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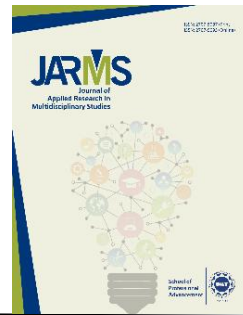
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Understanding Proactive Personality, Knowledge Sharing, and Innovative Work Behavior in Knowledge-Intensive Firms

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Abstract

The current study aimed to analyse the roles of innovative work behavior (IWB), knowledge sharing (KS), and proactive personality (PP) with gender as the moderator in organizations that are extensively dependent on knowledge. The current study was based on 522 employees of various organizations across different sectors, distinguished for their technical skills and knowledge intensity. The findings revealed rich understanding as to how these aspects underpin the process of innovation in organizations. Resultantly, the study demonstrated that people with proactive personalities directly affect both knowledge sharing (KS) and innovative work behavior (IWB). Self-starters can be defined by their initiative actions to solve problems before they arise. Moreover, they are proactive in contributing to the generation of new ideas within organizations. This behavior is effective to sustain such an environment where change and innovation are key development for competitive knowledge-intensive organizations. The current study also revealed that KS is a significant mediator in the relationship between PP and IWB. Although, this study has shown that a PP is optimal for creative work, this benefit is further boosted and compounded when knowledge is transferred amongst employees. This mediation effect indicates that KS would work synergistically with the proactive actions to enhance innovative capacities in order to generate enhanced innovation results in the organization. One of the interesting issues addressed by the study was the moderating influence of gender prevalent among these issues. This implies that the relationship between PP, KS, and IWB is moderated by gender which supports previous claims. This indicates that intervention type activities within organizations that are geared towards fostering innovation and knowledge management should take the gender factor into consideration for better results. The successful application of these strategies, when informed by gender, may help in holding efforts towards promoting a culture of innovation. One of the main strengths of the current study was that it awarded much of its attention to a singular field, however, it might weaken the transfer-ability of the results to other fields. Some aspects of the presented hypotheses could be more appropriate for knowledge-intensive organizations than for other forms of businesses, since the latter reveal certain peculiarities, which limits the generalisability of the results. Thirdly, conversely, though the participants' total count was 522, it may also be significant. However, it may also be a source of bias if the provided sample does not reflect all the spectrum and specifics of the target population.

Keywords: innovative work behavior (IWB), knowledge sharing (KS), knowledge intensive organizations, proactive personality (PP)

Introduction

In today's business world, innovation is crucial for the survival and competitiveness of organizations (Bagheri & Akbari, [2018](#); Tajeddini & Trueman, [2008](#)). Innovative work behavior (IWB) involves creating, sharing, and applying fresh ideas to boost the performance of individuals, groups, or entire organizations. Despite the importance of IWB, there is an absence of pragmatic studies focusing on knowledge-intensive firms (Kim et al., [2020](#)).

Knowledge exchange acts as a fundamental catalyst in fostering innovation, requiring employees to build networks that facilitate the sharing of information. However, the enforcement of knowledge sharing (KS) poses challenges since individuals often view their knowledge as valuable

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assets and have a natural tendency to withhold information, hindering open knowledge exchange (AlEssa & Durugbo, [2022](#); De Jong & Den Hartog, [2007](#); Delios, [2010](#)).

In recent times, innovation has gained widespread recognition among organizational researchers, practitioners, and managers as a vital tool to ensure efficiency, growth, and continuous development within companies (Hammond et al., [2011](#)). Regardless of whether they are for-profit or nonprofit, large or small, all organizations actively encourage their employees to acquire new skills and share existing knowledge to align with their strategic goals (Farzaneh et al., [2022](#)).

Knowledge plays an essential role in motivating the innovation, and to facilitate KS, employees must establish networks to exchange ideas (Thornhill-Miller & Dupont, [2016](#)). Organizations require employees equipped with necessary knowledge, skills, abilities, and resources, supported by effective KS strategies that foster the growth and efficient utilization of knowledge. The process of KS involves informal communication among coworkers, promoting the exchange of valuable insights (Siemsen et al., [2008](#)).

Sitko- Lutek et al. ([2010](#)) emphasized that managerial employees may enhance their skills and knowledge through KS. Although, organizational leaders recognize the potential of this practice to streamline tasks and free up time for more meaningful activities, enforcing KS remains a challenge. Individual members within an organization typically generate and retain knowledge, and the intrinsic desire to hoard information often hampers the open sharing of knowledge (Ganguly et al., [2019](#); Hsu et al., [2022](#)).

Proactive individuals, driven by positive goals for constructive change actively engage in exchanging information with the others to identify the opportunities. This exchange within their work units may lead towards the discovery of problems, which they see as opportunities for improvement (Frese & Fay, [2001](#)). Employees vary in terms of knowledge, skills, information, and perspectives related to work issues. Through their effective exchange of information, these employees explore new ways of thinking, introduce innovative ideas, and gather insights from their colleagues to identify the opportunities or address existing problems (Grant & Ashford, [2008](#)). Such proactive individuals may seek information from both within and outside their work units (Mehmood et al., [2023](#)).

When examining personality traits based on demographic variables, significant variations were observed in the behaviors of men and women, particularly within organizational contexts where innovation acts as a key framework. Research suggests that women exhibit greater creativity as compared to men. Gender, being a social construct, intricately influences human behavior across various domains. Previous research conducted on gendered human behavior focused on societal norms, stereotypes, and cultural influences (Palan, [2001](#)). However, there is still a lack of clear understanding of distinct social norms between men and women and how these norms impact innovation. A notable gap lies in understanding the impact of gender on KS and how this influences IWB.

Literature Review

Innovative Work Behavior (IWB)

IWB can be defined as the deliberate conception, introduction, and execution of novel ideas within an employee's role, whether at an individual level, within groups, or across the entire organization. This is aimed at enhancing the performance of the employee, the group, or the organization as a whole (Janssen, [2010](#)). IWB, as a form of individual-level innovation, holds great significance to improve competitive advantage. Individuals must possess the capacity to transcend routine activities, exemplified by the exploration of new technologies, adoption of innovative work methods, and the pursuit of investigations to implement fresh ideas (De Jong & Den Hartog, [2010](#);

Maaravi et al., [2021](#)). Thus, IWB goes beyond being merely an individual's aim to produce novel concepts; it involves the introduction and application of these ideas to enhance problem-solving efficiency and effectiveness (Janssen, [2010](#); Srirahayu et al., [2023](#)).

Numerous scholarly works, such as (Birkinshaw et al., [2008](#); Yuan & Woodman, [2010](#)), have demonstrated that innovativeness is a critical element that contributes to an organization's long-term survival and sustained competitive advantage. Several scholars have highlighted the importance of IWB for organizational performance in the quickly evolving business world including Abstein and Spieth ([2014](#)), Janssen et al. ([2004](#)). Crucially, IWB is considered critical for all members of the organizational workforce and is not limited to innovation-focused companies or certain job functions (De Jong & Den Hartog, [2010](#); Mumford, [2011](#)).

IWB entails actions initiated by individuals themselves to improve current situations or produce new ones for both the institute and the individuals (Griffin et al., [2007](#); Parker & Collins, [2010](#)). Scholars, including Janssen et al. ([2004](#)), Scott and Bruce ([1994](#)) and Yuan and Woodman ([2010](#)), affirmed the significance of EIWB in sustaining the organizational competitive advantage (AlEssa & Durugbo, [2022](#)).

Proactive Personality (PP)

According to Rupp ([2011](#)), PP can be defined as the human being's ability to investigate the situational factors taking place in its environment and efficiently coping up with the changes in order to benefit from the positive outcome. This characteristic is predominantly evident in challenging organizational settings or in situations which confines the individuals to a certain limit (Bateman & Crant, [1993](#)). People with a PP may have a positive image of the surroundings around them no matter what the contextual factors are (Parker et al., [2010](#)). Previous studies indicate that PP aligns well with the positive thinking and behavior, job creativity and novelty, it also has a positive relationship with IWB as studied earlier (Seibert et al., [2001](#)).

The relationship between creative work behavior and PP has been explored previously by various studies. People who have a high range of PP and perform high on a scale of PP exhibit a high level of IWB. This is because both PP and IWB are mainly creativity and risk taking constructs directly linked with change. People having high PP tend to be creative, leading towards change. PPs typically exhibit greater levels of self-efficacy, or the conviction that they can successfully perform difficult tasks. They may act more creatively at work and take on more tasks as a result of their increased confidence (Mehmood et al., [2023](#)). At the same time, employees are encouraged to engage in IWB and show PP to support business practices of the organization (Li et al., [2017](#)).

Individuals with a strong PP have a natural tendency to improve their situation by spotting opportunities and taking initiatives. According to Crant ([2000](#)), such individuals endure until significant change occurs. On the contrary, low PPs frequently maintain the status quo, show little initiative, miss out on opportunities, and passively acclimate to their work environments (Zhang, [2020](#)).

PP has been identified as a significant prerequisite for positive workplace behaviors which include employees novel behavior, social networking, opportunity discovery, and knowledge activism (Jiang & Gu, [2017](#)). Research shows that motivated people are characterized by a desire to learn and engage in development activities. They believe that their particular actions can lead to career success (Fuller & Marler, [2009](#)). People with PPs develop a strong sense of accountability and a positive outlook to change their workplace. They are also positive and open to making meaningful changes (Fuller et al., [2006](#)).

A PP reflects an individual's propensity to act pro-actively (Bakker et al., [2012](#); Bozbayındır & Alev, [2018](#); Crant, [1995](#); Jiang et al., [2023](#)). This characteristic describes a person's propensity to

take proactive action in order to make significant changes in their environment (Bateman & Crant, 1993). A key source of motivation for proactive behavior, according to Erdogan and Bauer (2005), is a PP.

H1: Proactive personality (PP) is positively related to innovative work behavior (IWB).

H2: Proactive personality (PP) is positively related to knowledge sharing (KS).

Knowledge Sharing (KS) as a Mediator

Acknowledging the value of information and the need for efficient knowledge management is essential to building new skills and encouraging creativity in businesses. KS stands out as a crucial procedure for knowledge management inside the corporate setting (Bock & Kim, 2002; Renzl, 2008). However, it is essential to acknowledge that knowledge is not universally shared (Teece, 2012). Consequently, initiatives founded on the assumption that knowledge effortlessly circulates among organizational members are destined for failure (Davenport et al., 2003). It emphasizes that as long as knowledge remains personalized and is not easily shareable, organizations cannot fully capitalize on the value of this expertise (Khan & Zaman, 2021).

Individuals often abstain from distribution of their knowledge since they perceive it as valuable and significant. Therefore, the dissemination of valuable knowledge among organizational members becomes imperative. Bock and Kim (2002), argued that fostering motivation for knowledge sharing is key to achieving this. Previous studies also shed light on the success of innovation firms, highlighting that knowledge gathered externally is extensively shared within the organization, incorporated into the business's knowledge base and used by those working on the creation of new goods and technologies (Wang et al., 2024).

Companies have made considerable financial investments in knowledge management projects after realizing the possible advantages of information sharing. Among these is the creation of cutting-edge technology-driven information management systems that facilitate knowledge dissemination, sharing, and storage (Centobelli et al., 2019). Researchers have examined the ways in which information sharing is impacted by individual differences (such as authority, knowledge, and positive personality qualities) as well as contextual or situational aspects (such as leadership behaviors and management practices) (Anand et al., 2021; Wang & Noe, 2010). However, encouraging individual knowledge sharing continues to be a difficult challenge for organizational knowledge management as information is essentially housed inside individuals and depends on their desire to share. Within a company, KS presents a social dilemma of public good where people's reasonable behaviors to maximize their own interests instead of the public benefit (Rhee & Choi, 2017).

According to Al Bastaki et al. (2021), employees are more likely to participate in KS Bakker et al. (2012), if they are satisfied with the training they received. According to Yang (2007), KS and organizational learning have a significant positive impact on the organizational effectiveness. Only consistent innovation can make businesses more competitive. Employee knowledge levels can significantly influence how successfully personages apply their inventive conducts and activities, and employee innovation can significantly influence how well businesses innovate. Sharing information among employees is a social exchange action that creates a mutual process of knowledge flow between the giver and the recipient and adds new information to the body of knowledge (Wu, 2020). To encourage employee sharing, organizations should put forth more effort.

In the current study, KS has been conceived as the process of communicating and disseminating knowledge and information among individuals, teams, and organizations. It involves the exchange of insights, expertise, experience, and best practices that can help individuals and teams to perform better, solve problems, and make more informed decisions.

H3: There is a significant relationship between knowledge sharing (KS) and innovative work behavior (IWB).

H4: Knowledge sharing (KS) mediates the relationship between proactive personality (PP) and innovative work behavior (IWB).

Gender as a Moderator

Literature suggests that gender can influence innovation processes in various ways, with some studies highlighting that gender differences may affect participation and success in innovation-related activities. For instance, women could be less worried about seeming competent to others and admit mistakes more readily than men, however, they might also feel less prepared to face difficulties, which reduces their perceived success (Fauchart & Gruber, 2011). At the same time, gender categorization also impacts as to how females perform and similarly, gender can impact how psychological elements and perceived success are connected, as well as the relationship between structural factors and objective performance (Gupta et al., 2009).

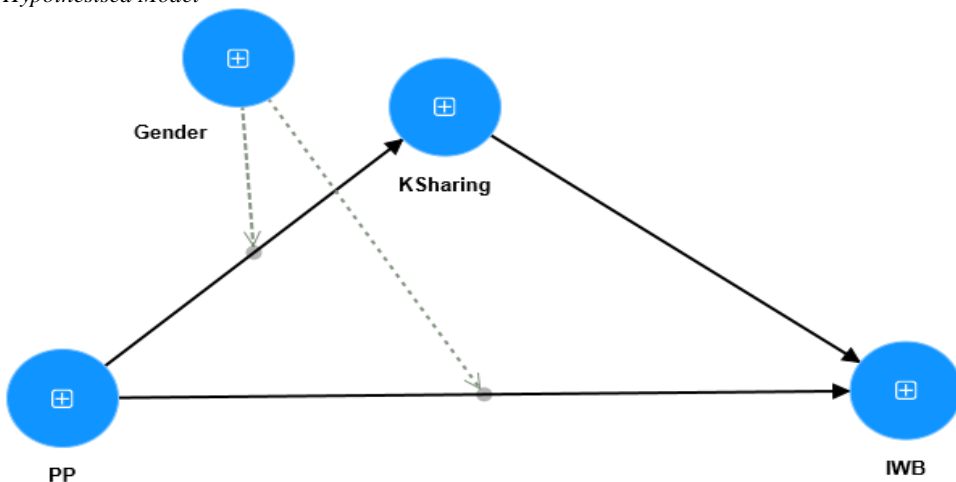
The creative behavior of female entrepreneurs is influenced and guided by gendered norms, attitudes, and values in terms of motivation, innovation processes, and innovation outcomes (Strawser et al., 2021). These behaviors are frequently displayed inside the corporate institutions that idealize a fictitious model worker, marginalizing characteristics connected to women, such as emotionality and social skills.

Overall, literature indicates that gender plays an essential role in innovation and entrepreneurial contexts, affecting both the processes and outcomes of innovative activities. Gender can also act as a moderator in these contexts, influencing the behavior and success of individuals engaged in innovation (Pecis & Berglund, 2021).

H5: Gender moderates the relationship between proactive personality (PP) and knowledge sharing (KS).

H6: Gender moderates the relationship between proactive personality (PP) and innovative work behavior (IWB).

Figure 1
Hypothesised Model



Methodology

The primary method of data collection in the current study involved the use of online questionnaires. This is another strategy that is commonly employed due to its effectiveness, given that the information can be disseminated within a short span of time at a reasonably cheaper or sometimes no cost at all. The respondents selected for this study belonged to different industries and sectors that comply with technical requirements, problem solving, and knowledge-based tasks. This indicates that the study focused on self-employed professionals with good experiences and knowledge in regard to the study's questions. This is because it would have been quite a challenge to obtain the complete list of employees from these industries, therefore the researchers utilized convenient sampling technique. This technique targets easily accessible and willing participants instead of the entire population.

About 600 questionnaires were administered among the identified targeted group of employees.. However, due to certain constraints, the total usable questionnaires administered and retrieved were 522 out of 600 by the end of data collection. This makes the overall response rate attractive at 87% due to survey-based studies generally being accepted to have acceptable response rates. This percentage of response rate indicates that the results can be considered accurate and meaningful since most of the participants who were reached responded effectively.

The questionnaire used in the course of this study was developed on a five-point Likert scale. This type of scale is preferred in survey research experiments since it provides the degree of endorsement to a particular statement. The choice of Likert scale enables the quantitative data analysis, as the responses obtained can easily be translated into numerical data necessary for statistical testing. The measurement for PP (6) was adapted from the work of Bateman and Crant (1993), KS (8) was adopted from Bock et al. (2005) and the independent variable IWB (10) was assessed using the metrics proposed by De Jong and Den Hartog (2010).

Once the data was collected, Smart PLS 4 was used for analysis. The measurement model was assessed to determine the reliability and validity of the model. In contrast, the structural model was evaluated to reach the conclusions about the connections between PP, KS, and IWB.

Results

Common Method Bias (CMB)

In order to counteract the possible problem of common method bias (CMB), the poll questions were carefully arranged using Google forms. The scales for independent and dependent variables had to be separated for this. As suggested by Podsakoff et al. (2003), the one-factor test was used, developed by Aguirre-Urreta and Hu (2019), and Harman (1967) to determine if CMB was present.

Using SPSS 26, a principal component analysis was performed with varimax rotation to determine if any one factor explained more than 50% of the variation. The results showed that all of the components together explained 27% of the variation when they were placed onto a single factor. Resultantly, it can be stated that the current research did not raise any issues related to common technique bias.

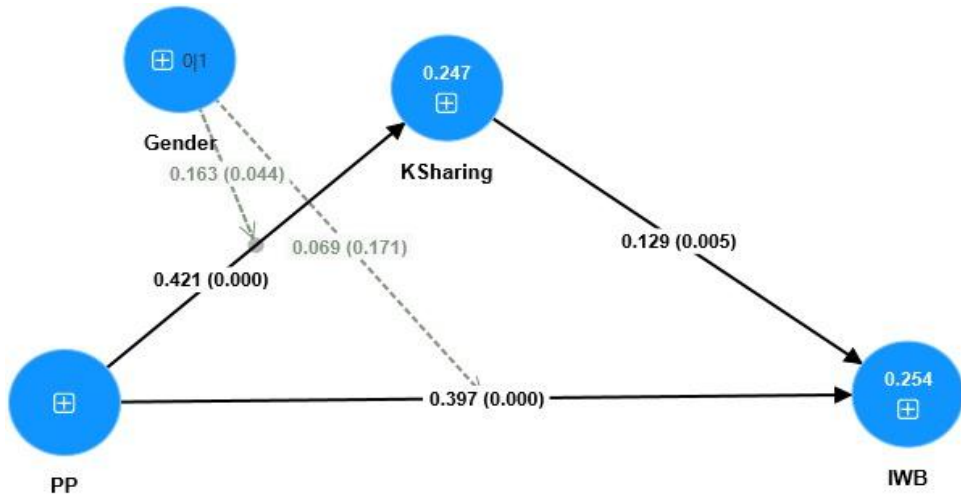
Measurement Model Assessment

According to the literature, item loadings should ideally be more than 0.708. However, Fornell and Larcker (1981) and Shrestha (2021), suggested that loadings as low as 0.4 would be acceptable provided that the average variance extracted (Davenport et al., 2003) values are more than the 0.50 requirement. In order to satisfy this need, some components with low loading indications were taken out of particular structures until the AVE level was reached.

From the IWB scale, 3 out of 10 items were removed, the items that were retained had a loading of 0.6-0.8. Roughly, 4 items were removed from the KS scale, while only 2 items were removed out of 6 from the PP scale with all factor loadings greater than 0.7.

In the current study, both Cronbach's Alpha and the more current suggested composite reliability (Bateman & Crant, 1993) were used to assess the reliability of scales. Composite dependability is thought to be more accurate than Cronbach's Alpha, since it includes relative indicator weights in its computations (Dijkstra & Henseler, 2015). In the current study, the KS and IWB scales' suggested criterion of 0.70 which was exceeded by both types of reliabilities; nevertheless, for KS, the Chronbach's Alpha was slightly less than 0.7.

Figure 2
Measurement Model Assessment



Additionally, convergent validity was demonstrated, as shown by AVE values higher than 0.50 on every measure. Together with the updated factor loadings, Table 1 shows the Cronbach's Alpha, composite reliabilities, and average variance extracted values for each scale.

Table 1
Measurement Model for Reliability, AVE's and Convergent Validity

Variables	α	rho_a	rho_c	AVE
IWB	0.861	0.870	0.893	0.544
KSharing	0.670	0.672	0.802	0.503
PP	0.750	0.751	0.842	0.572

To determine the discriminant validity, heterotrait–monotrait (HTMT) ratio (Henseler et al., 2015) and the Fornell–Larcker (F-L) criterion were used (Fornell & Larcker, 1981). When a construct (highlighted in bold on the diagonal) has square roots of average variance extracted (Alves & Pinheiro, 2022; Davenport et al., 2003) that are greater than the correlation between any two constructs, discriminant validity is established by the F-L criterion. Furthermore, discriminant validity is shown by HTMT values between two constructs that are less than 0.9. Both approaches clearly showed strong discriminant validity for every component in the current study.

Table 2
HTMT ana FL Values

Variables	HTMT			F-L		
	IWB	KSharing	PP	IWB	KSharing	PP
IWB	-			0.738		
KSharing	0.434	-		0.338	0.709	
PP	0.595	0.683	-	0.485	0.490	0.756

Structural Model Assessment

The structural model was carefully examined to find any possible issues with multicollinearity. It was discovered that all of the predictive constructs' variance inflation factor values fell below the designated limit of 5.

Table 3
Beta Coefficients, Significance Values, F² Effect Sizes and Adjusted R² Values

	β	<i>t</i> -statistic	<i>F</i> -square	<i>p</i>
KSharing -> IWB	0.132	2.569	0.218	0.005
PP -> IWB	0.421	9.698	0.179	0.000
PP -> KSharing	0.490	12.564	0.317	0.000

The findings presented in Table 3 encompass beta coefficients, *t* statistics, *p*-values, and *F*² values, which are utilized to assess the connections between PP, KS, and IWB. The outcomes from the structural model analysis reveal a statistically significant positive correlation between PP and IWB. This implicates that employees having a higher level of proactiveness and those who take their work very seriously tend to be more creative with their skills and exhibit a more creative behavior. On the other hand, PP shows a positive association with KS which depicts employees with a PP displaying a pronounced inclination towards fostering a culture of KS. Their innate proactivity propels them to actively involve in actions that add to the dissemination and exchange of knowledge. These individuals not only possess a high level of knowledge themselves, however, also express a genuine enthusiasm for indulging in collaborative efforts that promote the collective growth and learning within the workplace.

Conversely, the association between KS and IWB is significant (beta coefficient = 0.132, *t* = 2.569, and *p* = 0.005). However, the model here seems a little misfit which maybe due to the fact that the phenomenon is not applicable in its true sense in this sector. Higher KS leads towards higher level of IWB. However, the population of the current study was highly competitive and people might be reluctant in sharing their knowledge considering the fact that their peers might take an advantage over them.

Additionally, the *R*² adjusted metrics for KS and IWB stand at 0.246 and 0.239, respectively. These values signify that the structural model accounts for 24.6% of the variability in KS and 23.9% in IWB. The results depicts that if the personality of an individual is enhanced or if an individual is proactive by nature, he/she is more likely to indulge in KS and innovative behavior.

Mediation Analysis

Table 4
Mediation Analysis

Path Model	β	SE	Confidence Interval	
			5.0%	95.0%
PP -> KSharing -> IWB	2.383	0.023	0.020	0.109

Table above presents the mediation results, as indicated by the bias-corrected and accelerated confidence intervals (BCa-CI) values. The insignificance of the mediation effect is evidenced when the confidence interval, spanning from the lower (5%) to the upper (95%) bounds, encompasses zero. In this case, the path between PP and IWB is fully mediated by KS, since the 0 lies in between.

Moderation Analysis

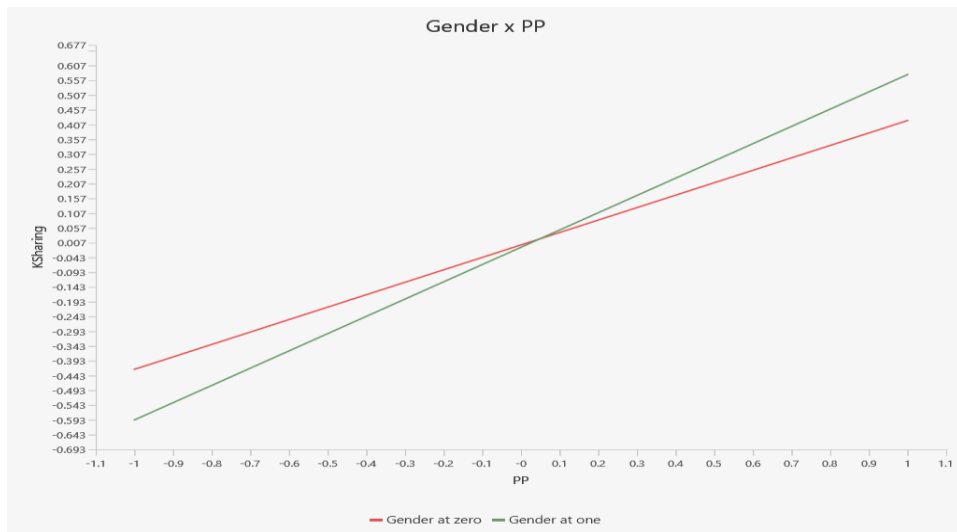
Table 5
Moderation Analysis

Path Model	β	SE	p-values	95% Confidence Interval	
				5%	95.0%
Gender x PP -> IWB	0.069	0.016	0.174	0.052	0.192
Gender x PP -> KSharing	0.163	0.011	0.041	0.015	0.329

Table above represents that P-values are less than 0.05 in case of KS, however, in case of IWB, its more than that but the confidence interval values encompass a 0 which shows the significance of gender between the two paths.

Slope Interpretation for Knowledge Sharing (KS)

Figure 3
Slope for KS



A steeper slope would indicate that the effect of PP on KS varies more significantly between different genders.

As it can be seen that the slope representing the relationship between PP (IV) and KS (DV) is steeper for gender at zero which shows the category of men as compared to the gender at one which shows the category of women. It suggests that PP has a stronger impact on KS, particularly for men. This may imply that PP traits are more influential in driving KS behaviors among men as compared to women (or vice versa). Understanding this difference may help the organizations tailor their strategies and intermediations to promote KS to better suit the preferences and tendencies of each gender.

Discussion

The current study demonstrated a straight, positive, and significant influence of PP on IWB, leading to the acceptance of Hypothesis 1. These findings align with the previous research conducted by Gumilang and Sunaryo (2021). The same research also demonstrated that employees' inventive behavior is significantly and favorably impacted by PP. IWB is majorly improved by PP, particularly when problem solving skills or hands on exercises are involved. Similarly, Tekeli and Özkoç (2022), asserted that an individual's PP plays a crucial role in encouraging changes in employee behavior that result in advantageous situational improvements in enterprises. Proactive people take the initiative to actively contribute to improve their environment based on their observations, which enables them to foster creative activity at work.

In this study, the direct effect of PP on KS was examined. Moreover, it was also revealed that PP has a significant positive impact on KS which leads towards the acceptance of Hypothesis 2. All of this is in accordance with the previous studies conducted by Zhang (2020) which explains that if workplaces are willing to share their knowledge, they seem to have PP and its positively correlated. Being highly driven by themselves, proactive people are inclined to actively engage in KS activities. The tendency of such people to achieve more encourages them to share information by identifying opportunities for learning, updating their skills on a regular basis, and actively participating in KS programs. Their proactive nature encourages an information-sharing culture inside the firm.

At the same time, the study also shed light on the indirect effect of PP on IWB through KS, which shows how the KS variable effectively mediates the association between PP and IWB. The current study correlates with the previous studies and explains that if an individual has a PP, he/she has the ability and power to recognize the difficulties and opportunities arising within an organization and he/she may take the chance to facilitate IWB (Pan et al., 2021). Therefore, it is suggested that proactive people participate in KS activities to spread and gather a variety of knowledge and information which would encourage creative acts. This highlights the role of KS in enhancing the innovation in the organization (Hassan et al., 2018). It can be concluded that KS acts as a vital transitional intermediary that changes PP traits to tangible innovative outcomes within the organization.

Understanding gender dynamics as a moderator in the relationship between PP and IWB is necessary to promote diversity, equity, and inclusion at workplace. By eliminating gender-related barriers and stereotypes, organizations may create cultures that empower the individuals of all genders to use their proactive inclinations and contribute significantly to innovation and organizational success. The current study at the same time revealed that there are significant differences in behaviors of men and women. Men are unwelcoming and restrained in sharing information, while women are proactive and show creative activity. These findings are highly supported by literature as well (Strawser et al., 2021).

Conclusion and Policy Implementation

With the advent of knowledge extensive firms, the current study focused on the complex relationship between PP traits, KS, and IWB practices. Findings and results highlighted the acute role that a PP plays in promoting KS and creative work practices. The results showed a significant direct relationship between PP and IWB.

Additionally, the study revealed a significant positive influence of PP on KS, which is consistent with other studies emphasizing the link between PP and workers' intentions to share knowledge. This demonstrates how important it is to have strong self-motivation and to be willing to defy societal conventions in order to encourage individuals to take part and engage to their fullest in KS activities.

Furthermore, by examining KS in a mediating capacity, the study demonstrated how KS functions as a mediator in transforming PP features into concrete inventive results. Proactive people participate in information-sharing activities to spread and acquire a variety of knowledge, which eventually helps the business innovate. They are able to see possibilities and issues. Organizations that foster a proactive culture, where individuals with PPs are encouraged to share knowledge, can create a conducive environment for IWB. The study adds valuable insights to the understanding of how PP influences KS and, in turn, shapes innovative outcomes within the organizational context.

Limitations and Future Direction

While the current research provides valued understandings into the impact of PP on KS and IWB in knowledge and tech-savvy firm of Pakistan, certain limitations and potential avenues for future research should be acknowledged. The study's exclusive focus solely on the knowledge and technology intensive sector may limit its broader applicability, raising concerns about external validity. Additionally, the sample size and specific organizations considered might not be fully representative of the entire private sector, impacting the study's generalizability. Furthermore, the research concentrated solely on PP neglecting other important organizational factors which may hinder the KS process. To address these limitations, future research could explore a broader array of personality and organizational factors and consider a widely spread population in various sectors. A more comprehensive understanding could emerge by considering the additional elements and conducting longitudinal studies to examine how these dynamics evolve over time.

Conflict of Interest

The author of the manuscript has no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

Data Availability Statement

The data associated with this study will be provided by the corresponding author upon request.

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