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THE ROLE OF LEADERSHIP IN PROMOTING INNOVATION WITHIN ORGANIZATIONS IN PUBLIC SECTOR

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Abstract

This study investigates the relationship between Knowledge Sharing, Person-Organization Fit (P-O Fit), and Innovative Work Behaviors (IWB) in public organizations in Iraq. It examines how the alignment between individual attributes and organizational culture affects employees' commitment to innovative work behaviors. Data were collected from 410 employees in public institutions, with surveys available in Kurdish and English. Findings indicate that information sharing enhances P-O Fit and promotes innovative work behaviors, both essential for organizational adaptability and growth. The study underscores the importance of fostering a collaborative environment to strengthen organizational cohesion. Organizations with strong P-O Fit are better positioned to retain talent and encourage creativity. Recommendations include refining recruitment and training processes to align with organizational culture, implementing programs to support development, and regularly evaluating knowledge-sharing practices. This analysis advances the theoretical understanding of how P-O Fit and knowledge exchange drive progress in the public sector and offers valuable insights for leaders.

Keywords*: Knowledge Sharing, Person-Organization Fit, Innovative Work Behaviors*

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1. INTRODUCTION

Person-Organization Fit (P-O Fit) is increasingly recognized as a key factor in organizational success. It refers to aligning an individual's traits, beliefs, and behaviors with the organization's values, culture, and expectations (Waheed et al., 2019). High P-O Fit is associated with increased job satisfaction, accountability, and overall performance, positively influencing work behaviors, including employees' engagement in creative activities. In today's competitive environment, organizations rely on employees for innovation and sustainability (Budur, 2018). Employees who generate, propose, and implement innovative ideas are essential for

organizational resilience. Thus, fostering P-O Fit is crucial for cultivating a culture of innovation within organizations.

Creative work behavior drives innovation and progress, promoting change and supporting an organization's long-term viability and competitive advantage (Demir & Budur, 2019). This behavior can also help resolve workplace conflicts, as it fosters adaptability. Importantly, creative work behavior is often voluntary and not included in formal job requirements, indicating employees' deliberate engagement without adding pressure on the organization (Wartini et al., 2023).

In fast-evolving business sectors, Innovative Work Behaviors (IWB) — considering the age, advancement, and acceptance of new ideas — are essential for organizational competitiveness and adaptability. IWB impacts more than just task completion; it is fundamental for maintaining a competitive edge (Yu, 2021). Organizations that foster strong P-O Fit create environments conducive to innovation, encouraging higher performance and sustainability (Joo & Lee, 2017). Employees are more likely to engage proactively in behaviors like development when they feel aligned with organizational values. Moreover, they are motivated to contribute to organizational success through innovative practices when personal and organizational goals align (Wang et al., 2019; Zaim et al., 2021).

Recent studies emphasize the positive correlation between P-O Fit and IWB, indicating that organizations fostering alignment between their attributes and those of employees effectively harness workforce creativity (Chang et al., 2019). This alignment allows new ideas to flourish within the organization's core objectives, enhancing implementation and outcomes. As the focus on growth becomes increasingly central to organizational success, understanding and promoting the relationship between P-O Fit and IWB becomes critical. By fostering this relationship, organizations gain a competitive advantage in achieving sustained development and effective execution (Schneider et al., 2017).

In today's rapidly evolving business environment, organizations must foster growth continually to remain competitive and achieve long-term success. While many factors contribute to an organization's creative potential, one often overlooked factor is the alignment between employees and the organization, known as Person-Organization Fit (P-O Fit). P-O Fit represents the degree to which an individual's traits, beliefs, and personality align with organizational values and authority structures. Although fostering development is essential,

there remains considerable ambiguity regarding how P-O Fit influences employees' commitment to Innovative Work Behaviors (IWBs) — behaviors critical for generating and implementing innovative ideas.

Prior research indicates that strong P-O Fit can enhance motivation, accountability, and job satisfaction, potentially leading to greater engagement in IWBs (Giauque et al., 2019; Poturak et al., 2020). These behaviors are vital for driving creativity and executing transformative ideas within an organization. Literature suggests that high P-O Fit may increase employee satisfaction, responsibility, and motivation, thus promoting IWB engagement (Westerman & Yamamura, 2021).

This study examines the relationship between P-O Fit and IWBs across various organizational contexts to address this research gap. By investigating this connection, the study aims to offer insights that can guide organizations in refining their hiring, training, and leadership strategies to foster a culture of development and innovation through enhanced P-O Fit.

2. LITERATURE REVIEW

2.1 Knowledge management

Information is the understanding gained through experience or training—observing, discovering, or learning. It encompasses facts, skills, and representations contributing to a speculative understanding of a topic. Executive leadership involves equipping individuals and teams to create, distribute, and use information effectively, increasing the likelihood of achieving organizational objectives (Arun et al., 2015).

Recently, the importance of knowledge management (KM) has grown as organizations leverage their intellectual capital to gain competitive advantages (Demir et al., 2023). KM involves processes through which information is transformed and utilized (Budur et al., 2023). The fundamental processes of KM include:

- Knowledge collection
- Knowledge creation
- Knowledge storage
- Knowledge codification
- Knowledge sharing

- Knowledge utilization

2.2 Knowledge Processes

Knowledge Collection: In today's data-driven world, gathering information is crucial for organizational development. Knowledge collection involves gathering, organizing, and storing data from various sources to create a repository that members can access (Budur, 2024). This process fosters development and continuous improvement, promoting contributor collaboration (Amin et al., 2020). Effective information collection allows organizations to comprehensively understand competitors, customers, and internal operations, enhancing decision-making and goal achievement (Dong et al., 2020).

Knowledge Creation is vital for fostering growth and maintaining competitive advantage. Recent studies highlight factors influencing knowledge production, including innovation, effective management, and initiative (Chen & Liang, 2021). Choi, Poon, and Davis (2021) argue that integrating both explicit and tacit knowledge leads to better organizational outcomes. Explicit knowledge can be documented, while tacit knowledge, derived from personal experience, is essential for innovation. Garcia and Ostos (2021) emphasize the need for a collaborative environment that enhances intellectual capital and promotes continuous improvement.

Knowledge Storage is a critical aspect of information management, ensuring that important data is captured, stored, and accessible. Garcia and Ostos (2021) note that effective storage strategies improve organizational performance and innovation. They highlight the role of innovative leaders in fostering a culture that emphasizes knowledge acquisition and exchange. Cutting-edge technologies, such as computer networks, facilitate efficient data archiving and retrieval, supporting continuous learning (Chen & Liang, 2021).

Knowledge Codification transforms information into accessible messages (Kelliher, 2021). It involves reducing and converting implicit knowledge into documents, figures, or guidelines. This process allows for the systematic transfer and sharing of information (Budur et al., 2024b). Codification is a crucial advancement in knowledge transfer and management (Yang et al., 2022).

Knowledge Sharing is distinct from knowledge flow, which encompasses exchanging and acquiring information. While the terms are often used interchangeably, knowledge flow

describes the movement of information across departments and organizations. It emphasizes that sharing information is a responsible behavior, where providers retain accountability (Zheng, 2017).

Knowledge Utilization focuses on effectively applying information to enhance organizational performance and decision-making (Torlak et al., 2024). Research shows that integrating advanced data systems with collaborative technologies improves the effectiveness of information use (Alavi & Leidner, 2018). Organizations investing in robust IT infrastructure can better leverage their knowledge resources for strategic decision-making.

The board is an information codification (Yang, et al., 2022).

2.3 Person-Organization Fit

Person-organization fit (P-O fit) refers to the alignment of an individual's qualities, attitudes, needs, and goals with the organization's demands, culture, and values (Akhtar et al.). Numerous studies confirm that P-O fit positively influences employees' attitudes and behaviors. This concept has expanded to encompass various types of fit, including aligning personal ideals and goals and matching employees' needs and workplace support. If an organization meets the needs of its employees, this fit can lead to greater satisfaction and coherence in values and goals (Pratama et al., 2022).

2.4 Innovative Work Behaviour

Innovative work behaviour (IWB) involves a three-phase process: generating ideas, promoting them, and implementing them within an organization (Al-Omari et, 2019). IWB is increasingly recognized as essential for enhancing organizational adaptability and competitiveness, as it entails the behaviors of employees who create and apply innovative solutions to advance their organizations (Janssen, 2023). Leadership is crucial in fostering IWB by promoting a supportive environment that encourages risk-taking and values creative contributions (Pieterse et al., 2021). A stable organizational culture that encourages risk-taking and values creative input is key to successful IWB implementation (Shalley & Gilson, 2023).

3. HYPOTHESIS DEVELOPMENT

3.1 Knowledge Sharing and Person-Organization Fit

Knowledge sharing (KS) positively influences person-organization fit (P-O fit), enhancing the alignment between individual attributes and organizational culture. When employees share knowledge, skills, and experiences across the organization, they better understand its norms and values, promoting a sense of connection and commitment to organizational goals (Nguyen et al., 2019). KS fosters cooperation and trust, strengthening employees' relationships with the organization and promoting feelings of belonging—key aspects of P-O fit (Chen & Huang, 2021). This improved fit is associated with increased job satisfaction, performance, and reduced turnover, as employees are likelier to remain and thrive in a supportive work culture (Farzaneh et al., 2023). Thus, promoting KS is essential for enhancing P-O fit and overall organizational effectiveness.

H1: Knowledge sharing significantly impacts person-organization fit.

3.2 Person-Organization Fit and Innovative Work Behaviour (IWB)

Person-organization fit (P-O fit) positively impacts innovative work behaviour (IWB) by fostering alignment between employees' attributes and organizational culture. When employees feel valued and supported by a well-matched work environment, they are more motivated to explore new ideas and undertake creative challenges (Kristof-Brown, Zimmerman, & Johnson, 2019). P-O fit instills a sense of belonging and responsibility, encouraging employees to actively support organizational goals through innovation. Organizations prioritizing P-O fit are thus more likely to witness increased creativity and adaptability, boosting overall performance in a competitive landscape (Cable & DeRue, 2021).

H2: Person-organization fit significantly impacts innovative work behaviour.

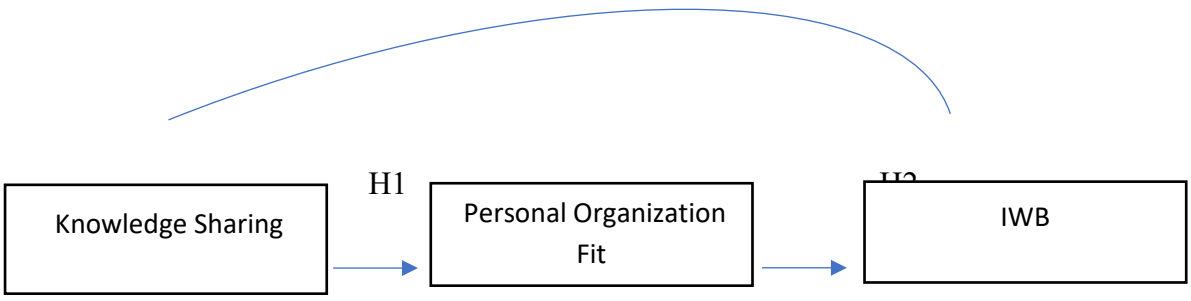
3.3 Knowledge Sharing and Innovative Work Behaviour

Knowledge sharing (KS) greatly influences innovative work behaviour (IWB) by promoting a collaborative environment. Through the exchange of information and expertise, employees gain the resources needed to generate and implement new ideas (Wang & Wang, 2022). This collaborative sharing stimulates individual creativity and supports group problem-solving, key for fostering IWB (Kim & Park, 2021). With access to diverse perspectives and resources,

employees are encouraged to try novel approaches and take calculated risks, positioning the organization for ongoing innovation and growth (Carmeli, Gelbard, & Reiter-Palmon, 2023).

H3: Knowledge sharing significantly impacts innovative work behaviour.

Figure 1Figure 1 hypothesis development

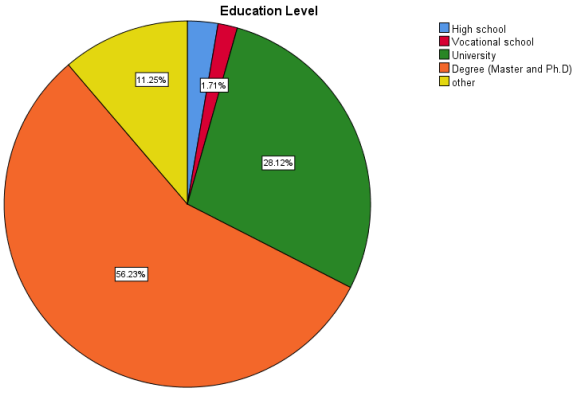


4. METHODOLOGY

In this paper, we have the model where we use the collected data method to study and investigate the importance of knowledge Sharing, Personal Organization Fit, and IWB. This study was conducted in Iraq with the main objective of determining the effects of information encouragement, Personal Organization Fit, and IWB; therefore, these data were collected from the public sector. Many government institutions were visited. 410 data were collected through forms. One-on-one visits were collected from employees. My form consists of 36 questions. My form is prepared in both Kurdish and English. The managers of the public sector government institutions have helped us very well. We wish to answer so people fill it with degrees and positions in the public sector.

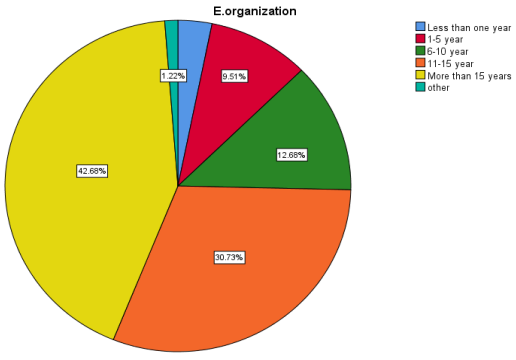
4.1. Demographic graph

Figure 2 Education level



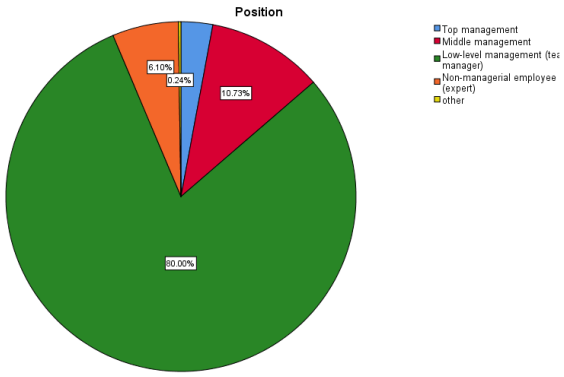
This pie outline addresses the dispersion of schooling levels among a populace. The sections are variety-coded to show different training levels. Secondary school (Blue, 7.71%): A small piece of the populace has finished just secondary school. Professional school (Red, 3.83%): This fragment addresses the people who have gone to professional schools, which is a tiny rate. College (Orange, 56.29%): The biggest part of the populace has accomplished a college degree, making up the greater part of the aggregate. Certificate (Expert and Ph.D.) (Green, 20.12%): A critical part of the populace has postgraduate educations, including expert's and Ph.D. degrees. Other (Yellow, 11.25%): This class incorporates different types of training that do not fall into past classifications, addressing a moderate level of the populace.

Figure 3 Organization



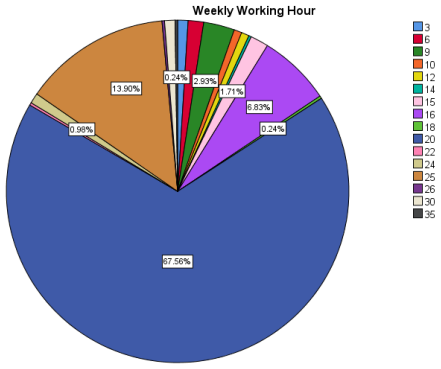
This pie chart displays the tenure distribution inside an organization according to the duration of each employee's affiliation with the company. Here are how the segments are color-coded: Under a year (Blue, 1.22%): Only a very tiny percentage of the populace has worked for the company for less than a year. 1 to 5 years (Red, 5.51%): A little portion of the populace has worked for the company for 1 to 5 years. 6–10 years (Orange, 30.77%): Almost one-third of the population falls into this category, which is made up of people who have worked for the company for 6–10 years. Eleven to fifteen years (Green, 12.06%): A sizeable portion of the populace has worked for the company for eleven to fifteen years. Greater than fifteen years (Yellow, 42.68%): The largest group is made up of people who have.

Figure 4 Position



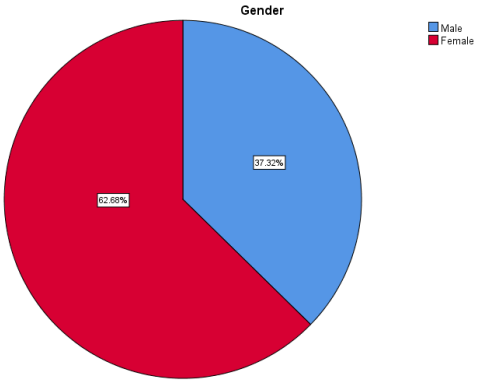
You have moved a pie outline image with the caption "Working week after week," which displays the distribution of different rates according to classes. Considering the outline with 78.03%, one class (highlighted in yellow) accounts for the majority. An additional extensive categorization (highlighted in orange) pertains to 12.67%. Except for the blue classification, which has a cut of 5.72%, the remaining categories have less than 3% cuts.

Figure 5weekly working hour



The next image that you have moved shows a pie chart called "Week by Week Working Hour." The notable components and the corresponding rates are broken down as follows. The largest group, shown in blue, makes up 37.56% of the outline. Another enormous part, shown in brown, is 13.50%. Different tones are used for more subdued areas, such as this purple piece with 8.85%. A green area displaying 7.17%. A variety of slices go below 6%, with several little pieces coming in at 0.24% each.

Figure 6Gender



The third image that you have uploaded is a pie chart called Orientation. It deals with the distribution of two orientation classifications.37.31% of the aggregate is covered by the blue region, which addresses male orientation. The remaining 62.69% is covered by the red region, which addresses Female.

5. RESEARCH FINDINGS

Table 1 Knowledge sharing behavior

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha if
K1	13.42	11.455	0.493	0.638	0.702
K2	13.61	11.263	0.475	0.645	
K3	13.20	12.471	0.424	0.666	
K4	13.30	11.431	0.457	0.653	
K5	12.95	11.958	0.440	0.660	

A research or survey's Cronbach's Alpha measures the internal consistency or stable nature of some variables. It illustrates how closely connected everything is to everything else. The table's "Cronbach's Alpha on the off chance that Thing Erased" section indicates the overall alpha value resulting from eliminating a particular item (K1, for example). If removing anything increases Cronbach's Alpha, it may indicate that the item is not significantly contributing to the scale's overall consistency. Alternatively, if removing anything lowers the alpha, it adds to the scale's reliability.

The characteristics in the "Cronbach's Alpha assuming Thing Erased" section are dependable in this case, indicating that the items contribute to the overall scale in a very decent manner. Cronbach's Alpha of 0.702 normally indicates moderate reliability, which means that while things are somewhat predictable, they might be improved for more internally grounded intelligence.

Table 2 Knowledge Hiding

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
K2.1	9.66	7.729	0.547	0.619	0.712
K2.2	9.75	6.919	0.627	0.562	
K2.3	9.46	9.289	0.389	0.709	
K2.4	9.64	8.336	0.440	0.684	

Cronbach's Alpha estimates the reliability or internal consistency of a group of items on a scale. Assuming the Thing Erased section, the table's Alpha illustrates the Alpha that would result from removing each specific item (K2.1, K2.2, and so on). If removing an item increases Alpha, it may indicate that it weakens the scale's internal consistency. Alternatively, if removing anything lowers the alpha, it suggests that the item significantly contributes to the scale.

This case's overall Cronbach's Alpha of 0.712 indicates somewhat stable quality. The chart indicates that most items (K2.2, K2.1) significantly contribute to consistency because removing them will lower Cronbach's Alpha. However, getting rid of K2.3 could improve reliability slightly since it might be less correlated with other factors.

Table 3 Public Service Motivation (service for the public is very important for me)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
P1	13.96	10.289	0.572	0.645	0.728
P2	13.91	13.582	0.350	0.727	
P3	14.30	10.084	0.613	0.626	
P4	14.25	10.085	0.644	0.613	
P5	13.71	13.762	0.269	0.753	

The general scale's Cronbach's Alpha in Table 3 is 0.728, indicating sufficient interior consistency. The "Cronbach's Alpha assuming that Thing Erased" part illustrates how the reliability would alter if P1, P2, and so on were eliminated. Items P3 and P4 align with the overall scale, as indicated by their high "Amended Thing Complete Connection" ratings. Removing them would result in a lower Cronbach's Alpha, indicating that they are essential pillars supporting the consistency of the scale. Eliminating Thing, P5 would raise the overall alpha to 0.753 from its ordinarily low relationship of 0.269, suggesting it may weaken the scale's internal consistency. This scale is reliable overall; however, it might be somewhat improved by removing P5.

Table 4 Person Organization Fit

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
P2.1	6.88	4.054	0.561	0.550	0.699
P2.2	7.00	3.587	0.615	0.471	
P2.3	6.66	4.904	0.386	0.755	

Table 4 displays considerable internal consistency for the Individual Association Fit scale, with a Cronbach's Alpha of 0.699 overall. The "Cronbach's Alpha assuming Thing Erased" part illustrates how removing everything might affect overall reliability. As seen by their significant regions of strength for somewhat with the overall scale (0.561 and 0.615), items P2.1 and P2.2 contribute to inward consistency. Their removal would result in a lower Cronbach's Alpha, indicating they significantly impact the scale. The association for item P2.3 is lower (0.386); removing it would increase the overall alpha to 0.755. This suggests that item P2.3 would not adapt as much with other items and might weaken the overall consistency.

Thus, the scale is rather good; removing P2.3 would improve consistency.

Table 5 Person Job Fit

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
P3.1	6.71	4.178	0.502	0.641	0.703
P3.2	6.56	4.222	0.623	0.480	
P3.3	6.48	5.130	0.447	0.696	

The Individual Work Fit scale in Table 5 has a Cronbach's Alpha of 0.703, indicating a modest level of inner consistency. The "Cronbach's Alpha if Thing Erased" part illustrates how reliability might alter if everything were eliminated. P3.2 has the strongest correlation (0.623) with the overall scale, indicating that it aligns with other items. If it were removed, Cronbach's Alpha would drop to 0.480, suggesting that it is essential to maintaining the scale's reliability.

Similarly, item P3.1 significantly contributes to the scale, showing a moderate correlation (0.502). If it were removed, the alpha would drop to 0.641. Thing P3.3 is the most susceptible item, but it is also not inherently harmful to show because it has a lesser connection (0.447), and removing it would only slightly raise the alpha to 0.696. The scale has excellent internal consistency; however, removing P3.3 would improve it.

Table 6 Innovative Work Behaviour

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
I1	13.61	11.804	0.602	0.745	0.794
I2	13.43	13.693	0.446	0.792	
I3	13.78	10.996	0.700	0.710	
I4	13.65	11.518	0.695	0.714	
I5	13.44	13.813	0.433	0.795	

Table 6 displays excellent internal consistency with a Cronbach's Alpha of 0.794 for the Creative Work Conduct scale. The "Cronbach's Alpha assuming Thing Erased" section illustrates how the overall unwavering quality would change if everything were eliminated. Items I3 and I4 unquestionably increase the overall scale's dependability because they have strong connections (0.700 and 0.695). If they were removed, the Cronbach's Alpha would drop to around 0.710–0.714, indicating their importance to the scale. Items I2 and I5 show smaller correlations (0.446 and 0.433), therefore removing them would slightly increase Cronbach's Alpha to 0.79.

Table 7 Regression analysis results of the coefficients of T

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.874	.194		14.851	.000
	Knowledge_sharing_behavior	.165	.056	.143	2.928	.004
a. Dependent Variable: Person_Organization_Fit						

The significance level (Sig.) of the p-esteem is 0.004, which is not precisely the commonly used 0.05. This suggests that Individual Association Fit is essentially impacted by the Information-Sharing Way of Behaving. The model shows that the Information-Sharing Way of Behaving and Individual Association Fit has a favorable and actually critical link. Specifically, when representatives engage in more information-sharing behaviours, their alignment with the values and ethos of the organization (also known as Individual Organization Fit) will generally increase.

Table 8 regression analysis results of the coefficients of T

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.513	.125		12.096	.000
	Person_Organization_Fit	.548	.035	.610	15.566	.000
a. Dependent Variable: Innovative_Work_Behaviour						

Although the Individual Association Fit coefficient is a very small incentive (less than 0.001), it has a quantifiable impact on the mean of this association. Individual Association Fit unquestionably impacts Inventive Work Conduct. The model demonstrates that there are areas in which Individual Association Fit is strong enough to have a quantifiably significant impact on Imaginative Work Conduct. Representatives are more likely to exhibit imaginative work conduct when they feel more in touch with the values and culture of their association (more significant individual association fit). This suggests that representatives will always engage in behaviours that involve coming up with, promoting, and recognizing novel ideas at work when they believe they fit in well with their association.

Table 9 regression analysis results of the coefficients of T

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.599	.171		15.213	.000
	Knowledge_sharing_behavior	.238	.050	.230	4.767	.000
a. Dependent Variable: Innovative_Work_Behaviour						

The fact that the p-esteem is less than 0.001 indicates a substantial relationship between Information Sharing Behaviour and Creative Work Conduct. The relapse analysis demonstrates that Inventive Work Conduct and an Information-Sharing Way of acting have a significant and favourable association. Specifically, representatives' creative work conduct will generally increase as they link more with an Information-Sharing way of behaving. This suggests that encouraging representatives to share information might lead to more noticeable changes in the workplace.

6. CONCLUSION

This study examined the relationship between information sharing, individual association fit (P-O fit), and imaginative work behaviours (IWB) in authoritative contexts—particularly in public spaces. The findings support the enormously beneficial impact of information sharing on IWB and P-O Fit. Data collected from 410 public space representatives in Iraq revealed that information sharing inside an organization always aligns individuals with its hierarchical traits and culture, strengthening their dedication to innovative and creative work practices.

The results indicate significant areas of agreement between P-O Fit and IWB, suggesting that employees who identify more with the goals and ethos of the organization are more likely to engage in behaviours that foster growth. This highlights the need to foster environments that prioritize the alignment between representational credits and hierarchical culture, as this has been demonstrated to drive creative outcomes and sustained authoritative success.

Additionally, Information Participation's role in promoting IWB emphasizes the fundamental notion of open communication and teamwork inside organizations. Information sharing improves individual performance and increases critical thinking and creativity overall. The results further highlight the fact that organizations with strong P-O Fit are better equipped to retain employees who are motivated to contribute to growth and development, hence reducing attrition.

In practical terms, these findings suggest that organizations should focus on advancing Information Sharing procedures by developing structures and procedures that foster collaboration. Additionally, hiring, training, and initiative development should be focused on enhancing P-O Fit to produce a more innovative workforce aligned with hierarchical goals.

Future research should examine the intervening elements that further affect the relationship between IWB and information sharing. Factors that may provide more insights into how these linkages might be strengthened include authoritative construction, initiative styles, and worker contentment. Expanding this investigation to other regions or places may also validate the findings' generalizability.

Recommendations

In light of the review's findings, a few recommendations may be made to advance the development of Individual Association Fit (P-O Fit), creative work behaviours (IWBs), and information exchange within associations, particularly in open-area establishments.

Establish Information-Sharing Societies: Associations should work to create a climate that encourages representatives to exchange information with one another freely. Drives, such as information-sharing sessions, regular group get-togethers, and cooperative activities, can help achieve this. By combining diverse ideas, information sharing improves creativity and critical thinking and ultimately promotes innovative workplace behaviours. Programs demonstrating the value of information sharing and providing practical methods can also improve this culture.

Enhance Individual Association Fit (P-O Fit): Organizations should align their recruitment, selection, and training procedures with their core values and ethos to increase P-O Fit. Ensuring that delegates hold beliefs and goals similar to those of organizations will increase job satisfaction, accountability, and motivation. This structure may be reached by honing

expectation sets, improving recruitment strategies to attract rising talent with hierarchical traits, and continuously producing employees through training initiatives.

Administration Improvement: Initiative is fundamental in advancing IWBs and P-O Fit. Leaders need to recognize and foster creative potential within their teams, providing the support necessary to foster innovation. Initiative improvement programs that emphasize the ability to comprehend people more deeply, compelling communication, and fostering a happy work environment may improve hierarchical outcomes.

Ongoing Evaluation and Input Tools: Performing routine evaluations of information exchange procedures and their impact on progress can help maintain alignment between employee actions and organizational goals. Criticism components should be aware of how to continuously improve procedures and encourage more notable collaboration in creative work behaviours.

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