

DETERMINING THE PERSON-ORGANIZATIONS FIT IN A CREATIVE JOB: MODERATING ROLE OF EMPLOYEE NARCISSISM AND COGNITIVELY DIVERSIFIED TEAM

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ABSTRACT

This study examined the effect of person-organization fit (P-O fit) on employee creativity, with a moderating role of narcissism and cognitively diversified team. The person-organization fit theory is being used to create a conceptual model. An empirical and quantitative methodology was adopted, and the proposed hypotheses were tested using a sample of 354 employees from Indian e-commerce industry. The findings revealed that utilization of specific skills, job crafting and organizational support P-O fit. Consequently, P-O fit influences employee creativity. In addition, employee narcissism and cognitively diversified team are essential to achieve employee creativity. The study provides empirical evidence on the influence of P-O fit on the creativity of e-commerce employees.

Keywords: *P-O fit, E-commerce, job crafting, employee creativity*

1. INTRODUCTION

The alignment of employee's knowledge, skill and abilities with that of the job roles in organization is vital for the success of organization. It is regarded that a misfit or low fit can create a friction between the person and organization leading to a cognitive and emotional regulatory resource depletion and poor work condition (Deng et al., 2016). In this context, person-organization fit (POF) has been identified as an important antecedent of organizational outcomes. Logically, a person who 'fits' well in his job role has to adjust less in personal and organizational level to appear to fit in at work (Kristof-Brown et al., 2023). Further, the current economic globalization and competitive market environment has embodied creativity as

another vital variable. In workplace, creativity or innovation has been regarded as a crucial determinant of positive organizational outcomes (Anderson et al., 2014). Studies have been focused on the identification of antecedents or contextual factors of employee's creativity. According to Zhou and Shalley (2003), organizational context variables such as leadership, work environment, training and rewards can either enhance or restrict employee creativity. Additionally, individual factors such as employee's active participation and sustained effort also contribute to employee's creativity.

Today's work environment is diverse in multiple aspects including demographics, task-related, personality and cognition, among others (Neves, 2020). However, across different organizations there is a conflicting opinion on diversity and outcomes (Van Knippenberg et al., 2004). Some view it as advantages in business such as cognitive diversity is believed to give competitive advantage while others regard diversity in reducing the team performance (Neves, 2020). For instance, under supportive context such as strong leadership, a cognitive diverse team with diverse functional and educational background tend to be more creative (Wang et al., 2016). According to Van Knippenberg and Schippers (2007) in a seemingly homogenous team it can be daunting task to stimulate creativity, however, diversity can also bring interferences into a team and disrupting its usual dynamic (Van Knippenberg et al., 2013). Employee creativity can be affected by job crafting (Zhu et al., 2022). Job crafting, a multidimensional structure has three dimensions, namely, task, cognitive and relational crafting. As a result, this involves multiple proactive processes (Slomp & Vella-Brodrick, 2013) such as changing the team or co-worker, adjusting the scope of activities at work, changing job meaning, acquiring knowledge and skills required for the work, and avoiding hindering activities such as an interaction with unpleasant clients (Meijerink et al., 2020; Slomp & Vella-Brodrick, 2013). Individuals with proactive personality are more inclined to engage in job crafting behaviors (Rudolph et al., 2017). The proactive work behaviors allows employees to make changes in their work based on their capabilities, preferences, knowledge and skill (Kerse, 2018), and this have an impact on organizational outcome such as increased fit with the job (Tims et al., 2016) and organization (Kim et al., 2018). Additionally, creativity is one of the facets of innovative behavior and narcissistic are believed to engage in career that requires creativity. Narcissist through their need for admiration or superiority are often engaged in prosocial activities that could lead to positive outcomes (Liu et al., 2022).

Creativity generated by unique ideas is essential to boost the economy. The industrial 4.0 revolution has transformed the commerce industry with a large shift to e-commerce. In 2020, Indian e-commerce industry had a market share of 72% thereby contributing significantly to India's economic growth (Pallivalappil, 2022). The further growth of this industry is based on technology adoption, intellectual property, knowledge management and human creativity (Pallivalappil, 2022). To support creativity, there is rising need of using latest technology to generate products and services that can add new values. Innovative technology and branding of products have been reported as an essential requirement for creative-based e-commerce platforms (Shih, 2024). Emphasizing on this, the human workforce is the greatest unlimited resource in the form of talent, knowledge, ideas and skills that can produce innovative

ideas/creativity. This also demands implementation of strategies in organization where employees are not controlled by rules or regulations and have time and resources to generate new ideas (Abimiku, 2016).

The present research was triggered by prior emphasis on POF and employee creativity, however, there was limited research on this relationship in e-commerce industry. Additionally limited research was focused on the role of narcissism and cognitively diversified team in employee creativity. Due to the nature of work the skills requirement and organizational support may be different from non-e-commerce industry, thus, generalization of findings needs further investigation with concepts based on country and industry. The study is based on following research questions:

RQ1: Which factors are related to POF and their influence on e-commerce employee's creativity?

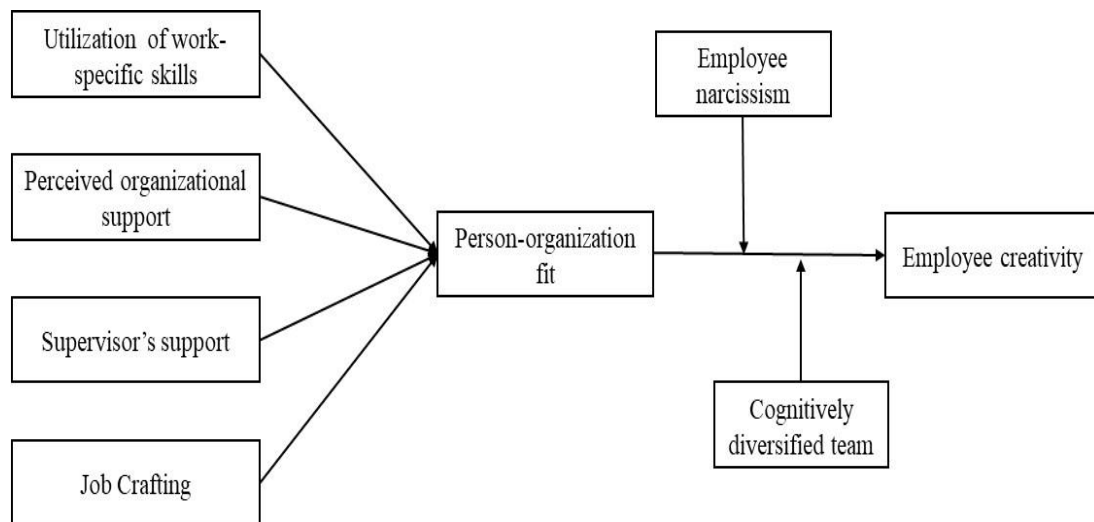
RQ2: Which intervening factors influence the relationship between POF and employee creativity?

2. LITERATURE REVIEW

Over recent years, the labor market has witnessed a shift with much emphasis to skills rather than jobs. A deconstruction at job unbundles the job into tasks or projects with skilled employees that match for the given task/projects (Rogiers & Collings, 2024). Different typologies of person's skills have been identified such as non-overlapping set of skills, complementary or supplementary skills. Employees fit at work based on the variety and relevancy of skills which they possess (Chalutz-Ben Gal, 2023).

This study used person-organization fit (POF) theory to support the relationship between POF and creativity (Kristof-Brown et al., 2023). According to POF theory, the kind of fit between an individual and the organization determines outcomes at individual and organizational level (Westerman & Cyr, 2004). The fit is measured by supplementary fit which includes psychological traits such as goals, values and personality traits while complementary fit includes individuals' skills and knowledge that is requisite to perform the job. Hence, sharing similar characteristics between an individual and organization or fulfilling each other needs can be a determinant for outcomes. POF has been linked to multiple behavior outcomes such as innovative work behavior (Afsar, 2016) which includes creativity. Further, creativity can be studied at individual level as well in a group level (Seong & Choi, 2023). In sum, using this theory the author attempts to explain how POF can be utilized to enhance e-commerce industry's employee's creativity. A model is proposed to test relationship of POF with employee creativity, and narcissism and cognitively defined team as moderators (Figure 1).

Figure 1 Conceptual Framework



2.1 Work-specific skills and person-organization fit

In a diverse work environment, there is a direct relationship between work skills and the fit of an individual within an organization. The complementary fit wherein employee's knowledge, skills, and abilities (KSAs) fit or match to the current job positions delivers greater fit to the organization (Whitaker & Whinghter, 2016). With a focus on skills, (Chalutz-Ben Gal, 2023) emphasizes on the need of not only specific skills but person-skill fit which could fit the worker's abilities for a specific job. Multiple determinants such as an individual's ability, goals, personality knowledge, expertise on a specific domain and motivation has been identified as the driving force for an individual's fit to the organization and their creative performance. A skilled employee can easily identify with the current job which can be inducive to fit to the organization (Huang et al., 2019). Thus, an employee's skills, abilities or knowledge must fit to the job requirements so that employee can fit to the work environment and accomplish the given task (M. Zhou et al., 2011). Following these indications, we hypothesized as follows:

H1: Utilization of work-specific skills is positively related to P-O fit of the employees

2.2 Perceived organizational support and person-organization fit

An organization must prioritize organizational support to employees to achieve positive outcomes. A study by (Pattnaik et al., 2023) links perceived organizational support (POS), P-O fit and outcome such as commitment with a moderating role of P-O fit. POS gives a belief of appreciation of individual presence in the company and meets socioemotional demands of employees which makes employee feel fit within the organization (Chung, 2017). The POS

empowered employee psychologically and made them feel more embedded in job and fit to the organization (Afsar & Badir, 2016). Organizations equipped with mentoring skills (Gutierrez et al., 2012) and supportive superiors (Chen et al., 2016), promote P-O fit leading to positive organizational outcomes. (Ng & Sarris, 2009) states that perceived organizational support can moderately predict P-O fit. Based on these considerations, the following hypothesis is formulated:

H2: Perceived organizational support is positively related to P-O fit of employees

2.3 Supervisor's support and person-organization fit

Perceived supervisor support is the perceived relationship between supervisor and employee (Shanock & Eisenberger, 2006). Supervisors' nature such as being responsive, interactive, caring and empathetic is associated with positive employee outcomes. Employee feel valued and worthy when they receive support from their supervisor, which in turn, supports employee's fit in the organization and increases company's value (Dhir & Dutta, 2020). Supervisor support can moderate employees match with the job and organizational requirement (Hossain et al., 2024). Through the lens of compatibility, in individualistic culture, the perceived person-supervisor (P-S) fit significantly influenced outcome such as affective organizational commitment through perceived POF and this PO fit showed geographical differences (Astakhova, 2016). As opined by (Hamstra et al., 2019) higher the supervisors' willingness to help employees with work and personal matters, higher is the POF. Supervisors with high PO fit give emphasis to work behaviors of employees who fit well within the organization. Hence, following hypothesis was proposed:

H3: Supervisor's support increases employee-company match for the employees

2.4 Job crafting and person-organization fit

Job crafting is mostly identified as a proactive behavior where an employee makes changes physically, cognitively and relationally to align their work with their own personal characteristics (Wrzesniewski & Dutton, 2001). As suggested by (Kerse, 2018), job crafting is related to person-job fit implying that an adaptability to job increases when employees have an opportunity to redesign their work. There are multiple ways by which organizations can support job crafting. Extending support to enhance an employee's knowledge and skill individuals can foster a supportive organizational environment (Mansour & Tremblay, 2021). Through autonomy or freedom and choice in work, employees control their work environment, craft their job, decides with whom to interact and draw their own perception about their job to create a better person-environment fit (Liao, 2023). Further, the indirect effect of digital leadership on employee creativity via employee job crafting was moderated by person-organization fit (Zhu et al., 2022). Job crafting and proactive personality is positively associated with innovative work behavior such as creativity (Abuzaid et al., 2024). Based on the above argument, we propose the following hypothesis:

H4: Job crafting enhances P-O fit of the employees

2.5 POF and employee creativity

Creativity can be defined as ‘the formation of new ideas on products, services, processes and procedures that are potentially beneficial for the success of organizations’ (Sanda & Arthur, 2017). Employees’ creativity depends on individual characteristics as well as the given environment. Saraç et al. (2014) explains employee creativity as a complex behavior where employees use their social and intellectual competence to generate useful ideas on a smaller scale. According to (Saraç et al., 2014), among POF measures, the supplementary fit has higher importance than complementary fit in employee’s creativity. (Gonlepa et al., 2023) notes that at workplace, the direct relationship between employee’s grit and employee creativity is moderated by POF. (Lee & Jin, 2024) confirms the positive and direct relationship of POF with innovative behavior with a mediating effect of knowledge sharing and this is more pronounced when knowledge sharing is rewarded. From a cross-cultural perspective, (K. Wang & Wang, 2018) notes that creativity is higher when there is a demand-abilities misfit, however, an exposure to multicultural experience can increase the possibility of creativity among employees with demand-abilities fit. Based on the above argument, we propose the following hypothesis.

H5: POF has a significant influence on e-commerce employees’ creativity.

2.6 The moderating role of narcissism and cognitively diversified team

Personality traits can contribute to creativity. Among different personality traits, narcissism has been an enigmatic trait due to their positive qualities of confidence and charisma while negative qualities of entitlement, aggressiveness and lack of empathy (Back et al., 2010). So, in a team, the presence of a narcissistic individual can be less cooperative and more competitive leading to conflict (Lynch et al., 2022). (Ji et al., 2023) showed that individuals with a moderate narcissism level can employ methods can control others and have a higher creativity evaluation than those with higher or lower narcissism levels. Indeed, in a creative team, moderate level of narcissism is linked to creative performance (Goncalo et al., 2010). It is regarded that due to their enthusiastic nature the narcissists can persuade individuals to create more creative ideas, however, higher level of narcissism in a team can have diminishing returns (Goncalo et al., 2010). (Mutlu, 2017) in his study on personality composition in a team found that highly narcissistic individuals tend to take credits for the tasks, creating a conflicting situation which can negatively influence team’s creative and innovative performance.

There is research evidence on cognitive diversity and team creativity. Diversities of individuals, teams, and organizations benefit to provide competitive advantage and creativity (Hundschell et al., 2022). Cognitive diversity is related to team creativity through both the learning and inclusion (Chow, 2018) and knowledge sharing (Mathuki & Zhang, 2022). The inclusive environment within the organization can enhance comfortability of employee to share knowledge consequently leading to creativity. On the contrary, (Neves, 2020) noted a negative relationship between cognitive diversity and team creativity with no moderating effect of knowledge sharing and information sharing. Further, from the perspective of an employee lower diversity climate lead to lower P-O fit (Fields, 2015). Based on these arguments, following hypotheses was proposed:

H6: Employee narcissism significantly moderate the relationship between employee-company match and employee creativity.

H7: Cognitively diversified team significantly moderate the relationship between employee-company match and employee creativity.

3. METHODOLOGY

3.1 Participants and procedure

Employees working in e-commerce industry in India were selected for this study. This was a cross-sectional study and the relationship among antecedents of P-O fit, employee creativity, narcissism and cognitively diversified team was examined. The conceptual framework was based on these variables where P-O fit is an independent variable, employee creativity a dependent variable, and narcissism and cognitively diversified team as moderator variables (Figure 1).

3.2 Measures

Primary data was collected using a questionnaire consisting of a total of 39 items with a five-point Likert scale ranging from 'strongly agree' to 'strongly disagree', from 'never' to 'always' and from 'not at all' to a 'greater extent'. The self-reported questionnaire consisted of sections on demographic information and structured statements or items on utilization of work-specific skills perceived organizational support, supervisor's support, job crafting, P-O fit, employee creativity, employee narcissism and cognitively diversified team. Utilization of work specific skills had 4 items with a Cronbach alpha value of 0.86 and measured employees skilled nature and requirement of training. Perceived organization support had 3 items with a Cronbach alpha value of 0.735 and measured organizations status on valuing employee's contribution and help given to employees. Supervisor's support had 4 items with a Cronbach alpha value of 0.758 and measured supervisors care and willingness to extend help. Job crafting had three sub-factors, namely, task crafting, cognitive crafting and relational crafting. Task crafting had four items, cognitive crafting had two items and relational crafting had 4 items with a Cronbach alpha value of 0.870, 0.785 and 0.832, respectively. The job crafting items measured employees' ability to introduce new approaches, their purpose in life, willingness to take additional tasks, engaging in networking activities and participation in special events. Person-organization fit had 4 items with a Cronbach alpha value of 0.905 and measured similarity or match in individual's and organizational values and individual's perception on fit with the organization. Employee creativity had 7 items with a Cronbach alpha value of 0.928 and measured employees ability to suggest new ideas, ability to take risk and to suggest creative solutions to problems. Employee narcissism had 5 items with a Cronbach alpha value of 0.853 and measured whether employees seek attention, do a show-off and try to establish authority over other employees. Finally, cognitively diversified team had 2 items with a Cronbach alpha value of 0.785 and measured how teams are diversified in terms of differences and beliefs

The construct reliability and validity (Appendix Table A1) was examined using Cronbach's alpha, rho_A, composite reliability and average variance extracted (AVE). Findings showed that each item of constructs had composite reliability, rho_A and alpha values were above the cut-off criteria of 0.7 indicating good reliability (Hair et al., 1992). In addition, the AVE value also greater than 0.5 (Henseler et al., 2009) thus demonstrating convergent validity, and no collinearity among the constructs as the Variance Inflation Factors (VIFs) was less than 5 for each item (Petter et al., 2007).

3.3 Statistical analysis

For data processing, PLS SEM v4.0 were used. Using this software, the assessment of the structural model and hypothesis testing was performed.

4. FINDINGS

4.1 Demographic information

A total of 354 participants comprising 176 female and 178 male employees were recruited in the present study. A larger number of participants were in the age group of 25-30 years (41.2%) with a graduate degree (67.8%) and with less than five years of work experience (47.5%). In the e-commerce industry they had different job roles including content writer (22.6%), copy editor (26.6%), platform developer (30.5%) and UX/UI design analyst (20.3%) (Data not shown).

Table 1 and Table 2 summarize the discriminant validity test of the measurement model using Fornell-Larcker criterion (Table 1) and Heterotrait-Monotrait (HTMT) ratio (Table 2). Fornell-Larcker criterion presents the correlation values of study constructs which were less than square root of AVE to meet the adequate discriminant validity. Further, the obtained values of discriminant validity < 0.85 (Henseler et al., 2015) shows that study variables comes under acceptable range and has sufficient discriminant validity.

Table 1 Fornell Larcker Criterion

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Cognitive Team Diversification (1)	0.907									
Cognitive crafting (2)	0.000	0.904								
Employee Creativity (3)	-0.501	-0.036	0.836							
Employee Narcissism (4)	0.705	-0.021	-0.578	0.794						

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Perceived organizational support (5)	0.068	0.000	-0.078	0.033	0.806					
Person-organization fit (6)	0.171	-0.090	-0.270	0.235	-0.164	0.882				
Relational crafting (7)	-0.465	-0.055	0.575	-0.569	0.013	-0.274	0.813			
Supervisor support (8)	0.580	0.036	-0.634	0.725	0.005	0.249	-0.538	0.761		
Task Crafting (9)	0.587	0.023	-0.611	0.627	0.031	0.222	-0.645	0.625	0.845	
Utilization of work specific skills (10)	0.302	-0.151	-0.231	0.307	-0.027	0.222	-0.294	0.292	0.258	0.854

Table 2 Heterotrait Monotrait Ratio (HTMT)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Cognitive Team Diversification (1)	1									
Cognitive crafting (2)	0.045									
Employee Creativity (3)	0.584	0.079								
Employee Narcissism (4)	0.854	0.049	0.641							
Perceived organizational support (5)	0.093	0.058	0.115	0.123						
Person-organization fit (6)	0.199	0.102	0.290	0.250	0.194					
Relational crafting (7)	0.558	0.078	0.651	0.663	0.057	0.302				
Supervisor support (8)	0.775	0.060	0.759	0.913	0.098	0.290	0.666			
Task Crafting (9)	0.703	0.053	0.677	0.714	0.068	0.232	0.755	0.776		
Utilization of work specific skills (10)	0.359	0.191	0.246	0.353	0.041	0.243	0.338	0.349	0.289	

4.2 Structural model test

The Smart PLS version 4 was used to perform structural equation modeling (SEM). The computed model fit indices were as follows: SRMR=0.060, d_ULS=2.838, d_G=1.165, Chi-square=2412.758 and NFI=0.742 indicating that model has excellent fit (Data not shown).

The formulated hypotheses were tested using SEM and obtained path coefficients (β) of the structural model is presented in Table 3. In general, t-value greater than 1.96 ($p < 0.05$) indicate that the hypothesis is supported (Gao, 2020). Results show that utilization of work-specific skills ($\beta=0.054$, $t=2.20$ $p=0.014$), perceived organizational support ($\beta=0.040$, $t=3.980$ $p=0.000$) and job craft were positively related to person-organization fit ($\beta=0.098$, $t=2.236$ $p=0.013$) thus, H1, H2 and H4 were accepted. However, based on criteria ($t\text{-value} \geq 1.96$ and $p\text{-value} < 0.05$), the relation of supervisor support with P-O fit was not acceptable ($\beta=0.061$, $t=1.701$ $p=0.044$), hence, H3 was rejected. Additionally, the person-organization fit showed a significantly positive impact on employees' creativity ($\beta=0.054$, $t=2.322$ $p=0.010$), so H5 was accepted. For the moderating role of variables, narcissism ($\beta=0.068$, $t=2.073$ $p=0.019$) and cognitively diversified team ($\beta=0.085$, $t=2.236$ $p=0.013$) positively moderate the interaction between person-organization fit and employee creativity, thus H6 and H7 was accepted.

Table 3 Path coefficients

	Path coefficient (β)	t-value	Sig.	Remark
Utilization of _work specific skills -> Person-organization fit	0.054	2.200	0.014	Accepted
Perceived _organizational support -> Person-organization fit	0.040	3.980	0.000	Accepted
Supervisor Support -> Person-organization fit	0.061	1.701	0.044	Rejected
Job crafts -> Person-organization fit	0.098	2.040	0.021	Accepted
Person-organization fit -> Employee Creativity	0.054	2.322	0.010	Accepted
Cognitive Team Diversification x Person-organization fit -> Employee Creativity	0.085	2.236	0.013	Accepted
Employee Narcissism x Person-organization fit -> Employee Creativity	0.068	2.073	0.019	Accepted

5. DISCUSSION

The present study aimed to test a model on the impact of person-organization fit on employee creativity while treating narcissism and cognitively diversified team as moderators. The outcome showed that employees with skills specific to the job role, organizations perceived support and job crafting strengthen employees fit to the organization. The results are consistent with previous studies on the relationship of P-O fit with employee skills, organizational support

and job crafting. The outcome can be explained that highly skilled employees can immediately grab the required job role without a need for training and fit to the organization. Skills and competencies give competitive advantage to organization. In this context, individual competencies, mainly, knowledge, skills and abilities will aid to adapt to the work environment and assigned job role (Chalutz-Ben Gal, 2023). With a greater focus on person-skills fit, skills component can overcome the commonly addressed organizational challenges of employee fit (Chalutz-Ben Gal, 2023). Further the employee fit within the organization is higher when the organization recruit employees competent for a particular job, values employees' contribution and provides support to employees when in need. In this context, organizations can provide skill-specific training to educate employees. In addition, the recruitment of employees with specific skill set can contribute to sharing of their knowledge and skills with other employees and benefit in creating a positive work environment (Chalutz-Ben Gal, 2023).

Additionally, employee's job crafting such as introducing new approaches, selecting additional tasks, establishing networks at workplace, proactive nature with workers and customers, and active participation in events strengthens employee fit to the organization. According to (Kooij et al., 2017), employee's job crafting towards interest and strength benefit them individually as well as to achieve their fit to the environment they work. In addition, the present findings showed that P-O fit positively influences creativity of employees. There results were consistent with prior studies on the link between P-O fit and creativity (Huang et al., 2019; Saraç et al., 2014). This can be explained that when there is a match between individual goals/values and organizational goals/values, an individual is more inclined to put effort and energy to search new technologies or techniques and often come with up new and practical ideas to achieve the goals. Employee who feels a good fit between themselves and organization are often not afraid to take risk to provide creative solutions to problems. In a similar fashion importance to congruence between individual values and organizational values in creativity among employees of different industry has been reported (Saraç et al., 2014). Further, P-O fit related to intrinsic motivation, skills and knowledge and external support elevates employee creativity (Jin, 2015).

Regarding moderating effects, individuals with narcissism and a cognitively diversified team delivers higher employee creativity in e-commerce industry. Personality is related to the supplementary component of P-O fit (Herkes et al., 2019). Prior research has linked narcissism with creativity (Zhang & Cui, 2022). It can be stated that individuals with narcissism can involve in self-enhancement strategies to enhance their own views, status or respect, thus in order to get attention they can be more cognitive and put their attention and effort to produce more creative ideas (Ji et al., 2023; Zhao et al., 2023). However, there is a differential impact of employee's narcissism and leaders/manger's narcissism on creativity. From the perspective of superior or manager, manager's narcissism can reduce innovativeness, however, employee narcissism is positively associated with innovativeness or promotion of ideas (Wisse et al., 2015). Additionally, the findings of this study suggest that employee creativity is higher in a team that harbors significant differences in employee's view and with distinct belief of right and wrong, thus giving emphasis to the role of cognitively diversified team in employee

creativity. An inclusive environments or cognitive diversity promotes knowledge sharing which nurtures learning and creativity (Mathuki & Zhang, 2022). Though the notion is that a cognitively diversified team can lead to conflict, however, under a transformational leadership, in a cognitively diverse team diversity, individuals can suggest new approaches to achieve goals and may also come up with new and practical ideas which enhances individuals creativity (Shin et al., 2012).

This study contributes to the existing literature in the following ways. First, the outcome of this study adds job-crafting, utilization of work specific skills and organizational support as antecedents to P-O fit. Further, the study contributes to P-O fit in employee creativity of e-commerce industry. The significance of our study findings is that this study is focused on the employees of e-commerce industry while the previous studies related to P-O fit and employee creativity were mainly focused on manager creativity of retail sector (Tahir et al., 2022) or non-manager creativity from IT enterprise (Huang et al., 2019). Further, investigation of narcissism and cognitively diversified team as moderators enhance the understanding of an individual as well as team characteristics to achieve higher creativity in e-commerce industry.

6. IMPLICATIONS

The outcomes imply that in the context of creativity in e-commerce industry, greater attention to be paid on P-O fit, personality and cognition. Creativity is of higher relevance in e-commerce addressing, thus employees that fit to the organization and delivers creativity can address the competitive and constantly changing e-commerce markets. Organization must consider individual contributions, provide training and support means of open communication to establish ties with the team and to overcome the obstacles or challenges, that an individual may face. In addition, organization must foster team with diversified skills and competencies to enhance the creativity. The present findings demonstrate the need to examine personality trait, namely, narcissism while recruiting individuals in a manager or non-manager job role because this trait can have a differential effect on creativity of an employee. Hence, screening of narcissism can be a part of recruitment process. Our findings also have implications for cognitive diversity and creativity at an individual level. The organization may consider establishing a team with different educational level, experiences, skills and characteristics to build a cognitively diversified team, to achieve higher creativity of employee. In a cognitively diversified team employees can be influence by multi-cultural experience and gain knowledge and skills that can enhance their creativity. Further, from the current importance of e-commerce in economy, fostering factors that enhance creativity can be advantageous to broaden the customer base and increase sales and profit.

7. LIMITATIONS OF THE STUDY AND FURTHER RESEARCH

The present study presents certain limitations which can be addressed in future research work. First, our study was cross-sectional thus, the findings that revealed the relationship between the variables and the role of moderators in employee's creativity that could be meaningful in the present situation. Second, the results were drawn from Indian e-commerce industry, where

creativity is very crucial. However, creativity can be industry specific (Du et al., 2021). Thus, similar studies across other industries must be replicated to identify the determinants that produce P-O fit in different industries (Saraç et al., 2014). This research considered two moderator variables, namely, narcissism and cognitively diversified team. Studies on personality often address Big Five personality trait. Given the findings that narcissism and creativity are linked future research can try to link other personalities with creativity (Jirásek & Sudzina, 2020). Additionally, importance of cognitive diversity in employee creativity in e-commerce industry is presented thus, exploration of this aspect in other industries may help to generalize the role of cognitive diversity in individual creativity. Future research can consider other moderator variables such as career commitment or motivation. In addition, research should also employ managers to obtain their perspective on employee's P-O fit and employee creativity.

8. CONCLUSION

The present study investigated the influence of P-O fit on employee creativity and tested the moderating role of narcissism and cognitively diversified team. The study provides empirical evidence on the influence of P-O fit on the creativity of e-commerce employees. The study highlights employees' ability to use specific skills, their job crafting and organizational support in strengthening employee's fit in the organization. The moderation analysis showed that narcissism of an individual and cognitive diversity in a team is essential to foster employee creativity.

10. CONFLICT OF INTEREST

The authors declare that there are no known financial or non-financial conflicts of interest associated with this manuscript.

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12. AI DISCLOSURE STATEMENT

AI-assisted tools were used solely to improve the manuscript's language quality, clarity, and presentation. Grammarly and QuillBot were utilized for assistance with grammar, style, and paraphrasing. Turnitin was employed to check plagiarism and potential AI-generated content. No AI tool was used to generate original scholarly content, data, analyses, or conclusions. The authors take full responsibility for the originality, accuracy, and integrity of the manuscript.

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AUTHOR CONTRIBUTIONS

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Dr. Jain Mathew and Dr. Rekha hitha Aranha : contributed to reviewing and editing the manuscript.

APPENDIX

Table A1 Construct Reliability and Validity

	Loadings	VIF	Indicator reliability	Cronbach alpha	rho_A	Composite reliability	AVE
	Cognitive crafting						
CC2	0.864	1.715	0.746	0.785	0.880	0.899	0.817
CC3	0.943	1.715	0.889				
	Cognitive Team Diversification						
CTD4	0.900	1.715	0.810	0.785	0.788	0.903	0.823
CTD6	0.914	1.715	0.835				
	Employee Creativity						
EC11	0.824	2.784	0.679	0.928	0.930	0.942	0.699
EC12	0.797	2.503	0.635				
EC2	0.877	3.292	0.770				
EC3	0.781	2.169	0.610				
EC4	0.849	3.474	0.721				
EC5	0.865	4.376	0.749				
EC6	0.855	3.218	0.730				
	Employee Narcissism						

	Loadings	VIF	Indicator reliability	Cronbach alpha	rho_A	Composite reliability	AVE
EN2	0.825	2.064	0.680	0.853	0.867	0.895	0.631
EN3	0.872	2.691	0.760				
EN4	0.824	2.426	0.678				
EN7	0.741	1.947	0.550				
EN8	0.697	1.819	0.486				
Perceived organizational support							
OS1	0.808	1.384	0.653	0.735	0.754	0.847	0.649
OS3	0.769	1.522	0.592				
OS5	0.838	1.480	0.702				
Person-organization fit							
POF1	0.839	2.417	0.704	0.905	0.917	0.933	0.778
POF2	0.842	2.108	0.709				
POF3	0.923	3.815	0.851				
POF4	0.921	3.485	0.848				
Relational crafting							
RC2	0.804	1.682	0.647	0.832	0.861	0.886	0.661
RC3	0.793	1.733	0.628				
RC4	0.855	1.812	0.731				
RC5	0.800	1.920	0.639				
Supervisor support							
SS10	0.862	1.846	0.743	0.758	0.784	0.845	0.579
SS3	0.736	1.525	0.542				
SS4	0.672	1.420	0.451				
SS9	0.763	1.522	0.581				
Utilization of work specific skills							
SU4	0.836	2.051	0.699	0.876	0.894	0.915	0.729
SU5	0.912	2.933	0.831				
SU6	0.872	2.585	0.760				
SU7	0.792	1.964	0.627				
Task Crafting							
TC1	0.814	2.206	0.662	0.870		0.909	0.715

	Loadings	VIF	Indicator reliability	Cronbach alpha	rho_A	Composite reliability	AVE
TC2	0.884	2.284	0.781		0.921		
TC3	0.840	2.301	0.706				
TC4	0.842	2.115	0.710				

Figure 2 Structural model

