
THE MEDIATING ROLE OF KNOWLEDGE SHARING AND DIGITAL TRANSFORMATION IN THE EFFECT OF PERSON-ORGANIZATION AND PERSON-JOB FIT ON INNOVATIVE WORK BEHAVIOR: A RESEARCH ON THE IT SECTOR IN TURKEY

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Abstract:

The aim of this study is to examine the mediating role of knowledge sharing (KS) and digital transformation (DT) in the effect of person-organization (POF) and person-job fit (PJF) on innovative work behavior (IWB). For this purpose, the research sample consisted of 607 managers working in the IT sector in Turkey. The research data was obtained through a questionnaire. SPSS 25.0 and SmartPLS 4.0 package programs were used to analyze the data. When the results obtained from the hypothesis tests are examined, it is determined that POF and PJF positively affect KS, DT, and IWB; DT positively affects IWB. On the other hand, KS does not affect IWB. In addition, it has been determined that DT plays a mediating role in the effect of POF and PJF on IWB, while the mediating role of KS is statistically insignificant.

Key words: *Person-Organization Fit (POF), Person-Job Fit (PJF), Knowledge Sharing (KS), Digital Transformation (DT), Innovative Work Behavior (IWB)*

1. Introduction

Innovation is essential for enterprises to achieve long-term capital and competitiveness and to sustain their existence (Shipton et al., 2006). Therefore, enterprises need to encourage their employees to engage in creative and innovative behaviors and adopt different strategies in this direction to achieve sustainable competitive advantage (Karabay et al., 2020). Another option that employees should be guided for organizational success is IWB (Afsar and Badir, 2016). Enterprises can undertake various activities to improve business performance. For example, new ideas can be developed,

and better products, services, and business processes can be introduced based on these ideas (De Jong and Den Hartog, 2007). However, the biggest problem that drives managers to think is how to increase employees' IWB. IWB requires high levels of employee involvement, long-term commitment to their work, meaningful work, and social support among colleagues. One of the most important ways to succeed may be to improve the fit between the employee and the organization (Afsar and Badir, 2016).

Employee performance in businesses tends to be low due to a lack of skills appropriate to the job requirements. This is likely to affect employees' ability to meet the organization's job performance standards. Therefore, organizations face challenges in determining the fit between individual characteristics and the job during the recruitment and selection process (Pudjiarti and Hutomo, 2020). Bowen et al. (1991) argued that in recruitment and selection practices, attention should be paid to the fit between personal characteristics and organizational culture as well as the fit between knowledge, skills, and abilities that match specific job requirements.

In the current competitive business environment, companies are increasingly characterized by rapid technological change, intense competition, and the need for continuous innovation. With each passing day, technology advances, and economic globalization becomes more widespread. This creates a complex and ever-changing external environment. Companies need to survive in this environment and meet the diverse demands of customers and stakeholders (Huang et al., 2019). In addition, technological, social, and organizational changes have led to a shortening of the product life cycle and made continuous innovation a business imperative (Afsar and Badir, 2016). In this context, enterprises are expected to attract and retain individuals who can work in harmony with both the organizational culture and the specific demands of their job roles. These types of fit, often referred to as POF and PJF, have been extensively studied in the organizational behavior literature due to their significant impact on various outcomes, including job satisfaction, organizational citizenship behavior, psychological empowerment, organizational commitment, work attitudes, job stress, turnover intention and employee performance. However, the effect of these fit types on IWB in the context of the IT sector has not been sufficiently investigated.

The IT sector is one of the sectors that has an important place in both the world and Turkish economies. The sector is constantly changing and evolving. According to the current report of the Informatics Industrialists Association (TÜBİSAD), the sector's total size reached 33 billion USD in 2023. The sector's total employment reached 237 thousand in 2023, with an 11% growth. In addition, the Turkish IT sector's market share in the global IT sector market is 0.74%, the sector's share in Turkey's GDP is 2.99%, and the sector's share in Turkey's total exports is 0.95%. Therefore, KS, DT, and IWB are vital to survive and compete in the sector. In addition, the IT sector is closely related to other sectors. The sector needs individuals who can work in harmony with their organization and work, are willing to share information, are focused on DT, and are prone to IWB. In this sense, it is thought that examining the concepts of POF, PJF, KS, DT, and IWB in the IT sector will significantly contribute to enterprises and theory in the sector.

POF and PJF can significantly affect employees' likelihood of engaging in IWB. When employees have a high fit with their organization and job, they may be more likely to

exhibit behaviors that go beyond their intended tasks, including generating and implementing innovative ideas. However, the relationship between fit and innovation is not simple and will likely be influenced by other organizational factors such as KS and DT. In this context, the study was conducted to determine the effects of POF, PJF, KS, and DT on IWB. In addition, determining whether KS and DT mediate the effects of POF and PJF on IWB is among the study's main objectives.

Although some studies have been conducted to determine the mediating role of KS in the effect of POF on IWB in different sectors (Afsar and Badir, 2015; Afsar, 2016; Syafranuddin et al., 2023), a study examining the mediating role of KS and DT in the effect of POF and PJF on IWB in the IT sector, which is included in the current research model, could not be found in the literature review. In line with the aforementioned information, it is envisaged as the original value of the research to what extent managers' IWBs are affected by their KS and DT perceptions and their alignment with their organizations and jobs. Considering that qualitative and quantitative research on this subject is insufficient, it was decided to conduct the current study in the IT sector, which has shown significant development in Turkey in recent years.

2. Literature Review and Hypothesis Development

2.1. The Effect of POF and PJF on IWB

IWB is voluntary. Therefore, it cannot be driven by formal encouragement and prize mechanisms (Afsar and Badir, 2016). IWB is not tied to employees' formal roles and responsibilities. Therefore, there is no clearly defined contract between employees and the organization. IWB means that employees think and act innovatively in a way different from the job requirements for which they are responsible (Afsar, 2016). Silverthorne (2004) stated that employees with good POF have high job satisfaction. Job satisfaction positively affects the intrinsic motivation of employees. In this context, it is seen that employees with high inherent motivation exhibit IWBs more frequently (De Jong and Den Hartog, 2007).

PJF influences whether or not employees engage in IWB partly by motivating them. Moreover, the fit between employees' preferences and work makes them more creative. Since creativity is a subset of IWB, it is thought that employees with POF and PJF tend to exhibit higher IWB (Afsar et al., 2015). The fit-innovation theory also supports the relationship between PJF and IWB. The theory explains that individuals' suitability for certain jobs and willingness and compatibility with them determine their IWBs toward solving problems (Akmal and Mehmood, 2022).

Extra role behaviors are assumed to be more common among employees in organizations where POF is stronger (Turnipseed and Murkison, 2000). IWB which is based on voluntariness, is not seen as a mandatory behavior by employees. However, these behaviors are of great importance for all sectors. IWB is one such discretionary behavior affected by POF (Afsar, 2016). Previous researchers have examined how POF (Afsar and Badir, 2015; Afsar and Rehman, 2015; Afsar et al., 2015; Afsar, 2016; Afsar and Badir, 2016; Afsar and Badir, 2017; Afsar et al., 2018; Suwanti et al., 2018; Akhtar et al., 2019; Nazary et al., 2019; Pudjiarti and Hutomo, 2020; Anggraeni, 2021; Wijaya, 2024)

and PJF (Afsar et al., 2015; Kale and Pektaş, 2018; Suwanti et al., 2018; Huang et al., 2019; Nazary et al., 2019; Pudjiarti and Hutomo, 2020; Anggraeni, 2021; Akmal and Mehmood, 2022; Nasution, 2023; Wijaya, 2024) help employees to exhibit IWB. However, these studies have mostly focused on specific sectors such as health and tourism, and limited studies examine in detail how this relationship works in the IT sector. For example, the study conducted by Huang et al. (2019) focuses on the IT sector as the population. In Turkey, only Kale and Pektaş (2018) examined the relationship between PJF and IWB, and the population was hotel employees. In order to fill these gaps in the literature, this study proposes a comprehensive model that tests the effect of POF and PJF on IWB in the IT sector. In this context, the following hypotheses are developed:

H1: POF has a significant and positive effect on IWB.

H2: PJF has a significant and positive effect on IWB.

2.2. The Effect of POF and PJF on KS

Individuals with high POF better understand the organization's expectations. In addition, these individuals show more cognitive development than those with lower POF. When employees' and organizational values are consistent, POF occurs, and information can be accessed and processed correctly (Wahyudi et al., 2019).

A POF helps create harmony among employees and external actors. At the same time, the continuity of an organizational culture that embraces KS leads to a better fit between the values of employees and the organization (Sudibjo and Prameswari, 2021).

A literature review revealed many studies (Saleem et al., 2011; Wahyudi et al., 2019; Natalia and Sandroto, 2020; Sudibjo and Prameswari, 2021; Syafranuddin et al., 2023; Wahyuningtias and Nugroho, 2023; Romadhoni et al., 2023) supporting a significant relationship between POF and KS. However, a limited number of studies in the literature examine the relationship between POF and IWB in the context of the IT sector. In this context, although the research conducted by Natalia and Sandroto (2020) is one of the rare studies examining the IT sector, its generalizability is limited because the data was collected from only one firm. In the current study, data were collected from 50 different companies and analyzed over a larger sample. In this context, it is thought that the findings obtained will make important contributions to supporting and expanding previous studies' results.

In their research, Ait Alla and Rajâa (2017) found a significant relationship between PJF and KS. Similar results were also found by Ulu and Demirel (2023). However, studies on the relationship between PJF and KS are limited. Based on all this information, the hypotheses created in the research to test the effect of POF and PJF on KS are as follows:

H3: POF has a significant and positive effect on KS.

H4: PJF has a significant and positive effect on KS.

2.3. The Effect of POF and PJF on DT

In digitalization, it has been suggested that POF increases motivation, effort, energy, continuity, and participation in organizational goals (Hamstra et al., 2019). When individual and organizational values overlap, digital leaders ensure employees trust each other and communicate on important issues, thinking they embrace similar values. In this case, employees exhibit more positive attitudes and behaviors and are sufficiently motivated to perform their jobs and achieve organizational goals. In addition, a higher POF helps managers establish a more positive and harmonious relationship with their employees. It motivates employees to create their own working styles compared to a lower POF (Zhu et al., 2022).

In the literature, no research has been found that associates POF and PJF with DT. In this sense, theoretical and empirical studies on POF and PJF in the literature have been examined in detail. It is assumed that POF and PJF may have a significant and positive effect on DT, and the following hypotheses have been formed:

H5: POF has a significant and positive effect on DT.

H6: PJF has a significant and positive effect on DT.

2.4. The Effect of KS on IWB

Employees who exhibit IWBs or want to develop them must regularly acquire and process information to encourage such behaviors (Radaelli et al., 2014). In this sense, information is critical in encouraging such behaviors as it helps reduce task complexities and save time (Thneibat, 2022).

KS does not only mean transferring knowledge and information to others but also includes elaborating, combining, and making knowledge clear and suitable for the recipient so that it can be used more effectively (Radaelli et al., 2014). In this way, employees develop their innovation capacity and, accordingly, their IWBs. In addition, knowledge, which is a power source, decreases when it is not shared (Thneibat, 2022), which can negatively affect employees' IWB.

To exhibit IWB, employees must interact to acquire and disseminate knowledge (Usmanova et al., 2021). Sharing knowledge is seen as a source of innovation for enterprises (Lin, 2006). Holub (2003) suggested that transferring knowledge through participation helps develop creativity and encourages employees' innovative behavior. In addition, many studies have emphasized the importance of KS in developing IWB. For example, in the research of Nguyen et al. (2019), the relationship between KS and IWB was discussed. The study found that KS positively affects IWB. Similarly, the result that KS develops IWB was put forward by Kim and Park (2017), Phung et al. (2018) and Islam et al. (2024). Based on all these theoretical discussions, it is assumed that KS will affect IWB and the following hypothesis is put forward:

H7: KS has a significant and positive effect on IWB.

2.5. The Effect of DT on IWB

Many studies emphasize the importance of digital transformation for enterprises' strategic tools to ensure competitiveness and contribute to their profitability. Enterprises operating in the IT sector should transform their organizational processes from analog systems to digital systems and adhere to continuous innovation. Innovation is the key to success in meeting customer demands, conducting user-friendly operations, and improving operations in unexpected situations. This prepares enterprises for possible changes and positively affects IWB (Parnitvitidkun et al., 2024).

Nwankpa and Roumani (2016), as a result of their research to determine the effect of DT on IWB and corporate performance, determined that DT has a positive effect on IWB and is positively related to corporate performance. When the literature is examined, it is seen that the research examining the relationship between DT and IWB is limited. Khalid et al. (2023) determined that digital transformation leadership has a positive and significant effect on IWB. In summary, DT can effectively develop an environment suitable for IWB. The hypothesis created based on this idea is as follows:

H8: DT has a significant and positive effect on IWB.

2.6. The Mediating Role of KS in the Effect of POF and PJF on IWB

Despite the widespread research supporting the effect of POF and PJF on IWB, more research is needed to determine the mediating role of KS in the relationship between these fits and IWB. In their study, Afsar and Badir (2015) revealed that KS has a mediating role in the effect of POF on IWB. Similarly, Afsar (2016) confirmed in a study he conducted in 2016 that KS has a mediating effect on the relationship between POF and IWB. However, despite a detailed literature review, no study has been found to determine the mediating role of KS in the effect of PJF on IWB. Like other types of fit, PJF and POF are included under the umbrella of person-environment fit. In this context, it is assumed that KS will mediate the effect of PJF on IWB. The hypotheses created in line with all this information are as follows:

H9: KS has a mediating role in the effect of POF on IWB.

H10: KS has a mediating role in the effect of PJF on IWB.

2.7. The Mediating Role of DT in the Effect of POF and PJF on IWB

Shah and Ayub (2021) found a significant relationship between person-organization, person-job fit, and job satisfaction. Similar results were also obtained by Farooqui and Nagendra (2014), and Chen et al. (2016). The study concluded that activities aimed at increasing POF reduce employees' job stress and increase their job satisfaction. Individuals with high POF and PJF may do their jobs better and add innovation.

Research conducted by Zhao et al. (2022) determined that DT significantly and positively affects organizations' innovative capacities. In addition, new technology and business processes due to DT can encourage employees to develop and implement new ideas. Therefore, it is thought that there is a significant relationship between DT and IWB.

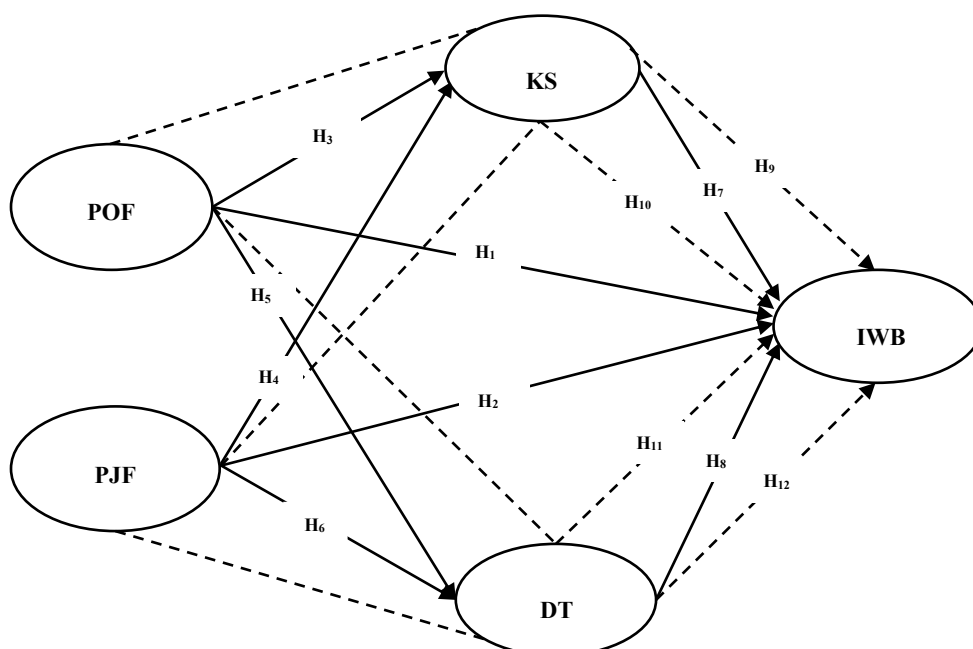
In the literature, no research has been found that addresses the mediating role of DT in the effect of POF and PJF on IWB. Therefore, theoretical and empirical studies on POF and PJF have been examined in detail. In light of the information in question, it is assumed that DT may have a mediating role in the effect of POF and PJF on IWB, and the following hypotheses are formed:

H11: DT has a mediating role in the effect of POF on IWB.

H12: DT has a mediating role in the effect of PJF on IWB.

The research model created in line with these hypotheses is given in Figure 1.

Figure 1. Research model



3. Method

This section of the research includes the purpose of the research, the universe and sample, data collection tools, the scales used in the research, and the data analysis methods.

3.1. Aim of the Research

The harmony of individuals working in enterprises with their organizations and jobs can be important for exhibiting IWB. This study examined the mediating role of KS and DT levels in the effect of POF and PJF on the IWBs of managers in the IT sector. The IT sector is one of the sectors that has proliferated in Turkey in recent years and has gained an important place in the economy. The IT sector contributes to the economy both directly and indirectly. In addition, this sector, which needs young and dynamic individuals, offers many employment areas. R&D projects carried out in the sector are also increasing significantly. Again, public institutions tend to benefit from information technologies

efficiently. Although some studies have been conducted on the level of affecting IWB, which is an important issue for the IT sector, a comprehensive study revealing the mediating role of KS and DT perception levels of managers on the effect of POF and PJF on IWB has not been encountered much in the literature reviews. Due to this inadequacy, it was decided to conduct this study in order to contribute to the literature.

3.2. Population and Sample of the Research

The research population consists of the top 50 companies operating in the IT sector in Turkey. The list of these companies was obtained from the IT 500 research results published by "BT Haber" (BT Haber, bthaber.com). Since the 2023 results were not published, the 2022 report was considered. The companies' sales revenues were considered when determining the list. The top 50 companies were selected because they best reflect the sector's dynamics and have the potential to increase the generalizability of the research findings to the sector. In addition, these companies have a broad employee profile with diverse educational, experience, and demographic backgrounds. Before conducting the research, the necessary permission was obtained from the "Kahramanmaraş İstiklal University Scientific Research and Publication Ethics Board" with the decision numbered 2023/06 dated 22.11.2023 regarding its ethical compliance.

The data were collected between February and April 2024 in the provinces where the listed firms operate, mainly in Istanbul, Izmir, and Ankara. Yazıcıoğlu and Erdoğan (2004) suggest that "in cases where the universe of the research is not fully known or is very large, the sample size should be at least 384 with a 95% confidence interval and a 5% margin of error". In this context, as a result of the survey conducted with participants in lower, middle, and upper-level managers in the top 50 companies operating in the IT sector, the number of surveys that were filled out and analyzed was 607. In order to distribute the participants equally among the companies, a survey was applied to a maximum of 13 participants from a company. When the distribution of the demographic characteristics of the participants in the research was examined, 33.6% of the participants were female, 66.4% were male, 15.8% had pre-graduate education, 65.4% had undergraduate education, and 18.8% had postgraduate education. 71.9% of the participants have more than 5 years of professional experience. In terms of age, the largest group was between the ages of 31-40.

3.3. Data Collection Tools of the Research

The survey technique was used to collect data in the study. The survey form included scales that were previously proven to be valid and reliable. The survey form presented to the participants consisted of six sections. The first section included questions aimed at determining the demographic characteristics of the participants in the IT sector, such as "gender, age, professional experience, education level, length of service in their current institution, and the city where the company they work for operates." In the measurement of POF, a scale consisting of 4 items and a single dimension developed by Netemeyer et al. (1997) and adapted to Turkish by Turunç and Çelik, (2012) was used. In the measurement of PJF, a scale consisting of 9 items and a single dimension developed

by Brkich et al. (2002) and adapted to Turkish by Kerse (2018) was used. Items 1, 2, 4, and 8 in this scale were reverse-coded. KS scale developed by Van den Hooff and Huysman (2009) and translated into Turkish by Büyükbeşe (2012) was used. The scale consisting of 8 items and a single dimension. In the measurement of DT, consisting of 12 items and single dimension developed by Nadeem et al. (2018) and adapted to Turkish by Sağlam (2021) was used. In the measurement of IWB, a scale consisting of 10 items and four dimensions developed by De Jong and Den Hartog (2010) and adapted to Turkish culture by Çimen and Yücel (2017) was used. The original version of the IWB scale consists of 10 items. The idea generation dimension of the IWB scale consists of 2 items, the idea research dimension consists of 3 items, the idea support dimension consists of 2 items and the idea implementation dimension consists of 3 items. POF, PJF, KS and DT scales in the questionnaire were measured using a 5-point Likert Scale (“1=Strongly Disagree” ... “5=Strongly Agree.”). IWB scale was measured using a 5-point Likert Scale ranging from (“1= Never”... “5= Always”).

3.4. Analysis of Research Data

The data collected in this study were analyzed utilizing SPSS 25.0 and SmartPLS 4.0 software applications. Exploratory and confirmatory factor analyses of the statements assessing the variables utilized in the study were performed. The SPSS 25.0 software was utilized for exploratory factor analysis, while the SmartPLS 4.0 software was employed to assess measurement validity and reliability during the confirmatory factor analysis phase.

This study used the SPSS 25.0 software program to determine the relationships between POF, PJF, KS, DT, and IWB variables. Finally, the direct and mediating effects of the variables in the research model were examined using the SmartPLS 4.0 software program.

4. Findings

This section of the study presents information on the validity analysis of the scales, correlation analysis of the research variables, structural equation modeling, and effect size.

4.1. Measurement Model

Before testing the research model, validity and reliability assessments were conducted on the scales used to collect data. This framework evaluated “internal consistency reliability”, “convergent validity”, and “discriminant validity”. The findings are presented in Table 1.

For “internal consistency reliability”, two reliability coefficients, “Cronbach's Alpha” and “CR” are calculated (Yıldız, 2021). Hair et al. (2022) argued that Cronbach's Alpha underestimates reliability and therefore, they suggested using the combined reliability (CR) coefficient instead of Cronbach's Alpha. Internal consistency reliability is achieved when Cronbach's Alpha and CR coefficients are ≥ 0.70 (Hair, 2006; Henseler et al., 2016; Hair et al., 2022). When the findings regarding the internal consistency reliabilities are examined, Cronbach's Alpha values, POF (0.923), PJF (0.944), KS (0.949), DT (0.976), and IWB

(0.954) were found. Again, according to the research findings, CR values were found to be between 0.923 and 0.976.

The “Average Variance Explained (AVE)” coefficient, which is the sum of the squares of the factor loadings of the indicators of a latent variable divided by the number of indicators, is expected to be ≥ 0.50 (Chin, 1998). The AVE coefficients of the scales used in this research were determined as POF (0.751), PJF (0.662), KS (0.698), DT (0.774), and IWB (0.683). When the values obtained are analyzed, we can say that the measurement tools have appropriate “internal consistency”, “reliability”, and “convergent validity” values. For convergent validity, factor loadings and explained average variance coefficients are checked (Yıldız, 2021). According to Hair et al. (2022), “the factor loading of each statement is expected to be ≥ 0.708 . Items with factor loadings below 0.40% should be removed from the measurement model”. In addition, the Average Variance Explained (AVE) value of the scale, which includes items with factor loadings between 0.40 and 0.70, should be above the threshold value (0.50) (Fornell and Larcker, 1981). When the research findings were examined, it was seen that the number 8 of PJF and the number 1 of IWB had values below 0.708. However, when the AVE values of the scales are examined, it is seen that the values of PJF (0.662) and IWB (0.683) are above the threshold value (0.50). Therefore, these items were not excluded from the measurement model.

Table 1: Factor Loadings, Reliability and Validity of Scales

Scale	Cronbach's α	Items	Factor Loadings	CR	AVE
Person-Organization Fit	0,923	POF1	0.878	0,923	0,751
		POF2	0.887		
		POF3	0.866		
		POF4	0.834		
Person-Job Fit	0,944	PJF1	0.832	0,945	0,662
		PJF2	0.860		
		PJF3	0.872		
		PJF4	0.832		
		PJF5	0.864		
		PJF6	0.855		
		PJF7	0.828		
		PJF8	0.472		
		PJF9	0.828		
Knowledge Sharing	0,949	KS1	0.780	0,949	0,698
		KS2	0.849		
		KS3	0.834		
		KS4	0.828		
		KS5	0.863		
		KS6	0.809		
		KS7	0.841		
		KS8	0.875		
Digital Transformation	0,976	DT1	0.865	0,976	0,774
		DT2	0.851		
		DT3	0.881		
		DT4	0.892		
		DT5	0.908		
		DT6	0.900		
		DT7	0.870		
		DT8	0.884		

		DT9	0.873		
		DT10	0.895		
		DT11	0.855		
		DT12	0.881		
Innovative Work Behavior	0,954	IWB1	0.616	0,955	0,683
		IWB2	0.824		
		IWB3	0.841		
		IWB4	0.828		
		IWB5	0.834		
		IWB6	0.851		
		IWB7	0.856		
		IWB8	0.832		
		IWB9	0.864		
		IWB10	0.883		

The dissociation level of the relationship between the scales measuring one construct and the scales measuring different constructs and the differentiation between them are revealed by discriminant validity (Altunışık et al., 2005). In this context, three values, namely “Cross-Loadings,” “Fornell-Larcker Criterion” and “Heterotrait-Monotrait Ratio (HTMT)” are utilized (Yıldız, 2021). Henseler et al. (2016) suggest the use of HTMT coefficients by stating that “Cross-Loads” and “Fornell-Larcker Criterion” are not sufficient to determine the discriminant validity.

Cross-loadings are checked first to check the discriminant validity. Here, the factor loading of each item is expected to take the highest value under its variable. In addition, there should be a difference of more than 0.1 between the factor loadings of the examined item in its variable and the factor loadings in other variables. In cases where this is not met, the item is considered as “overlapping” and is removed from the scale and analyzed again. Since factor loadings change each time an expression is removed, more than one expression is not removed at the same time. In this context, the item with the least difference between the factor loadings should be removed first (Yıldız, 2021). When the research cross-loadings were analyzed, it was seen that the items “PJF8=I do not think that there are other jobs that are much more suitable for me.” and “IWB1=They also give importance to issues that are not included in the routine workload.” were overlapping. Therefore, PJF8 and IWB1 were removed from the measurement model, respectively.

Finally, Fornell-Larcker and HTMT values were examined to calculate the discriminant validity between the scales. According to Fornell and Larcker (1981), “the square root of the AVE values in the research should be higher than the correlation values between other constructs”. Henseler et al. (2016) state that “HTMT values above 0.90 reveal discriminant validity problems”. Table 2 shows the “Fornell-Larcker” and “HTMT” values. Table 2 shows that the “Fornell-Larcker criteria” are met, and the “HTMT” values are below the 0.90 threshold.

Table 2: Fornell-Larcker and HTMT Values

Fornell-Larcker Values						HTMT Values				
	POF	PJF	KS	DT	IWB	POF	PJF	KS	DT	IWB
POF	0.902									
PJF	0.790	0.864				0.843				
KS	0.646	0.647	0.858			0.689	0.681			
DT	0.750	0.672	0.730	0.890		0.789	0.697	0.758		
IWB	0.791	0.731	0.661	0.792	0.867	0.841	0.765	0.693	0.818	

4.2. Correlation Analysis of Research Variables

In this part of the study, the results of the Pearson correlation analysis conducted to determine the relationships between variables are presented. Correlation analysis is “a statistical method used to test the linear relationship between two variables or the relationship of a variable with two or more variables and to measure the degree of this relationship, if any” (Sungur, 2010). The correlation coefficient is used to determine the level of relationship between variables. The strength of the relationship is determined according to the level of the correlation coefficient (Şencan, 2005). In this context, correlation coefficients (r) are interpreted as very low (0.01- 0.19), low (0.2-0.39), medium (0.4-0.59), high (0.6-0.79), very high (0.8-0.99) (Hair et al., 2022). The results of the correlation analysis between the variables in the study are presented in Table 3.

Table 3: Correlation Analysis Results between Research Variables

	POF	PJF	KS	DT	IWB
Person-Organization Fit	1				
Person-Job Fit	,790**	1			
Knowledge Sharing	,645**	,647**	1		
Digital Transformation	,748**	,671**	,730**	1	
Innovative Work Behavior	,791**	,731**	,661**	,792**	1

** p<0.01

Analysis of the data in Table 3 shows that POF has a highly positive and statistically significant ($p<0.01$) relationship with KS ($r=0.645$), DT ($r=0.748$), and IWB ($r=0.791$).

PJF has a highly positive and statistically significant ($p<0.01$) relationship with KS ($r=,647$), DT ($r=,671$), and IWB ($r=,731$). In addition, a highly significant ($p<0.01$) relationship was found between KS and IWB ($r=,661$). Finally, there is a high, positive, and statistically significant ($p<0.01$) relationship between DT and IWB ($r=,792$).

4.3. Structural Model Evaluation (Hypothesis Testing)

The relationship between the variables in the research model was analyzed using path analysis. Path analysis was performed with 5000 bootstrap samples using the Smart PLS-SEM program. Before testing the hypotheses formed in the research, it should be confirmed that there is no linearity problem. Accordingly, the VIF values of the research were analyzed. According to Hair et al. (2010), a very high correlation (0.8-0.99) between the variables used in the research means linearity. Hair et al. (2022) stated this may increase standard errors and miscalculations of factor loadings or relationship coefficients.

If the VIF coefficient is greater than 5, it indicates a problematic linearity. If the VIF values are acceptable, the next step is to examine the R^2 coefficients (Hair et al., 2022). R^2 is a coefficient that shows the ratio of independent variables explaining the dependent variables. An R^2 coefficient above 0.25 is considered weak, above 0.50 is moderate, and above 0.75 is considered strong (Hair et al., 2011). Table 4 shows the values related to VIF and R^2 tests.

Table 4: VIF and R^2 Coefficients

VIF						R ² Coefficients		
	POF	PJF	KS	DT	IWB		R ²	Adjusted R ²
POF			2.655	2.655	3.467	KS	0.467	0.465
PJF			2.655	2.655	2.915	DT	0.579	0.577
KS					2.372	IWB	0.731	0.730
DT					3.004			
IWB								

When Table 4 is analyzed, the VIF coefficients are below 5. In this context, we can say that there is no linearity problem between the research variables. In addition, as seen in the table, DT and IWB have an R^2 value greater than 0.50. KS has an R^2 value greater than 0.25 and close to 0.50.

In order to test the hypotheses of this study, a structural equation model was created. Path analysis in the structural equation model is a method that allows simultaneous examination of the effects of multiple exogenous variables on multiple endogenous variables. This method is a higher-level method compared to classical regression analysis (Öngel and Gerni, 2021). The direct effect coefficients of the research model are presented in Table 5.

Table 5: Research Model Direct Effect Coefficients

		β	Sample mean (M)	S.D	t value	p
H ₁	POF → IWB	0.322	0.322	0.061	5.238	0.000
H ₂	PJF → IWB	0.181	0.183	0.064	2.819	0.002
H ₃	POF → KS	0.358	0.358	0.070	5.108	0.000
H ₄	PJF → KS	0.364	0.364	0.071	5.145	0.000
H ₅	POF → DT	0.582	0.580	0.062	9.398	0.000
H ₆	PJF → DT	0.212	0.214	0.064	3.327	0.000
H ₇	KS → IWB	0.049	0.049	0.047	1.043	0.149
H ₈	DT → IWB	0.393	0.392	0.057	6.898	0.000

Table 5 and Figure 2 shows that POF has a significant ($p < 0.05$) effect on IWB ($\beta = 0.322$), KS ($\beta = 0.358$), and DT ($\beta = 0.582$). PJF has a significant ($p < 0.05$) effect on IWB ($\beta = 0.181$), KS ($\beta = 0.364$), and DT ($\beta = 0.212$). On the other hand, KS was found to have no statistically significant effect on IWB ($p > 0.05$). Finally, DT has a significant ($p < 0.05$) effect on IWB ($\beta = 0.393$). In line with the results, hypotheses H₁, H₂, H₃, H₄, H₅, H₆, and H₈ are supported, while hypothesis H₇ is not supported.

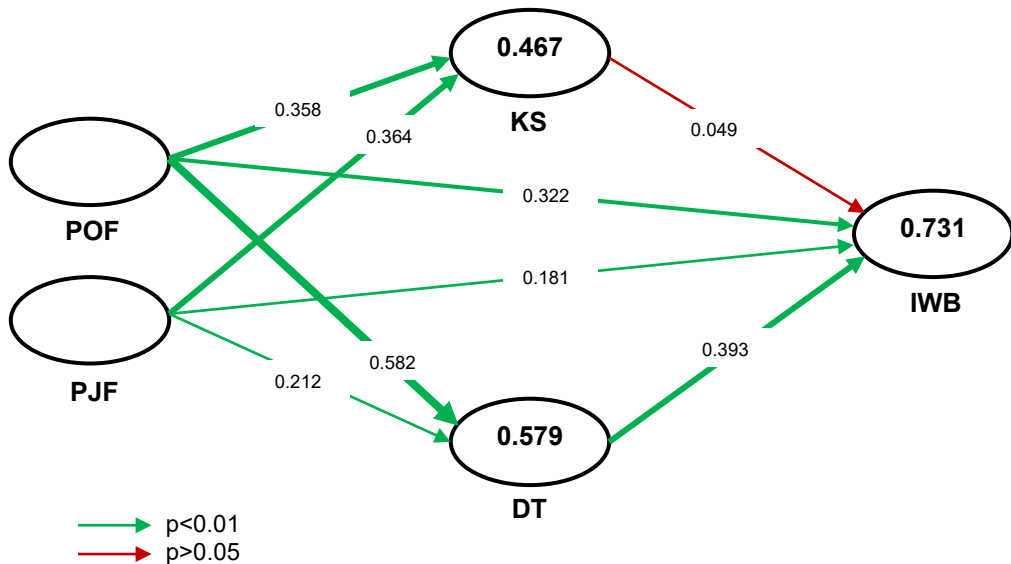
The SmartPLS 4.0 package program used the bootstrapping method to calculate the mediating role values of KS and DT. The research model's mediation effect coefficients are presented in Table 6.

Table 6: Research Model Mediating Effect Coefficients

		β	Sample mean (M)	S.D	t value	p
H ₉	POF → KS → IWB	0.018	0.018	0.018	0.978	0.164
H ₁₀	PJF → KS → IWB	0.018	0.017	0.017	1.035	0.150
H ₁₁	POF → DT → IWB	0.229	0.228	0.043	5.343	0.000
H ₁₂	PJF → DT → IWB	0.083	0.083	0.026	3.146	0.001

When the findings regarding the mediating role of KS variable are examined, it is seen that there is no mediating effect of KS on the effect of POF ($p > 0.05$) and PJF ($p > 0.05$) on IWB. When the findings regarding the mediating role of DT variable are examined, it is seen that DT has a mediating effect on the effect of POF ($\beta = 0.229$) and PJF ($\beta = 0.083$) on IWB. According to these findings, H₁₁ and H₁₂ hypotheses are supported, while H₉ and H₁₀ hypotheses are not supported.

Figure 2: SEM Path Diagram



5. Conclusion and Discussion

Person-organization (POF) and person-job fit (PJF) are among the important issues for businesses. Enterprises must focus on employing suitable employees for the job and the organization. This is because employees will likely be more productive when their skills and abilities match the organization's needs. In this context, managers should develop employment by considering the experience, expertise, abilities, and personality traits of individuals performing specific jobs. In addition, managers must balance employees' interests, organizational resources, and individuals' perceptions of their jobs and skills.

POF has a positive effect on IWB. To interpret this result in terms of managers and the IT sector, it is clear how important managers with high POF are for the IT sector. A high POF among managers is very important in increasing organizational communication. High POF is also effective in managers' IWBs. In the IT sector, which is a sector open to innovation, managers having a higher POF may help them exhibit innovative behaviors. Various studies in the literature are consistent with the research results. Afsar and Badir (2016) found that the fit of the POF significantly positively affects IWB. Similar results to the research findings were also found by Sudibjo and Prameswari (2021), Silalahi and Nasution (2023), and Bhattarai and Budhathoki (2023). Due to rapidly changing technology and competitive market conditions, it has become critical for employees to think innovatively and act proactively, especially in the IT sector. IT employees who feel aligned with their organizations are more willing and proactive in improving existing business processes and developing new technological solutions. At the same time, individuals who lack organizational cohesion are less likely to innovate.

In this study, it was concluded that PJF, which is another important type of organizational fit, positively affects IWB. Organizations need to focus more on recruitment and identification of suitable employees. In this context, managers should develop employment by considering people's experience, expertise, abilities, and personality traits. When employees' skills and abilities align with the job requirements, they may tend to do more than their contractual obligations. The organization should maintain harmony between employees' job expectations and their perceptions of work and skills. When this harmony is created, it can bring positive results, such as IWB. Previous studies support the results obtained. Suwanti and Udin (2020), in a study conducted on managerial individuals working in the Indonesian banking sector, found that PJF has a positive effect on IWB. The findings that PJF positively improves IWB were also emphasized in studies conducted by Afsar et al. (2015), Nazary et al. (2019), Samson (2020), Akmal and Mehmood (2022), and Bhattarai and Budhathoki (2023). If we interpret the results of previous studies and the current research in the IT sector, aligning the characteristics of the job with the individual's technical competencies and problem-solving skills can increase the capacity of employees to exhibit IWB. Moreover, in this sector, where technological developments are known to change rapidly, an individual who is not compatible with his/her job may have difficulty in staying up-to-date due to the mismatch between his/her skills and the requirements of his/her job, which may lead to a loss of motivation towards professional development. On the other hand, employees in the IT sector who feel aligned with their jobs will be more willing to continuously update their technical competencies, learn new software and systems, and offer more innovative solutions to business processes to achieve maximum performance.

In this study, a significant and positive effect was found due to the analysis conducted to examine the effect of POF on KS. According to this result, we can say that managers' being in harmony with the organization increases their KS. The result obtained in the study is consistent with the findings in the existing literature. Kodden and Groenveld (2019), who found a direct positive relationship between POF and KS, stated that the possibility of KS will increase when there is a high level of POF. Saleem et al. (2011) concluded that employees with high levels of POF are more likely to share knowledge with

their colleagues. They stated that organizations can facilitate KS by providing appropriate communication channels and motivating employees.

As a result of the analysis, it was found that managers with high PJF were more likely to share information with their colleagues. According to this result, we can state that managers' being in harmony with their job roles and tasks increases KS. In the literature, a limited number of studies similar to the results of this study have been encountered. Ait Alla and Rajâa (2017) and Ulu and Demirel (2023) found a significant relationship between PJF and KS.

In this study, the effect of POF and PJF on DT was examined, and it was concluded that both independent variables positively and significantly affect DT. According to these findings, managers' harmony with their organizations and jobs increases their participation in DT processes. We can also say that managers take a more active role in DT processes if they are in harmony with the organization's values, culture, and job requirements. Similarly, when managers feel competent in their job roles, PJF can also facilitate compliance with DT processes. However, employees who do not show high POF may face negative emotional states such as low performance, organizational disharmony, and turnover, and accordingly, their organizational effectiveness (Uchedili, 2023) and level of participation in the DT process may decrease. According to Uchedili (2023), digital library services need employees with high levels of POF and PJF.

The analysis revealed that KS has no statistically significant effect on IWB. This finding may indicate that KS alone is insufficient to increase IWB and that other factors should also come into play. The result obtained contradicts some literature findings (Afsar et al., 2017; Phung et al., 2018; Na-Nan and Arunyaphum, 2021), while it is consistent with some studies (Işık, 2018; Usmanova et al., 2021; Thneibat 2022). Işık (2018) found that KS did not significantly affect IWB and stated that this situation may be related to the trust problem that employees experience with each other at the point of sharing knowledge. Thneibat (2022), who reached similar results, stated that this situation is probably because employees need to acquire new knowledge beyond their traditional fields before engaging in IWB. The result that KS does not affect IWB may also be because employees are not provided with sufficient technological opportunities for knowledge sharing (Işık, 2018). The results of the current study are also in line with the findings of Kang and Lee (2017), which show no significant relationship between innovative behavior and knowledge sharing.

This study concluded that DT has a significant and positive effect on IWB. This result shows that managers' DT processes increase their IWBs. According to this finding, we can say that DT helps employees develop their innovative thinking and behavioral abilities by modernizing the ways of doing business, processes, and technologies of enterprises. Studies showing similarities with the research results are pretty limited. Purwanto et al. (2021) examined the effect of DT on IWB, but no significant effect was found. However, results similar to those of the research findings were found by Haspemi et al. (2023), and it was determined that digital capabilities have a positive effect on IWB. Wu et al. (2022) systematically examined the influence mechanism of innovative behavior in the context of digital transformation. The study concluded that leadership style, organizational innovation level, and organizational social responsibility are the most fundamental and critical factors affecting employees' innovative behaviors (Wu et al.,

2022). In another study (Nwankpa and Roumani, 2016), which supports the current research findings, it was determined that digital transformation has a significant effect on innovation. According to the findings of previous studies and the results obtained in this research, we can state that DT will help employees produce creative solutions and, increase IWB positively.

In line with the model created in the research, it was examined whether KS and DT mediate variables in the effect of POF and PJF, independent variables, on IWB, which is the dependent variable. The expected results of the research were that KS and DT may have a mediating role in the effect of POF and PJF on IWB. However, as a result of direct effect analyses, it was seen that KS, which is the mediating variable, did not have a statistically significant effect on the dependent variable, IWB. Accordingly, the mediating role of KS in the effect of POF on IWB could not be identified. Similarly, it was concluded that KS did not mediate the effect of PJF on IWB. In the studies of Afsar and Badir (2015: 263) on hotel employees and managers and Afsar (2016: 104) on nurses and doctors, they examined the mediating role of KS in the effect of POF on IWB. The difference between the results of these studies and the current study may be due to organizational and cultural factors. Namely, enterprises in the IT sector generally have a start-up culture and prefer horizontal organizational structures rather than hierarchical structures. This may lead individuals to focus on developing their own competencies and individual innovation rather than sharing knowledge directly. Moreover, in the IT sector, where telecommuting and flexible working models are common, knowledge sharing may differ from other sectors as employees are not physically together.

On the other hand, the mediating role of DT on the effect of POF and PJF on IWB was examined. According to the results, DT mediates the effects of POF and PJF on IWB. No previous study has been found on this subject. In particular, the mediating role of the perceptions of DT of managers in the IT sector has been addressed for the first time in this study. Thus, it is thought to shed light on how POF and PJF affect IWB.

6. Contributions of the Research to Theory

The research question is whether KS and DT mediate the effect of managers' perceptions of fit between their organizations and their jobs (independent variable) on their IWBs (dependent variable). In this context, POF and PJF help to understand the drivers of IWB among managers by focusing on KS and DT. According to the research findings, POF and PJF help better align the knowledge, skills, and abilities of IT managers with the sector's demands, expectations, goals, and objectives. When KS is examined alone as a mediating variable in the research model, it is determined that it has a mediating role. However, when DT was added to the research model as a mediating variable, the mediation effect of KS was insignificant. This result is because DT makes KS more transparent and helps it to spread from individuality to the entire organization at the digital level. Although the results of the current study do not fully overlap, they contribute to the studies conducted by Afsar and Badir (2015), Afsar (2016), and Syafranuddin et al. (2023). Moreover, the mediating role of DT in the impact of POF and PJF on IWB has never been tested in previous studies.

7. Practical Contributions

Enterprises need to undertake several activities to improve POF and PJF. POF should start with prioritizing cultural fit in recruitment processes. That is to say, in recruitment processes, not only the technical knowledge and experience of the candidates but also how compatible they are with the organization's culture should be examined and selected accordingly. In this process, interviews can be helpful to understand whether candidates will be compatible with the workplace and organizational culture. In addition, employees whom the organization values work more in harmony. Therefore, supporting employees in terms of training can help them develop personally and professionally and make them feel valued. In terms of training, organizations can use universities and consulting firms. Interpersonal relationships and cohesion can be strengthened by encouraging cooperation and teamwork. Developing organizational democracy is another important issue in this regard. Namely, employees having the right to have a say in the decisions taken about the business can increase organizational cohesion. A strong communication network can increase harmony between the organization and the individual. Organizations can strengthen communication by establishing an open and effective internal communication system, providing employees with easy access to managers and other departments, and establishing regular meetings and feedback mechanisms.

Enterprises should improve the degree of fit between employees and their jobs by streamlining the training and development opportunities, flexible working conditions, personalized work experience, performance management, and feedback mechanisms, job enrichment, and job expansion, reward systems to increase motivation and job satisfaction, improvement of the onboarding process, career development planning and other proactive methods to ensure that employees actively participate in their work to improve creative performance. In this context, establishing competency-based interviewing techniques; utilizing well-prepared job descriptions in determining responsibilities and competencies; providing training, especially on new technologies, business processes, and business dynamics; distributing tasks according to employees' strengths; identifying employees' development areas and guiding them in these areas; giving more responsibilities to employees and adapting the work to their abilities; breaking the monotony of the work by assigning different tasks to managers and employees; rewarding both financially and in terms of personal development opportunities or career advancement opportunities; and organizing supportive and mentoring programs.

Another important issue is for enterprises to develop digital strategies. In this context, enterprises can collaborate with start-ups, universities, and technology companies to provide innovative solutions from external sources and strengthen open innovation and external collaborations. Contribute to digital transformation-oriented performance management by incentivizing employees' innovative work. Create sustainable DT strategies by opting for long-term plans instead of short-term technological investments. It can also emphasize DevOps and Agile working models that will help teams innovate quickly by increasing flexibility in software development processes. Finally, enterprises can also benefit from developing artificial intelligence-supported coding and automation

systems that enable employees to focus on more creative work by reducing their time on manual processes.

8. Limitations and Suggestions for Future Research

The current study has some limitations. First, only POF and PJF were used as independent variables in this study; in future studies, other fit variables within person-environment fit, such as person-group, person-occupation, and person-manager fit, can be added. Secondly, the effect of variables such as organizational trust, organizational commitment, professional commitment, and psychological climate as mediating variables can be tested. Thirdly, the study examined managers in the IT sector of a single country, namely Turkey; however, managers from other cultures and identities can be included in the research population to obtain comprehensive comparisons. This study was conducted as a cross-sectional study. Therefore, there may be difficulties in determining causality and observing changes over time. In particular, dynamic processes such as DT evolve over time, and the interplay between POF, PJF, and IWB may change depending on organizations' structural changes. Therefore, future longitudinal studies can help us better understand how these alignments are shaped as organizations undergo DT processes. Such an approach could reveal how the impact of DT is sustained over the long term and the temporal patterns of change in employee behavior. In addition, in future studies, issues such as the support of senior management, the stage of DT, the necessity of DT, and the DT competencies of employees can be added to the research model.

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