shows that team-building is more successful when the organization has a strong culture, but it doesn't fully explain why some organizations are better at team-building than others. Alkhawaldeh (2025) also talks about how creating strong teams is important for building a culture that values quality, but many companies have a hard time actually doing this well.

. Also, the growing impact of digital changes has made this problem even more complicated. Grover, Tseng, and Pu (2022) and Deep (2023) both emphasize that digitalization greatly changes the culture of organizations, but many Saudi companies are still in the early stages of changing their cultural systems to better support effective digital teamwork. This leads to a situation where technology moves faster than culture can keep up, causing lower team unity and less effective teamwork. Bagga, Gera, and Haque (2023) also mention that in virtual teams, the organizational culture helps make leadership more effective and change management more successful. However, this important role is usually not given enough attention in real-world situations. So, the main issue this study is looking at is that there's not enough understanding and the use of organizational culture as a way to build better teams in Saudi companies. Even though people know in theory that culture is important, there isn't much clear understanding about how cultural elements affect teamwork, working together, and unity in organizations in Saudi Arabia. This study aims to fill this gap by looking at how organizational culture affects how well team building works, which helps both academic understanding and real-world management improvements in Saudi companies.

Research Questions

Main Research Question

How does organizational culture affect team build in Saudi companies?

Sub-Questions

1. What is the effect of organizational values and beliefs on team building in Saudi companies?
2. How does communication culture influence team collaboration and cohesion in Saudi companies?
3. What is the impact of leadership support culture on team building effectiveness in Saudi companies?

The importance and objectives of the research.

The Importance of the Research

Academic Importance

This study is important for academics because it adds to the existing knowledge about how organizational culture affects how well team building works, especially in today's work environments. Organizational culture is a key idea in management and how organizations work, because it affects how employees feel, how groups get along, and how well the whole organization does. Barkova and Melnik (2023) highlight that organizational culture plays a major role in how well team-building works, because it influences how people communicate, work together, and reach common goals. Adham and Sukkar (2024) point out that the culture of an organization has a big impact on how teams are managed, which makes it a key factor when looking at how organizations behave and how well they perform. From an academic point of view, this study adds value to discussions in theory by bringing together new findings that connect organizational culture with leadership, emotional intelligence, innovation, and how well teams work together. For instance, Paredes-Saavedra et al.

In 2024, it was shown that how well a work team performs is greatly affected by the culture of the organization, as well as by leadership and emotional intelligence, showing that these factors are connected in a complex way. Similarly, Widarko and

Anwarodin (2022) state that organizational culture affects how well employees perform, and this happens through factors like organizational citizenship behavior. This helps to build a stronger theory about team building research. This study is important because it helps increase knowledge about how culture influences team interactions and how well an organization performs. This research is also important because it fills a gap in current studies by looking specifically at organizations in Saudi Arabia, which hasn't been widely studied as much as similar topics in Western or global research. While global research such as Eftekhar et al. In 2025, Alkhawaldeh and others have shown that team building is closely connected to organizational culture. However, there is not much specific information about how this connection works in Saudi companies. This study brings new academic value by placing existing theories in the context of a fast-growing economy that is changing in many ways—structurally, culturally, and technologically—as part of Vision 2030.

Practical Importance

This research is important because it gives useful ideas to managers, leaders, and people who make decisions in Saudi companies. These ideas can help them boost team performance by focusing on cultural growth. In today's workplaces, how well a team performs depends not just on their skills or tools, but also on their shared beliefs, how they talk to each other, and the usual ways things are done in the workplace. Costa (2025) says that creating a strong organizational culture helps employees work together better, trust each other more, and coordinate their efforts, which are all important for good teamwork.

The culture of an organization also affects the way teams are managed, and the effectiveness of those teams in achieving the organization's objectives, according to Adham and Sukkar (2024). This type of research can be useful to an organization in identifying areas of strength and weakness in their organizational culture, in real life. In other cases, if the company doesn't have a good culture, issues such as low

motivation, lack of communication and reduced productivity may arise. Companies, on the contrary, that have a healthy culture are more likely to experience greater collaboration and improved outcomes.

According to Jerab and Mabrouk (2023) leadership is very crucial to shaping the culture of an organization. This means that managers can promote desirable values in the team, such as trust, responsibility and cooperation, that will lead to enhanced collaboration. This research is especially important for Saudi companies that are changing quickly as part of Vision 2030. With the increase of digital tools, work from home arrangements and operating in a global market, companies must ensure that their workplace culture evolves with these new working methods. Ogbu, Ozowe, and Ikevuje (2024) highlight the importance of having a strong culture to maintain employee engagement and foster effective collaboration in a remote work environment. This research provides organizations with some helpful suggestions that can inform their approach to linking cultural development and current working practices to enable organizational performance to be improved over time.

Managerial Importance

From a managerial perspective, this research is highly significant because it provides leaders with a deeper understanding of how organizational culture can be used as a strategic tool to improve team building outcomes. Managers play a central role in shaping organizational values, guiding employee behavior, and creating an environment that supports collaboration and innovation. Vijai (2025) emphasizes that emotional intelligence and transformational leadership are closely linked to organizational culture, suggesting that effective leaders are those who actively build and sustain positive cultural environments.

In addition, Bagga, Gera, and Haque (2023) explain that organizational culture mediates the relationship between leadership and change management effectiveness, particularly in virtual teams. This indicates that managers must not only focus on

leadership strategies but also on strengthening cultural frameworks to ensure successful teamwork, especially in digitally enabled environments. Similarly, Grover, Tseng, and Pu (2022) highlight that digital transformation reshapes organizational culture, requiring managers to continuously adapt their leadership styles to maintain team cohesion and performance.

Therefore, this research supports managers in developing more effective strategies for team building by emphasizing the importance of cultural alignment. It encourages leaders to move beyond traditional management approaches and focus on building trust, shared values, and collaboration-oriented environments that enhance team performance. This is especially critical in Saudi companies, where organizational transformation requires a balance between modernization and cultural continuity.

Strategic Importance for Saudi Organizations

This research also holds strategic importance for Saudi organizations as they align their operations with national development goals under Vision 2030. The transformation of the Saudi economy requires organizations to become more innovative, competitive, and globally integrated, which depends heavily on effective teamwork and strong organizational culture. Deep (2023) highlights that digital transformation significantly impacts organizational culture, meaning that organizations must adapt their cultural systems to remain competitive in evolving markets.

Furthermore, Rajagopal et al. (2022) emphasize that future organizational decision-making will increasingly rely on artificial intelligence and digital frameworks, which will further reshape how teams operate and interact. In this context, Saudi organizations must develop adaptive cultures that support technological integration while maintaining human-centered collaboration. Eftekhar et al. (2025) also stress that team building contributes to strengthening organizational culture and effectiveness, reinforcing the importance of strategic investment in teamwork development.

Thus, this research is strategically important because it provides insights that can help Saudi organizations build sustainable competitive advantages through strong cultural and team-building practices. It supports long-term organizational success by linking cultural development with national economic transformation goals.

Research Objectives

Main Objective

To examine the role of organizational culture in enhancing team building in Saudi companies.

Sub-Objectives

1. To investigate the effect of organizational values and beliefs on team building in Saudi companies.
2. To examine the influence of communication culture on team collaboration and cohesion in Saudi companies.
3. To analyze the impact of leadership support culture on team building effectiveness in Saudi companies.

Research Hypotheses

Main Hypothesis

- H1: Organizational culture has a statistically significant positive effect on team building in Saudi companies.

Sub-Hypotheses

- H1a: Organizational values and beliefs have a statistically significant positive effect on team building in Saudi companies.

- H1b: Communication culture has a statistically significant positive effect on team collaboration and cohesion in Saudi companies.
- H1c: Leadership support culture has a statistically significant positive effect on team building effectiveness in Saudi companies.

Literature Review

Organizational Culture: Concept and Importance

Organizational culture is widely recognized as one of the most influential factors affecting organizational performance, employee behavior, and team effectiveness. It refers to the collective values, beliefs, norms, assumptions, and practices that guide how employees interact with one another and perform their daily activities within an organization. Organizational culture creates a shared understanding among employees regarding acceptable behaviors, organizational priorities, and methods of achieving goals. As organizations continue to operate in increasingly competitive and dynamic environments, culture has become a strategic asset that shapes organizational identity and determines long-term success. According to Barkova and Melnik (2023), organizational culture serves as a critical factor in determining the effectiveness of team building because it influences employee attitudes, communication styles, trust levels, and collaborative behavior. Similarly, Costa (2025) argues that strong organizational cultures provide a foundation for employee engagement, shared commitment, and collective responsibility, which ultimately contribute to organizational sustainability and improved performance.

The significance of organizational culture has become even more pronounced in the modern business environment due to globalization, workforce diversity, technological advancement, and changing employee expectations. Organizations are increasingly recognizing that culture is not merely an internal characteristic but a strategic resource that can generate competitive advantage. Adham and Sukkar (2024) emphasize that

organizational culture influences how employees perceive organizational objectives, cooperate with colleagues, and respond to managerial practices. Likewise, Jerab and Mabrouk (2023) highlight that organizational culture is shaped and reinforced through leadership behaviors, strategic decisions, and organizational policies, making it a dynamic element that evolves over time. These perspectives indicate that organizational culture is deeply embedded in organizational processes and plays a decisive role in shaping employee interactions and team performance.

Furthermore, organizational culture contributes significantly to employee motivation, commitment, and behavioral consistency. Employees working in organizations with strong cultures tend to develop a greater sense of belonging and alignment with organizational goals. Widarko and Anwarodin (2022) found that organizational culture positively influences work performance by encouraging organizational citizenship behaviors, which include voluntary actions that support colleagues and contribute to organizational effectiveness. Similarly, Lazarević-Moravčević and Mosurović Ružičić (2023) argue that supportive organizational cultures foster innovative behavior and encourage employees to participate actively in organizational development initiatives. Therefore, organizational culture serves as a mechanism through which organizations can align individual behavior with collective objectives.

Organizational Values and Beliefs as Drivers of Team Building

Organizational values and beliefs represent one of the most important dimensions of organizational culture because they establish the principles that guide employee behavior and decision-making processes. Values reflect what an organization considers important, while beliefs shape how employees interpret organizational realities and workplace expectations. Together, these elements influence the way employees interact with colleagues, approach teamwork, and contribute to organizational goals. Barkova and Melnik (2023) emphasize that shared values create a sense of unity among

employees and enhance cooperation within teams by fostering mutual trust and understanding. Likewise, Costa (2025) notes that organizations characterized by clearly defined values are more successful in creating collaborative environments that support team development and collective achievement.

The role of values and beliefs in team building becomes particularly important because effective teamwork requires a common understanding of goals, expectations, and behavioral standards. When employees share similar organizational values, they are more likely to cooperate effectively, resolve conflicts constructively, and support one another in achieving team objectives. Adham and Sukkar (2024) found that organizational values influence team management practices by shaping communication patterns, decision-making processes, and interpersonal relationships. Similarly, Eftekhar et al. (2025) demonstrate that team-building activities reinforce organizational values and contribute to strengthening organizational culture, creating a positive cycle in which culture and teamwork continuously support each other.

Moreover, organizational values and beliefs contribute to employee commitment and trust, both of which are essential for successful team building. Employees who perceive organizational values as fair, consistent, and meaningful are more likely to engage positively with team members and contribute to collective success. Vijai (2025) argues that organizational values combined with emotionally intelligent leadership create supportive environments that encourage teamwork and collaboration. Likewise, Jerab and Mabrouk (2023) emphasize that leaders play a crucial role in communicating and reinforcing organizational values, thereby influencing team cohesion and organizational effectiveness. Consequently, values and beliefs represent a foundational cultural dimension that significantly affects team building outcomes.

Communication Culture and Team Collaboration

Communication culture refers to the norms, practices, and expectations governing information sharing and interpersonal interaction within an organization. It is considered one of the most critical dimensions of organizational culture because communication serves as the primary mechanism through which employees coordinate activities, exchange knowledge, and solve problems collectively. Effective communication culture promotes openness, transparency, trust, and collaboration among employees, while poor communication culture often results in misunderstandings, conflict, and reduced team performance. According to Adham and Sukkar (2024), communication is a central factor influencing team management effectiveness because it determines how information flows within teams and how members coordinate their efforts to achieve common objectives.

In team-building contexts, communication culture directly influences team cohesion and collaboration. Teams characterized by open communication are more likely to develop strong interpersonal relationships, resolve conflicts effectively, and adapt to changing circumstances. Paredes-Saavedra et al. (2024) found that organizational culture and communication climate significantly influence work team effectiveness by enhancing trust and cooperation among team members. Similarly, Barkova and Melnik (2023) argue that organizations with supportive communication cultures create conditions that facilitate team integration and collaborative problem-solving. These findings suggest that communication culture acts as a bridge connecting individual employees to broader team goals and organizational objectives.

The importance of communication culture has become even more significant in the digital era, where organizations increasingly rely on technology-mediated communication. Grover, Tseng, and Pu (2022) emphasize that digitalization has transformed traditional communication processes, requiring organizations to adapt

their cultural practices to support virtual collaboration and knowledge sharing. Likewise, Deep (2023) argues that digital transformation reshapes organizational culture by creating new communication channels and altering employee interaction patterns. These changes have important implications for team building because effective communication remains essential regardless of whether teams operate in physical or virtual environments.

Additionally, remote and hybrid work arrangements have further highlighted the importance of communication culture in maintaining team cohesion. Ogbu, Ozowe, and Ikevuje (2024) explain that organizations with strong communication cultures are better positioned to sustain employee engagement and teamwork in remote work settings. Similarly, Bagga, Gera, and Haque (2023) found that organizational culture mediates the relationship between transformational leadership and virtual team effectiveness, emphasizing the importance of communication in facilitating successful collaboration. Therefore, communication culture represents a crucial organizational factor influencing team-building success in both traditional and modern workplaces.

Leadership Support Culture and Team Building Effectiveness

Leadership support culture refers to the extent to which organizational leaders encourage, facilitate, and reinforce collaborative behaviors among employees. Leadership is one of the most influential mechanisms through which organizational culture is created, maintained, and transformed. Leaders establish organizational priorities, communicate cultural expectations, and model behaviors that employees often emulate. Jerab and Mabrouk (2023) emphasize that leadership plays a central role in changing organizational culture by influencing employee attitudes, organizational values, and workplace practices. Similarly, Vijai (2025) highlights the strong relationship between transformational leadership, emotional intelligence, and

organizational culture, suggesting that effective leaders are instrumental in fostering collaborative and supportive work environments.

Leadership support culture is particularly important for team building because leaders create the conditions necessary for teamwork to flourish. Supportive leaders encourage employee participation, facilitate communication, resolve conflicts, and promote shared responsibility. Paredes-Saavedra et al. (2024) found that leadership significantly influences team effectiveness by shaping the cultural environment in which teams operate. Likewise, Adham and Sukkar (2024) argue that leadership practices directly affect team management outcomes by influencing motivation, communication, and collaboration among team members. These findings indicate that leadership support is not only a managerial function but also a cultural force that shapes team dynamics.

Furthermore, transformational leadership has been shown to strengthen organizational culture and improve team performance by promoting trust, empowerment, and innovation. Bagga, Gera, and Haque (2023) found that organizational culture mediates the impact of transformational leadership on change management effectiveness, particularly in virtual teams. Similarly, Costa (2025) emphasizes that leaders who actively support organizational values contribute to stronger cultures and more effective teamwork. Such leadership behaviors help employees develop confidence in organizational objectives and strengthen their commitment to collective success.

Leadership support culture is also essential for navigating organizational change and digital transformation. Wijethilake, Upadhaya, and Lama (2023) emphasize that leaders play a crucial role in fostering cultural adaptation during organizational transformation processes. Likewise, Rajagopal et al. (2022) argue that future organizational cultures will increasingly require leaders capable of integrating technology, artificial intelligence, and human collaboration into decision-making processes. Consequently, leadership support culture represents a critical determinant

of team-building effectiveness, particularly in organizations facing rapid environmental and technological changes.

Organizational Culture and Team Building in Saudi Companies

The relationship between organizational culture and team building has become increasingly important in Saudi companies due to the significant economic and organizational transformations associated with Vision 2030. Saudi organizations are undergoing extensive modernization initiatives aimed at improving competitiveness, innovation, and workforce productivity. These changes require organizations to develop strong cultures that encourage collaboration, adaptability, and continuous learning. Barkova and Melnik (2023) emphasize that organizational culture directly affects team-building effectiveness by shaping employee interactions and collaborative behaviors. Similarly, Eftekhar et al. (2025) demonstrate that team-building initiatives contribute to strengthening organizational culture and improving organizational effectiveness.

In Saudi companies, cultural dimensions such as shared values, communication practices, and leadership support play a crucial role in determining team effectiveness. Adham and Sukkar (2024) highlight that organizational culture influences team management practices and employee cooperation, while Paredes-Saavedra et al. (2024) emphasize the importance of culture in enhancing team effectiveness and organizational performance. Moreover, the increasing adoption of digital technologies and remote work arrangements requires Saudi organizations to develop adaptive cultures capable of supporting both traditional and virtual teams. Ogbu et al. (2024) and Deep (2023) both stress that organizational culture is essential for maintaining employee engagement and collaboration in evolving work environments.

Research Methodology

Research Approach

The current study takes a quantitative approach in order to examine the role of organizational culture in the team building process in Saudi companies. The quantitative approach is relevant because it allows the gathering of numerical data from a wide sample of workers and is conducive to statistical analysis of the relationships between organizational culture and the success of team building. The research is based on the study of organizational values and beliefs, communication culture and leadership support culture and how they affect work team development and effectiveness. The quantitative method is objective, measurable and reliable and it can help to gain better insight into the organizational behavior in Saudi companies.

Research Population

The research population is employees who work in Saudi companies in different fields (public and private). The target population of employees are directly exposed to organizational culture and engage in team building and collaborative efforts. Their perceptions and experiences give us good insights into the impact of organizational culture on the team and on the organisation's performance.

Sampling Technique and Sample Size

Simple random sampling technique is used to assure that each member of the population has an equal chance of being selected. This sampling method helps to minimize bias and increase the representativeness of the sample. The total sample size will be 240 from various companies in Saudi Arabia. The number of samples that were selected is deemed sufficient for analysis and generalizations of the results to the population of employees in Saudi organizations.

Data Collection

Primary and Secondary data both are used in the study. Primary data will be obtained from respondents by using a structured questionnaire that will be sent to the employees of the Saudi Companies. The secondary data will be gathered from academic journals, books, conference proceedings, previous research and relevant reports that come under the organizational culture and team building. These sources provide the theoretical and empirical bases to develop the research framework and interpretation of findings.

Research Instrument

Structured questionnaires are the main research tool applied for this study. The questionnaire is developed based on an extensive review of previous literature and established measurement scales. It has two chief parts. The first section collects demographic data such as employment experience, job position, education level, age and gender. In the second section, the researchers assess the study variables on a five-point Likert scale, from (1) Strongly Disagree to (5) Strongly Agree. The questionnaire includes questions concerning organizational values/beliefs, communication culture, leadership support culture, and team building effectiveness.

Validity and Reliability

The questionnaire will be checked by academic experts and specialists in Management and Organizational Behavior to assess the measurement items' relevance, clarity and appropriateness for the validity of the questionnaire. This expert review process will be used to determine the content validity. To measure the internal consistency of the questionnaire items, reliability will be measured using Cronbach's Alpha coefficient. The Cronbach's Alpha value of 0.70 is acceptable which means the measurement instrument is reliable and appropriate for data collection and analysis.

Statistical Analysis Procedures

The data collected will be analysed in the SPSS. Respondents' demographic characteristics and the study variables will be summarized using descriptive statistical techniques, such as frequencies, percentages, means, and standard deviations. The study hypotheses will also be tested using inferential statistical approach. The relationships between organizational culture dimensions and team building effectiveness will be analyzed using Pearson correlation analysis and multiple regression analysis will be used to determine the level of influence of organizational values and beliefs, communication culture and leadership on team building aspects. In addition, Cronbach's Alpha analysis is done to ensure the reliability of the research instrument. These analyses will yield empirical evidence on the impact of organizational culture on improving the culture of team building in Saudi companies.

Research Limits

The study is subject to several limitations that define its scope and boundaries. First, the **subject limit** of the study is confined to examining the role of organizational culture, specifically organizational values and beliefs, communication culture, and leadership support culture, in influencing team building effectiveness. Second, the **geographical limit** is restricted to companies operating within the Kingdom of Saudi Arabia. Third, the **human limit** includes employees working in Saudi companies across different sectors. Fourth, the **time limit** is restricted to the period during which the data are collected and analyzed during the academic year 2026. These limitations help maintain the focus of the study and ensure that the research objectives are addressed effectively.

The General Perception of the Research Structure

The structure of this research is organized into several interconnected sections designed to achieve the study objectives and answer the research questions systematically. The first section introduces the research topic by presenting the background, research

problem, significance of the study, objectives, research questions, and hypotheses. This section establishes the foundation of the study and clarifies the importance of examining the role of organizational culture in team building within Saudi companies.

The second section presents the literature review, which discusses theoretical concepts and previous studies related to organizational culture and team building. It reviews the dimensions of organizational culture, including organizational values and beliefs, communication culture, and leadership support culture, and explains their relationship with team effectiveness. This section also identifies gaps in previous research and justifies the need for the current study.

The third section focuses on the research methodology. It explains the research design, target population, sampling procedures, data collection methods, measurement instruments, and statistical techniques used for data analysis. This section provides a clear description of the procedures followed to ensure the validity and reliability of the study findings.

The fourth section presents the data analysis and findings. It includes descriptive and inferential statistical analyses, hypothesis testing, and interpretation of results. The findings are discussed in relation to the research objectives and previous studies to provide a comprehensive understanding of the relationships among the study variables.

The final section provides the conclusion, recommendations, and suggestions for future research. It summarizes the main findings of the study, highlights their practical and theoretical implications, and offers recommendations for Saudi companies seeking to strengthen organizational culture and improve team building effectiveness. This structure ensures a logical flow of information and facilitates a comprehensive examination of the role of organizational culture in team building within Saudi organizations.

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