

# The Relationship Between Organizational Health and Knowledge Creation at the Jordanian Civil Service: Leadership as a Moderator Variable

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## Abstract:

The study aimed to identify the relationship between organizational health and knowledge creation in the presence of leadership as a moderating variable in the Jordanian Civil Service. The study population consisted of all employees in the Jordanian Civil Service, totaling (220,851) employees, and the study sample size was (689) employees, drawn as a simple random sample. The study followed the analytical-descriptive approach and used hierarchical multiple regression analysis. The study used the questionnaire as a tool to collect data and information. The study reached a set of results, the most prominent of which was the existence of a statistically significant relationship between organizational health and knowledge generation, as well as the existence of the same relationship with the moderating variable (leadership). The study put forward several recommendations, the most prominent of which was working to enhance institutional integrity, develop leadership capabilities, and the necessity of integration between leadership and knowledge management strategies

**Keywords:** organizational health, knowledge creation, leadership, civil service, Jordan

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## Introduction

Governments worldwide must transform their public sector organizations to meet contemporary challenges. Governments are compelled to rethink the operations and innovation of public institutions because public problems such as economic inequality and environmental sustainability have become more complex. Organizational adaptability together with internal resilience and knowledge creation have become key topics in current public administration and governance studies (Serrat 2022; De Waal & Kourtiti 2021).

The exclusive evaluation of public sector organizations based on compliance enforcement and routine service management has shifted. Organizational value now depends more on their learning capabilities and innovative responses to new challenges especially within the unstable socio-political context of regions like the Middle East. Jordan faces challenges in youth unemployment and fiscal limitations while integrating refugees which makes public sector innovation and reform critical for performance and national resilience (Al-Zoubi & Al-Muhtaseb, 2022).

Knowledge creation stands out as a fundamental driver of innovation through its institutionalized approach to producing and interpreting new knowledge then applying this knowledge to enhance services solve existing problems and strengthen organizational memory (Nonaka, 2023; Choi & Chandler, 2021).

Organizational health acts as a base construct in this context. Organizational health which originated from education and organizational psychology (Hoy & Feldman, 2020) has found expanding applications within public sector contexts. Organizational health encompasses institutional integrity, employee morale, openness to innovation, ethical behavior and the ability to manage stress and ambiguity. Studies show that organizations which maintain strong health levels exhibit greater resilience and productivity while also achieving higher employee satisfaction and readiness for change (Albrecht et al., 2022; McKinsey & Company, 2023). Healthy organizations see more active participation from employees in collaborative learning and knowledge sharing which creates opportunities for problem-solving and drives organizational innovation.

Jordan's public sector demonstrates significant relevance for this relationship as it advances administrative reform and decentralization initiatives along with good governance principles under Economic Modernization Vision 2033. Reform initiatives have traditionally emphasized structural and procedural elements such as digitization and performance metrics but have frequently neglected critical yet intangible aspects like organizational culture and leadership behavior (OECD, 2021; Al-Zoubi & Al-Muhtaseb, 2022).

Organizations with sufficient technological and financial resources face major setbacks in institutionalizing knowledge creation when their work environment lacks supportiveness and ethical standards alongside psychological safety. To achieve sustainable reform, we must comprehend how organizational health serves to either boost or hinder knowledge processes.

Organizational health functions in connection with other organizational factors. Leadership quality together with its nature serves as a determinant that influences or mediates the impact on knowledge creation. Experts agree

that leadership stands as the most vital element which influences public sector culture along with organizational trust and strategic alignment according to Northouse (2021) and Yukl (2020). Leadership styles establish workplace openness or hierarchy levels while setting standards for handling failures and employee idea reception along with goal communication methods. The influence of leadership moderates how organizational health affects knowledge creation both in strength and direction.

Leadership plays a crucial role in converting healthy public sector organizations into learning organizations due to the existing formal hierarchies and risk-averse nature of these environments. Leadership directly influences knowledge creation and also moderates how organizational health impacts knowledge creation. Knowledge creation requires supportive leadership behavior even when organizations demonstrate strong indicators of health.

Research exploring this triadic interaction lacks empirical data especially within Arab public administration studies despite its theoretical feasibility. The majority of research has focused on these variables independently or within private sector situations thereby creating a significant research gap about public institutions in developing countries. The research targets Jordanian public sector organizations to fill existing literature gaps while advancing both academic theory and policy reform.

The research investigates three main areas: the present conditions of organizational health and knowledge creation practices within Jordan's public sector organizations together with understanding their direct relationship, and analyzing how leadership behaviors and styles influence this relationship. Through leadership and culture development public organizations will gain sustainable knowledge creation capabilities which the research findings will demonstrate in a contextually relevant and theoretically sound manner.

### **Study Problem and questions**

Public administration challenges in the 21st century have driven governments around the world to prioritize organizational learning along with innovation and agility to adapt. The rising complexity and instability in public administration during the 21st century now require governments internationally to prioritize organizational learning and agility alongside innovation to succeed. Moving toward knowledge-based economies requires public sector institutions to develop their knowledge creation and management skills as this capability determines their success. Jordanian public institutions need to provide standard administrative services while simultaneously functioning as strategic allies in reaching national development objectives that include job creation and public sector reform along with digital transformation and sustainable growth. Knowledge creation processes in Jordanian public sector organizations fail to reach full effectiveness because of rigid hierarchical systems, antiquated bureaucratic frameworks and insufficient employee empowerment (Al-Zoubi & Al-Muhtaseb, 2022; OECD, 2021).

In Jordan public sector innovation and performance have been gaining interest but most initiatives have emphasized structural and procedural changes including e-government platforms as well as decentralization frameworks and public-private partnerships. These reforms maintain importance but often fail to acknowledge how organizational culture alongside leadership and internal capacity determines successful change implementation. The concept of organizational health lives in an ignored domain and represents a multidimensional framework composed of institutional integrity, employee morale, innovation support, structural clarity and interpersonal relationship quality (Hoy & Feldman, 2020; McKinsey & Company, 2023). The concept of organizational health extends beyond performance measurement to function as an indicator for long-term viability along with adaptability and innovation potential.

The global research showing organizational health impacts employee engagement, innovation, and knowledge sharing (Albrecht et al., 2022) does not fully address how organizational health drives knowledge creation in Jordan's public sector. Local research typically remains on basic indicators without investigating how internal organizational factors like trust and ethical leadership influence strategic and sustainable knowledge generation and dissemination.

Organizations that demonstrate basic organizational health through clear goals and structural integrity still do not automatically achieve knowledge creation. The factors that moderate institutional knowledge processes include additional elements such as leadership which stands out as particularly significant. Leadership extends beyond managing procedures and giving orders because it is a profoundly social practice that shapes organizational values and behaviors. Current leadership theories highlight how leaders generate psychological safety and intellectual curiosity while synchronizing organizational goals with individual objectives (Northouse, 2021; Yukl, 2020; Garcia-Sanchez et al., 2023).

Leadership environments can serve as barriers to knowledge creation even in organizations that are otherwise healthy which results in decreased reform effectiveness leading to organizational stagnation. The way leadership influences organizational health and knowledge creation through its different dimensions requires in-depth empirical research.

The central issue investigated in this research stems from insufficient empirical knowledge about how organizational health connects to knowledge creation in Jordanian public sector organizations and the ambiguous effects of leadership as a potential moderator between these elements. Several important reasons demand a resolution to this issue.

Jordan's public sector maintains a leadership approach which is hierarchical and control-oriented. Leadership environments that function as barriers to knowledge creation can reduce reform effectiveness and cause organizational stagnation even in organizations that appear healthy. The influence of leadership dimensions at organizations demands rigorous empirical research since different leadership styles like vision and intellectual stimulation impact organizational health and knowledge creation processes.

The absence of sufficient research hinders public organizations from implementing institutional development strategies that merge health initiatives with leadership practices and knowledge creation to achieve strategic success. This study empirically tests and analyzes how these variables interact to develop a multifaceted model that guides organizational development strategies and creates leadership training programs and knowledge management frameworks specifically for Jordan's public sector.

Based on the study problem, the research questions were formulated as follows:

**The first main question:** Is there a relationship between organizational health and knowledge creation in public sector institutions in Jordan?

**The following two sub-questions stemmed from this question:**

**The first sub-question:** What is the level of organizational health in public sector institutions in Jordan?

**The second sub-question:** What is the level of knowledge creation in public sector institutions in Jordan?

**The third sub-question:** What is the level of practicing leadership in public sector institutions in Jordan?

**The second main question:** Does the presence of administrative leadership moderate the relationship between organizational health and knowledge creation in public sector institutions in Jordan?

### Study Hypotheses

Based on the study's problem and questions, the following hypotheses were formulated:

**Ho1:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between organizational health in its combined dimensions (Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness) and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**The following sub-hypotheses branch from this main hypothesis:**

**Ho1.1:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Institutional Integrity and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.2:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Initiating Structure and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.3:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Consideration and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.4:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Resource Support and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.5:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Morale and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

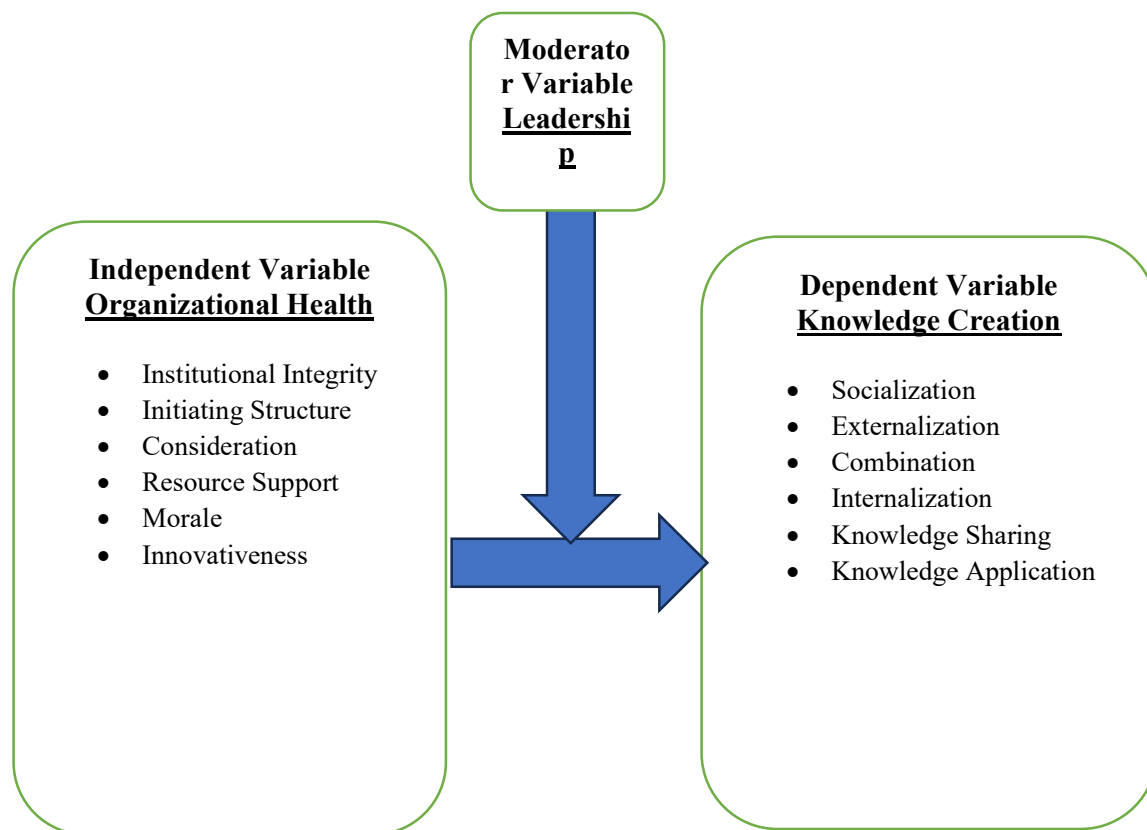
**Ho1.6:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Innovativeness and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho2:** Administrative leadership does not moderate at the statistical significance level ( $\alpha < .05$ ) the relationship between organizational health in its combined dimensions (Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness) and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

### Study Model

Based on the study problem, its questions, and hypotheses, the study model was designed, which consists of three variables: the independent variable with all its dimensions (organizational health), the dependent variable with all its dimensions (knowledge creation), and the moderating variable (leadership):

Figure (1)  
 Study Model



Prepared by researcher based on:

**Independent variable:** OECD 2021; Northouse, 2021; Albrecht, 2022; Mckinzey & Company, 2023

**Dependent Variable:** Choi & Chandler, 2021; Nonaka, 2023; Serrat, 2022; Garcia-Sanchez et al., 2023

**Moderator variable:** Alavi & Leidner, 2021; Vuori et al., 2021; Jain et al., 202

### Study Objectives

The current study aims to achieve the following objectives:

**First:** To identify the reality of organizational health in public sector institutions in Jordan.

**Second:** To identify the reality of knowledge creation in public sector institutions in Jordan.

**Third:** Through achieving the first and second objectives, the study aims to determine whether there is a relationship between organizational health and knowledge creation in public sector institutions in Jordan.

**Fourth:** To determine whether administrative leadership moderates the relationship between organizational health and knowledge creation in public sector institutions in Jordan.

### Study Importance

This investigation has considerable theoretical and practical significance because it explores key deficiencies in public sector organizational studies while providing practical knowledge to advance institutional development in Jordan. The importance of understanding organizational internal factors that drive innovation and transparency goals has reached unprecedented levels due to increasing governmental demands. This study's outcomes could reshape public management theory while providing leadership development insights and strategic reform support for Jordan's public sector and similar developing environments.

### **Theoretical Importance**

This research extends the interdisciplinary dialogue which bridges organizational behavior and public administration with knowledge management from a theoretical standpoint. Research in private sector organizations and Western contexts has extensively examined organizational health and knowledge creation but the connection between these elements within public sector organizations in Arab and developing nations has not yet been adequately theorized. This research provides empirical evidence to extend the conceptual framework that connects organizational health and knowledge creation to demonstrate how internal organizational dynamics shape strategic results including innovation and learning outcomes.

The study makes a distinctive contribution by defining leadership as a moderating factor which adds depth to our understanding of knowledge processes in public institutions rather than treating it as a direct influence. Existing models continue to analyze leadership and knowledge creation as distinct or simultaneous constructs. This study combines leadership and organizational health into one unified model to demonstrate how leadership behaviors affect knowledge outcomes. The study extends modern leadership frameworks through its examination of their practical application within Jordan's public sector.

### **Empirical and Contextual Importance**

The research holds significant importance at the national level for Jordan's current public sector reform plans which are detailed in the Economic Modernization Vision 2033 that identifies innovation, efficiency, and human capital development as fundamental aspects of national progress. The government has dedicated substantial resources to digital transformation and legislative reform while policy innovation continues to advance yet internal organizational aspects like morale and leadership behavior remain understudied even though they play a vital role in reform success according to OECD (2021).

Through this study we provide evidence-based insights into organizational and leadership conditions that support or prevent knowledge creation in Jordanian ministries and public agencies to address existing research gaps. This research supports evidence-based policymaking and organizational diagnostics through its approach. The findings reveal how different organizational health dimensions impact knowledge creation and demonstrate which leadership styles maximize these relationships.

### **Practical Importance for Public Sector Institutions**

This study provides public sector leaders, managers and human resource practitioners with actionable tools and guidelines that enable knowledge creation through organizational health promotion and leadership approaches that drive innovation and learning. Decision-makers should look beyond structural or technical solutions and focus on soft infrastructure investments like leadership development programs alongside employee engagement initiatives and ethical culture building which are vital for developing high-performing knowledge-based organizations.

The research findings will guide the creation of training programs as well as performance appraisal systems and knowledge management policies while shaping leadership development frameworks for ministries that are reforming or moving towards decentralized governance with a citizen-centered approach. In environments where resources are limited strategic alignment and internal unity become essential for achieving reform targets which makes these practical implications especially valuable.

### **Regional and Global Relevance**

The research centers on Jordan but its findings apply to public sectors across the MENA region and developing countries facing similar institutional and governance challenges. This framework acts as a reference model which researchers and policymakers can use for comparative studies and policy exchanges to enhance knowledge creation capabilities within government institutions.

The study earns significance through its evidence-based framework which integrates organizational health with leadership and knowledge creation as key elements of public sector excellence. The study enhances scholarly frameworks while backing national policy aims and delivers actionable tools to drive institutional transformation and innovation.

### **Literature Review**

#### **Organizational Health**

Organizational health now stands as an essential strategic objective for all types of institutions because it determines how well an organization can succeed immediately and maintain its growth over time. Leadership integration together with structural elements and cultural practices along with employee engagement combine to enable organizational alignment execution and adaptability (Braun, Peus, & Frey, 2023; OECD, 2023). The concept of organizational health represents more than just the lack of dysfunction since it demonstrates how an institution remains vital and resilient when confronted with change.

#### **Conceptual Foundations**



Since its emergence in educational and behavioral science literature during the 1960s the understanding of organizational health has experienced substantial changes. The basic definition of organizational health by Hoy and Feldman (2020) now encompasses additional elements like performance metrics and systemic alignment. According to De Waal and Kourtit (2021) a healthy organization functions when its structure and culture match its ethical leadership inspires employees to pursue constant improvement through everyday work processes. According to Albrecht et al. (2022) organizational health functions as a meta-capability which facilitates capabilities like innovation and knowledge creation along with change management. Psychological safety together with trust in leadership and participative management serve as fundamental health components which enable organizations to maintain sustainable performance throughout crises. The ability to adapt within organizations which face complex and unpredictable conditions is now closely linked to their health as defined by organizational fitness scholars according to Tsui, Zhang, & Chen, 2021; Serrat, 2022 findings.

In recent years organizational health has become a strategic concept that evaluates more than traditional performance measurements by examining an organization's ability to grow, adapt and maintain sustainable performance over time. Research experts and business professionals recognize organizational health as a combination of structural elements like systems and performance along with people-centered aspects including culture and employee satisfaction. The following section presents academic definitions which illustrate modern interpretations of organizational health from various fields.

### ***Definitions of Organizational Health***

According to Hoy and Feldman (2020) organizational health is defined as the organization's capacity to function effectively and cope adequately with challenges while adapting to change and developing with integrity over time. De Waal and Kourtit (2021) identify organizational health through resilience and high employee morale while emphasizing the integration of culture, strategy, and operations to achieve consistent performance. McKinsey & Company (2023) described organizational health as an entity's capacity to align its operations and renew itself more swiftly than its competitors to maintain performance over time. According to Iqbal, Qureshi, and Ismail (2021), organizational health represents the collective values and norms and leadership behaviors along with communication patterns that create an ethical and productive workplace. OECD (2021) suggested that public sector organizational health reflects how public institutions achieve transparency and internal collaboration while supporting employee well-being and delivering efficient services through motivated staff.

The collective definitions present organizational health as an all-encompassing capability that includes operational efficiency alongside elements like culture and leadership which prepares organizations for future challenges and ensures adaptability particularly within rapidly changing fields such as public administration.

### ***Organizational Health in the Public Sector***

Within public sector environments organizational health becomes essential due to its impact on service delivery and accountability. Public institutions operate based on service mandates and accountability requirements while managing public trust unlike market-competitive private firms. Internal organizational problems like poor morale, strict hierarchies and ineffective communication channels directly affect service quality and citizen satisfaction according to OECD 2021. Public organizations that maintain good health build transparency and collaboration while remaining responsive to create effective policy implementation and strong public engagement.

Numerous public organizations in developing nations such as Jordan still grapple with structural and cultural problems that damage organizational health. Public organizations encounter structural barriers such as restricted decision-making authority and political influence alongside innovation disincentives and unclear accountability frameworks (Hammad, Al-Zoubi, & Al-Tahat, 2022; Alqaralleh, 2023). These conditions act as both catalysts for high staff turnover rates and employee disengagement while they create barriers to reform efforts as they signal fundamental organizational health problems.

Iqbal et al. (2021) conducted an empirical examination of public sector organizations within the MENA region and demonstrated that organizational health and performance outcomes are strongly influenced by ethical leadership together with collaborative culture and effective communication. Leadership style has a major influence on how employees view organizational integrity and fairness which serve as essential health indicators in bureaucratic systems.

### ***Link to Organizational Outcomes***

The status of organizational health is now viewed as a primary marker of institutional performance. McKinsey & Company's multi-sector research shows organizations with high health scores achieve financial and strategic results that surpass their peers by 2.2 times (McKinsey & Company 2023). In the public sector, health influences a wide range of outcomes: From maintaining employee satisfaction and retention through to enhancing innovation capability as well as policy effectiveness and public trust (OECD, 2023; Newman et al., 2020; De Waal & Kourtit, 2021).

Moreover, organizational health is not static. Organizational health improves through intentional strategies that include leadership training alongside ethical code reinforcement and participatory planning together with resource reallocation as noted by Northouse (2021). Public sector leaders have a strategic tool through which they can boost institutional capability without having to undertake comprehensive structural changes.

### ***Organizational Health and the Jordanian Context***

The Jordanian public sector accounts for more than 40% of formal employment while serving as a foundational element of national governance and service delivery. Multiple ministries and government units experience inefficiencies that originate from human and cultural deficiencies including poor morale, disengagement, and absence of shared vision instead of technical shortcomings (Hammad, Al-Zoubi, & Al-Tahat, 2022; Alqaralleh, 2023). The improvement of organizational health in this situation is essential because it supports both reform efforts and the achievement of national objectives including the Economic Modernization Vision 2033.

Research examining organizational health within Jordan's public sector remains limited despite its critical importance. Research tends to emphasize performance indicators and structural changes instead of examining internal organizational aspects like leadership actions and resource availability combined with employee satisfaction. This study tackles an existing research gap by investigating organizational health as a construct with multiple dimensions and measurable elements that influence knowledge creation and innovation while supporting reform implementation.

### ***Importance of Organizational Health***

Organizational health serves as an essential indicator of institutional well-being while simultaneously acting as a strategic factor for adaptability, innovation capacity, governance effectiveness, and service quality in the complicated modern business environment. Organizational health holds equal importance to operational efficiency and financial sustainability across both private enterprises and public institutions with a special emphasis on governments implementing reforms (McKinsey & Company 2023; OECD 2021).

The continuous relevance of organizations depends on their ability to renew and realign purpose, culture, systems, and people when facing growing demands from citizens, political authorities, and external crises such as pandemics and economic shocks. Organizational health serves not as a temporary improvement tool but as the fundamental driver for enduring institutional resilience and transformation alongside legitimate standing (De Waal & Kourtiti, 2021; Bourke & Dillon, 2022; Park & Hassan, 2023). Here's a presentation of some aspects that describe the importance of organizational health:

- **Organizational Health as a Strategic Core Capability:** Organizational health serves as a meta-capability which provides foundational support for strategic capabilities to develop including innovation and knowledge creation as well as change management (Serrat, 2022; Nonaka, 2023; Alavi & Leidner, 2021). Healthy organizations show a cohesive integration of structure with leadership and communication which builds trust and enhances employee engagement (Braun, Peus, & Frey, 2023; OECD, 2023). McKinsey's Organizational Health Index demonstrates healthy organizations achieve performance levels that are 2.5 times superior to their peers in financial and strategic metrics as well as innovation capabilities regardless of environmental turbulence. The critical nature of health in public sector organizations becomes more evident because of their complex mandates alongside political supervision and scarce resources combined with intense public examination. According to De Waal and Kourtiti (2021), organizational health within top-performing government institutions plays a direct role in producing superior policy design results as well as improved implementation efficiency while building citizen trust. In these situations, performance extends beyond simple results because it necessitates both organizational unity and internal validation.

- **Internal Alignment and Leadership Synergy:** Organizational health reaches its critical function when it synchronizes strategic objectives with leadership actions along with employee responsibilities and organizational norms. Teams demonstrate clear objectives and purposeful direction with motivation when alignment exists. Northouse (2021) asserts that healthy organizations feature transformational leadership which supports collaboration and individual growth along with shared responsibility. Research demonstrates that the state of organizational health acts as a bridge between leadership style and institutional performance outcomes because powerful leaders are limited by ineffective organizational cultures or structures (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020; Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). The analysis requires us to see organizational health as a systemic condition that can either enhance or eliminate leadership effectiveness.

- **Enhancing Human Capital and Psychological Well-being:** Organizational health significantly shapes human capital development through its promotion of psychological safety and ethical workplace standards along with inclusive communication practices. The 2022 study by Albrecht et al. shows that psychologically healthy organizations increase the likelihood of employees showing discretionary behavior along with organizational citizenship and continuous learning participation. Knowledge-intensive sectors including public service and

education require this approach more than others. Work environments that promote health help to lower employee emotional exhaustion and prevent burnout as well as absenteeism and talent loss which are growing problems in private and public sector work settings worldwide (OECD, 2023; Newman et al., 2020). Fixed salaries and slow promotion rates in the public sector make recognition and fairness essential tools to maintain morale and employee retention. By investing in health organizations build employee satisfaction as well as institutional memory, agility, and service consistency.

- **Enabler of Innovation and Organizational Learning:** An institution's capability to innovate and learn alongside its adaptability is directly linked with its organizational health. Nonaka (2023) identifies trust, openness, team-based learning and reflective practices as the structural and cultural foundation healthy organizations establish for knowledge creation. When fear, micromanagement or poor communication damage organizational health all knowledge stays confined to silos which leads to a halt in innovation. Choi and Chandler (2021) demonstrate that public organizations with good health establish cross-boundary networks while testing reforms and including citizen feedback in service design. Organizational health serves as a foundational requirement for evidence-based policymaking and agile governance while supporting co-creation within decentralized and reform-focused systems.

- **Strengthening Governance, Accountability, and Public Trust:** Organizational health extends beyond internal operations because it greatly affects public accountability along with transparency and citizen trust. According to the OECD (2021), public institutions with good health demonstrate greater ability to maintain democratic principles including fairness and impartiality along with responsiveness. Weak organizational health in fragile and transitional governance systems leads to corruption and morale problems which result in policy failures and diminish public confidence.

Jordan's public sector reform efforts have mainly targeted structural and legal changes rather than examining internal organizational culture along with leadership ethics and employee morale. Al-Zoubi and Al-Muhtaseb (2022) explain that administrative reform efforts often fail because of cultural resistance and fragmented coordination alongside weak internal leadership which are all signs of poor organizational health.

Improving organizational health throughout government agencies strengthens the state's implementation ability while boosting citizen service responsiveness and rebuilding governance trust to meet the objectives of Jordan's Economic Modernization Vision 2033.

- **Comparative and Global Perspectives:** A growing number of governments worldwide are beginning to understand organizational health as a fundamental factor in achieving robust and future-oriented public services. Singapore incorporates organizational health frameworks into their civil service leadership development initiatives. Canada conducts routine surveys among public service staff to evaluate organizational health based on employee morale and leadership trust as well as work-life balance (OECD 2021). The UK's Government Office for Science identifies organizational health as a fundamental element for public sector innovation and enhancing risk resilience. The international evidence demonstrates that nations focusing on organizational health achieve greater success in digital transformation along with climate adaptation and post-crisis recovery. Benchmarking against these models could provide Jordan with essential knowledge to enhance state capacity while modernizing its governance practices. Organizational health stands at the core of institutional effectiveness and leadership credibility alongside employee engagement and knowledge creation while simultaneously ensuring public accountability and reform success. The significance of organizational health becomes notably more important in public sector environments due to the widespread societal effects of governance failures. Governmental institutions can achieve their full institutional potential and improve public services while building enduring trust with citizens by making organizational health central to administrative reform and public sector strategy.

### ***Dimensions of Organizational Health***

Studies indicate the existence of several dimensions of organizational health, including:

- **Institutional Integrity:** The ethical foundation which supports any organization is institutional integrity. This measure indicates how well an institution follows moral standards while maintaining transparency and accountability throughout its internal processes and external interactions. The dimension extends past regulatory compliance to represent the core values and behaviors which establish an organization's identity and legitimacy. Organizations with sustained integrity build trust-based relationships among employees, clients and the larger community. Integrity serves as a barrier against corrupt practices and biased decisions which prioritize personal gain over qualifications. Workplace justice and fairness become tangible when integrity is practiced which helps boost employee morale and minimizes internal disputes (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020; OECD, 2023; Newman et al., 2020). Organizations within the public sector which display high institutional integrity establish robust protections for whistleblowers and implement active conflict-of-interest controls alongside enforced ethical codes. Studies demonstrate that organizations with strong institutional



integrity consistently retain employees while earning stakeholder trust and maintaining a positive public reputation (Hoy & Feldman, 2020).

- **Initiating Structure:** The initiating structure of an organization measures the clear and consistent effectiveness of its formal organizational framework which encompasses labor division, command hierarchy, workflow systems, and strategic planning operations. The organizational structure determines how responsibilities get distributed and supervised while its operational coordination directly impacts decision-making speed and quality. When an organization maintains transparent structural systems employees gain clear understanding of their responsibilities seek proper guidance and evaluate their performance against established standards. Through proper organizational structure managers improve delegation and resource management while eliminating redundant tasks (Northouse, 2021; Vuori, Vuori, & Huy, 2021). Initiating structure should be complemented with flexible approaches. Overly bureaucratic procedures and strict hierarchy systems hinder creativity and slow down decision-making while reducing employee motivation. Current organizational frameworks suggest implementing “agile structures” which merge clear responsibilities with team-driven autonomy alongside flexible process flows (Braun, Peus, & Frey, 2023; OECD, 2023).

- **Consideration (Supportive Leadership):** Consideration shows how much leaders express empathy and concern for their employees along with inclusive communication skills. Leadership through emotional intelligence combines ideas of servant leadership with the human-centered management philosophy. High consideration leaders generate trust and loyalty while creating a secure psychological space where employees feel free to express ideas and embrace errors. By enhancing interpersonal relationships this approach also promotes innovation as well as effective problem-solving capabilities and lifelong learning (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021; Northouse, 2021; Vuori, Vuori, & Huy, 2021).

Research demonstrates a direct connection between consideration and improved employee retention as well as better mental health and increased discretionary effort according to Albrecht et al. (2022). Employees demonstrate greater support for organizational reforms during change initiatives when they receive validation and support from their leaders.

- **Resource Support:** Resource support measures how well organizations equip employees with essential tools and systems needed for effective task performance. The resource support framework encompasses physical elements including funding and technology while also providing non-physical support through training programs and management assistance. Underperforming organizations often face insufficient resource availability which results in employee burnout along with reduced productivity levels and quality deficiencies. Research shows organizations that allocate resources for support obtain higher operational reliability as well as innovation capacity while improving job satisfaction (De Waal & Kourtit, 2021; Braun, Peus, & Frey, 2023; OECD, 2023). Knowledge-intensive sectors like education, healthcare, and IT require current tools and professional development to maintain competitiveness and relevance.

- **Morale:** The morale of an organization is defined by the emotional and psychological state of its employees. The emotional state of an organization's workforce consists of pride together with purpose and belonging which leads to enthusiasm and optimism. The level of morale within an organization shifts based on leadership dynamics, workload demands, organizational adjustments, and employee perceptions of fairness or acknowledgment. When employees experience high morale, they demonstrate better teamwork while improving productivity along with fewer workplace disputes. It strengthens employee dedication while boosting creativity and stress management capabilities. Low morale can quickly spread through a workforce and result in diminished motivation while increasing absenteeism and employee resistance to organizational change (Bourke & Dillon, 2022; Park & Hassan, 2023).

High morale organizations develop community bonds through team-building activities alongside inclusive celebrations and wellness programs together with feedback systems. Institutions that maintain high morale levels demonstrate better crisis management capabilities compared to organizations with divided internal cultures.

- **Innovativeness:** The ability of an organization to create and maintain new ideas and solutions defines its innovativeness. This organizational culture celebrates creativity while allowing risk-taking and motivates employees to test new concepts and challenge established beliefs while suggesting improvements. Organizations assess innovativeness through their rate of new idea generation and implementation improvements alongside R & D activities and cross-disciplinary collaborations. Research shows organizations that emphasize innovation achieve superior performance during dynamic conditions while maintaining a competitive edge and effectively responding to market or policy changes (Choi & Chandler, 2021; Serrat, 2022). Innovativeness extends beyond high-tech firms to public sector organizations aiming for service enhancements as well as NGOs developing sustainable programs and universities updating their educational plans. Organizational health together with leadership support serves as a primary innovation driver since innovative behavior flourishes within environments characterized by strong morale and trust alongside adequate resource backing.

### **Knowledge Creation: Concept and Evolution**

Modern knowledge-based economic systems require organizations across public, private and non-profit sectors to focus on their knowledge creation skills as they drive innovation and overall performance. What was once only a theoretical concept now stands as a strategic organizational capability which drives competitive advantage and fosters institutional learning (Nonaka, 2023; Alavi & Leidner, 2021; Alavi & Leidner, 2021). Knowledge creation describes the dynamic process through which new ideas and practices develop by transforming tacit knowledge into explicit knowledge and back again. The process extends beyond research units and leadership teams and takes place throughout all organizational levels during everyday interactions and teamwork activities (Serrat, 2022).

Complex environments with high levels of change require robust knowledge creation capabilities which public sector institutions need to maintain their ability to adapt to societal changes along with policy and technological developments (Choi & Chandler, 2021; OECD, 2023; Newman et al., 2020). Knowledge creation requires generating new meaning and solutions through the processes of interaction, reflection, and synthesis instead of merely storing and retrieving existing knowledge like traditional information management. Knowledge creation serves as an essential factor for enhancing evidence-based decision-making capabilities as well as boosting innovation and strengthening organizational resilience.

Organizations utilize multiple models to understand knowledge creation processes with Nonaka and Takeuchi's SECI model (Socialization, Externalization, Combination, Internalization) being the most prominent framework. The model described by Nonaka (2023) highlights how knowledge transformation happens through nonlinear and iterative processes based on social interaction and experiential learning. The knowledge creation framework expanded to incorporate knowledge sharing components and an organizational learning environment alongside leadership's role in building a knowledge-supportive culture according to Garcia-Sanchez et al. (2023).

Knowledge creation continues to be underdeveloped in many organizations because siloed structures along with weak communication and cultural resistance to change limit its development despite its strategic significance. Public sector organizations commonly experience intensified challenges from inflexible bureaucracies and insufficient motivation to innovate according to Al-Zoubi & Al-Muhtaseb (2022). Proficient progress in academic theory and practical policy development depends on understanding the mechanisms, conditions, and enablers that facilitate knowledge creation.

Extensive empirical research has proven that knowledge creation directly influences organizational performance. Organizations that successfully produce and apply knowledge achieve greater innovation and responsiveness while also fostering employee engagement according to a study by Albrecht et al. (2022). The public sector benefits from this process through superior service delivery and policy development while increasing its ability to meet citizen demands.

Choi and Chandler (2021) maintain that knowledge creation functions as a dynamic and non-linear procedure which requires integration into everyday activities instead of being approached as a single project-based endeavor. Garcia-Sanchez et al. (2023) show that knowledge creation acts as a mediator between leadership behavior and institutional innovation.

Organizations must institutionalize knowledge creation practices with strategic leadership and digital systems together with participatory governance models to ensure sustainable success.

Knowledge creation stands as a key principle in organizational theory and innovation management along with public administration and describes how new knowledge emerges and disseminates through processes that enhance decision-making abilities and performance outcomes. Organizations today require knowledge creation as a central component for strategic agility particularly in public administration which needs to respond to dynamic societal changes (Nonaka, 2023; Alavi & Leidner, 2021; Choi & Chandler, 2021).

Nonaka and Takeuchi developed the SECI model which frames this concept through its stages of Socialization, Externalization, Combination, and Internalization. Knowledge creation according to this model emerges through the interactive relationship between tacit knowledge which stems from experience yet remains difficult to formalize and explicit knowledge which exists in a formalized systematic structure. Organizations across various sectors have implemented the SECI model which continues to be applicable during the digital era because they need to utilize institutional knowledge to promote adaptive governance and innovation (Nonaka, 2023; Alavi & Leidner, 2021).

### ***Relevance to Public Sector Organizations***

The creation of knowledge functions as a cornerstone for evidence-based policymaking and service innovation while facilitating adaptive governance within public administration. Government agencies frequently manage multiple stakeholder groups while addressing complicated issues and adapting to quick-changing requirements. To maintain their effectiveness and legitimacy public sector organizations must persistently develop and produce new knowledge (OECD, 2023; Newman et al., 2020). The creation of knowledge in public sector organizations encounters substantial obstacles such as strict hierarchical structures, risk-averse mindsets, disjointed

communication patterns, and insufficient incentives to promote teamwork (Hammad, Al-Zoubi, & Al-Tahat, 2022; Alqaralleh, 2023). Organizations face complex challenges that require supportive cultures and leadership alongside structures that promote open communication between departments and experimental practices. Nonaka's (2023) work reveals that knowledge creation transcends technical boundaries by depending on a social and cultural environment that enables individuals to participate actively in questioning and reflection. Psychological safety along with trust and leadership support prove essential for enabling successful knowledge creation activities in public contexts.

### ***Definitions of Knowledge Creation***

Nonaka (2023) defines knowledge creation as a continuous dynamic process where tacit knowledge transforms into explicit knowledge through social interaction and experiential learning before reverting back, while Serrat (2022) said that knowledge creation involves developing fresh insights and actionable solutions as individuals and teams build upon established knowledge through organizational surroundings and interaction. Choi and Chandler (2021) suggested that the collaborative process of knowledge creation involves interpreting information and converting it into actionable knowledge to enhance innovation and institutional learning. Garcia-Sanchez et al. (2023) said that organizations achieve knowledge creation by generating and organizing information through intellectual stimulation and leadership-led learning cultures supported by open communication. Moreover, Alavi and Leidner (2021) indicated that organizations build knowledge by creating new content or updating current content within their knowledge base through information sharing and integration. Finally, OECD (2021) saw that knowledge creation in public institutions describes the capacity to develop and formalize new knowledge through organized activities such as data analysis together with stakeholder collaboration and feedback systems.

The analysis of these definitions highlights multiple important themes: (1) Dynamic and Ongoing: Scholars Nonaka and Serrat agree that knowledge creation represents an ongoing process rather than a single occurrence (2) Social and Collaborative: The process of knowledge creation functions as an inherently social phenomenon because it depends on communication and interaction to establish shared understanding (Choi & Chandler, 2021; Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021) (3) From Tacit to Explicit: Nonaka's SECI model centers around the critical shift from tacit knowledge to explicit knowledge (4) Strategic and Actionable: The knowledge creation process should produce insights that can be put into action or lead to innovative outcomes (Alavi & Leidner, 2021) (5) Institutionally Embedded: Public institutions connect knowledge creation with learning systems and stakeholder participation through structured decision-making processes according to OECD (2021).

### ***Importance of Knowledge Creation***

The creation of knowledge stands as an essential resource for organizations that operate successfully through the intricate challenges present in the twenty-first century. Organizations must create and mobilize knowledge in order to survive in today's fast-paced technological environment that also includes socio-economic instability and environmental changes along with globalization pressures. The creation of knowledge remains essential as a driving force behind innovative practices and learning processes while also enhancing institutional flexibility and strategic choices across public administration, business, healthcare, and education sectors (Nonaka, 2023; Alavi & Leidner, 2021; Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). Organizations encounter new challenges and changing stakeholder needs which demonstrate that traditional knowledge and established practices fall short. Organizations that engage in knowledge creation can reinterpret reality and synthesize diverse inputs which then helps them generate original solutions and adapt their policies and practices to changing environments according to Alavi & Leidner (2021) and Serrat (2022). Beyond data acquisition, the process encompasses the generation of new insights and the integration of learning into organizational systems and culture through information contextualization. The importance of Knowledge creation stems from:

- **Driving Innovation and Organizational Adaptability:** The main value of knowledge creation stems from its ability to energize organizational innovation and adaptability. Organizations require the capability to produce and implement new knowledge continuously to handle dynamic challenges. According to Choi and Chandler (2021), knowledge creation functions as an innovation engine which allows organizations to challenge current assumptions while testing new possibilities and executing innovative solutions. Public sector organizations need to embrace innovative service delivery models and policy designs to address complex societal demands. These institutions achieve better-informed policy design through knowledge creation which helps them adapt services to citizen needs and maintain intervention relevance (OECD, 2023; Newman et al., 2020).

- **Enhancing Decision-Making and Strategic Planning:** Evidence-based decision-making and strategic foresight require knowledge creation as an essential component. Organizations emphasizing knowledge creation establish procedures which transform experience, data, and feedback into insights that steer policy-making as

well as planning and operations (Alavi & Leidner, 2021). When organizations do not have these systems in place their decision-making becomes reactive or outdated leading to operational failures and inefficiencies. For public organizations, this has serious implications. The OECD (2021) states that institutions that focus on knowledge creation tend to develop policies that are both forward-thinking and inclusive while also being effective. The process of knowledge creation enhances decision-making technical quality while simultaneously increasing the legitimacy and accountability of public governance systems.

**- Empowering Employees and Strengthening Engagement:** Knowledge creation produces significant effects in both human relationships and cultural practices beyond its strategic benefits. The organization boosts employee empowerment by acknowledging their experiential know-how as tacit knowledge and involving them in organizational enhancement processes. Research by Garcia-Sanchez et al. (2023) indicates that knowledge creation environments foster higher levels of participation and engagement while ensuring psychological safety. Worker motivation increases when they understand their input matters and helps to determine organizational results. Empowerment proves extremely beneficial for public sector employees who grapple with bureaucratic barriers and limited decision-making power. The process of knowledge creation acts as a pathway toward bottom-up innovation which leads to inclusive organizational development according to Choi & Chandler (2021).

**- Building Institutional Resilience and Sustainability:** Organizations that excel at creating knowledge handle crisis situations like pandemics and economic shocks by responding swiftly and reforming wisely. Organizations can respond to changing conditions because they have built-in systems to evaluate new data while reordering their tasks and inventing innovative approaches when faced with pressure (OECD, 2023; Newman et al., 2020). The study by Al-Zoubi and Al-Muhtaseb (2022) highlights that knowledge creation functions as an essential requirement for developing institutional adaptive capacity during public sector reforms in countries like Jordan. The system maintains reform progress by documenting real-time learning, tackling implementation obstacles and managing stakeholder expectations.

**- Enabling Inter-Organizational Learning and Policy Coherence:** Knowledge creation fosters collaborative efforts between organizations by supporting the transfer of ideas, practices, and insights among them. Government functions are becoming more reliant on inter-agency cooperation between ministries and non-governmental actors to create effective policies. Organizations that develop formal systems for knowledge creation through joint task forces and digital knowledge platforms achieve greater coordination and eliminate redundant efforts (Serrat, 2022). Knowledge creation within global governance frameworks helps synchronize national policies with international best practices while supporting sustainable development goals. This system promotes policy consistency alongside evidence-based diplomatic practices and international educational networks which amplifies knowledge's value as a public resource.

Knowledge creation functions as a strategic multidimensional process central to innovation while supporting learning, empowerment and institutional resilience. Knowledge creation serves as a foundational element across various sectors to support agile governance and participatory leadership while enhancing long-term organizational performance. Organizations facing complex and uncertain environments must now view knowledge creation and application as essential survival tools rather than competitive advantages due to global acceleration of change.

**- Empowering Individuals and Enhancing Organizational Culture:** Knowledge creation at the micro level enables individuals to share their insights through platforms which allow them to participate in decision-making processes and act as agents of change. Empowerment leads to better employee engagement while boosting job satisfaction and promoting discretionary effort as stated by Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021. Employees who engage in knowledge creation show greater organizational commitment because they perceive their work as valuable and appreciated. Employees in these cultures feel comfortable expressing ideas and asking questions while taking calculated risks because they will not face punishment. Knowledge creation reaches its highest potential under these specific conditions. When organizations prevent knowledge sharing and question asking, they face knowledge stagnation and employee disengagement which leads to poor innovation outcomes (Choi & Chandler, 2021).

**- Promoting Inter-Institutional Learning and Collaboration:** Organizations remain closely connected to their external environments in today's global landscape. The process of knowledge creation extends past an organization's internal limits for enabling learning between organizations and cooperation across multiple sectors. Organizations create collective intelligence through strategic partnerships and cross-sectoral dialogues which benefits wider systems and societies alongside communities of practice (Serrat, 2022; OECD, 2023; Newman et al., 2020). The COVID-19 pandemic demonstrated how global knowledge exchange among governing bodies and health organizations sped up vaccine development and public health response through digital tracing improvements. The global collaboration succeeded because of existing systems dedicated to creating and sharing knowledge. National institutions must generate and share knowledge about progress indicators and policy innovations as knowledge creation supports local practice alignment with international



development agendas like the UN Sustainable Development Goals (SDGs) and community engagement strategies.

- **Ensuring Public Sector Effectiveness and Reform Implementation:** Knowledge creation serves as an essential governance requirement beyond its technical aspects within public administration. Governments that function effectively utilize knowledge which is both timely and relevant to the specific context for addressing social challenges while designing inclusive policies and managing resources efficiently (OECD, 2023; Newman et al., 2020). Through knowledge creation public organizations build legitimacy by exhibiting their competence and accountability while responding effectively to public needs. Al-Zoubi and Al-Muhtaseb (2022) state that success in implementing reform agendas such as digital transformation alongside decentralization and performance-based budgeting in Jordan requires governments to develop and utilize organizational knowledge. Organizational knowledge creation is crucial because its absence can lead to reform measures that only have surface-level impact or complete failure resulting from misinterpretations and poor coordination or resistance to change.

In general, institutionalized knowledge creation remains vital to ensure reform initiatives achieve adoption and proper adaptation to local contexts and continue functioning over time. For modern organizations knowledge creation serves as a strategic necessity which enables value creation rather than being a luxury or optional activity. Knowledge creation changes institutional perceptions and reactions by promoting innovation and improving governance while empowering staff and boosting organizational intelligence. The effect of knowledge creation reaches throughout the organization and influences every aspect of decision-making. Organizations that maintain a constant ability to create and apply knowledge will thrive and become leaders in a future characterized by complexity and rapid changes.

### *Dimensions of Knowledge Creating*

Knowledge creation emerges from multiple dimensions and dynamic interactions that facilitate knowledge transformation and transfer within and beyond organizational borders. Recent research has built upon Nonaka and Takeuchi's original SECI framework from 1995 by adding Knowledge Sharing and Knowledge Application as fundamental dimensions needed for effective knowledge management according to sources from 2023 and earlier studies (Nonaka, 2023; Alavi & Leidner, 2021; Serrat, 2022; Choi & Chandler, 2021). The six dimensions function through recurring cycles which demonstrate intricate interactions between tacit and explicit knowledge along with personal learning methods and organizational and cultural frameworks:

- **Socialization (Tacit to Tacit):** Through shared experiences and informal interactions people exchange tacit knowledge by collaborating and working together without using formal verbal methods. Knowledge transfer relies on observation and imitation during mentorship and close interaction to enable individuals to share information with one another (Nonaka, 2023; Alavi & Leidner, 2021). In environments like apprenticeships or team-based learning and shadowing experiences individuals gain challenging-to-describe skills and insights. Public institution newcomers gain administrative judgment skills through observation of senior staff managing complex decisions. Knowledge embedded within contextual understanding and routine intuition defies simple codification and documentation (Choi & Chandler, 2021). Building socialization into team culture demands trust and openness so employees believe they are safe to observe and question their surroundings (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). Organizations lose valuable tacit knowledge when individuals leave because cultural enablers enable knowledge transfer.

Tacit knowledge dissemination relies on socialization as it creates the interpersonal connections essential for organizational learning.

- **Externalization (Tacit to Explicit):** Through articulation and documentation expert knowledge becomes explicit as tacit knowledge converts during externalization and conceptualization. Organizations use this process to capture individual experiential insights and convert them into structured formats like reports and manuals which can then be stored and shared for reuse (Serrat, 2022). The implementation of this dimension proves essential for embedding best practices and lessons learned into organizational processes. Once a public health emergency is over practitioners might record their decision-making steps and encountered difficulties within a structured debrief or playbook. When knowledge is externalized, it becomes stored within the organization's memory creating a reference for learning during future crises. The process of externalizing knowledge needs various tools like metaphors or diagrams because tacit knowledge remains abstract and intuitive. Leadership support together with structured reflection opportunities like knowledge cafés or post-project reviews enhances the process (Choi & Chandler, 2021).

The externalization step stands as the critical moment when personal knowledge transforms into organizational assets.

- **Combination (Explicit to Explicit):** The combination process requires merging several explicit knowledge sources to create complex new understandings. The combination process benefits from information systems and



databases as well as reports and formal meetings. Organizations use this capability to restructure information and perform comparative analysis to discover patterns or insights (Alavi & Leidner, 2021). The public administration sector combines demographic information with policy analysis and citizen input to formulate broad strategies for institutional reform. Organizational intelligence depends on combination because this process turns scattered data into knowledge useful for making decisions (OECD, 2023; Newman et al., 2020). An organization's digital infrastructure along with interdepartmental coordination and analytical capability determines how effective this dimension will be. Knowledge creation practices improve the quality, relevance, and accessibility of knowledge assets.

Institutional foresight becomes stronger through combination because it facilitates knowledge recombination between different organizational divisions.

- **Internalization (Explicit to Tacit):** The internalization process transforms explicit knowledge into tacit knowledge within an individual's repertoire through experiential learning and practical application. The process marks the transition where knowledge evolves from theoretical understanding to practical application. Staff members develop intuitive decision-making abilities and learn to solve problems when they translate procedure manual instructions into practical real-world applications. Training programs alongside simulations and practical tasks establish the foundation for internalization processes. With sustained practice in these activities' professionals experience behavioral change and develop profound expertise according to Nonaka's findings from 2023. Internalization is crucial for integrating new policies and protocols into organizational daily operations particularly during reform processes which demand institutional culture changes to welcome new systems or strategies.

The internalization process transforms formal knowledge into practical expertise that becomes evident through action and performance outcomes.

- **Knowledge Sharing (Cross-Cutting Enabler):** Knowledge sharing has gained recognition as a fundamental support for all knowledge creation processes although it was not originally included in the SECI model. Knowledge sharing involves individuals or groups who make a conscious decision to exchange information among themselves or across organizations. The success of knowledge sharing depends on the presence of communication infrastructure along with organizational incentives and a culture that supports collaboration and trust according to Garcia-Sanchez et al. (2023). Public institutions facilitate knowledge sharing through working groups and inter-agency task forces as well as online platforms and conferences. Organizations that do not share knowledge face duplication of work, inefficiency in operations and the erosion of institutional memory over time. In crisis response operations speed and coordination are essential while knowledge sharing becomes critical for policy development because knowledge co-production with citizens and stakeholders produces better outcomes (OECD, 2023; Newman et al., 2020).

When organizations share knowledge, they merge individual insights into collective intelligence which enhances their ability to learn and adapt.

- **Knowledge Application (Outcome-Oriented Dimension):** Knowledge application involves using created knowledge to accomplish real-world tasks and to guide decisions and innovation. The practical value of knowledge creation emerges when insights get transformed into actionable steps. The application of knowledge helps organizations improve service delivery while creating new policies and solving problems through enhanced strategic decision-making. Knowledge application results in a cycle of knowledge creation because practical application typically uncovers knowledge gaps and sparks new insights that lead to further refinement (Alavi & Leidner, 2021). Effective knowledge application within public institutions leads to successful implementation while supporting performance management and accountability. Organizational intelligence demonstrates its strength through the ability to make wise decisions and adapt to uncertain situations (OECD, 2023; Newman et al., 2020). When an organization applies its knowledge, it reaches the crucial point that transforms insight into impact (Nonaka, 2023; Alavi & Leidner, 2021, p. 508).

Finally, the framework consisting of six knowledge creation dimensions includes socialization, externalization, combination, internalization, knowledge sharing and knowledge application which provides a robust system for analyzing organizational knowledge flow and evolution. The relationship between these dimensions exists in a complex dynamic cycle instead of a simple linear progression. Organizations that make investments across all six dimensions improve their ability to drive innovation and learning while engaging employees and adapting to changes to achieve high performance. The public sector demands these dimensions to function as essential tools for reform and service enhancement because complexity and public accountability must meet at this intersection.

## Leadership

Organizational success and transformation fundamentally depend on effective leadership. Leadership serves as a critical force in defining institutional culture while directing strategic goals and impacting individual and team behaviors and motivation. Leadership roles within organizations have shifted from standard hierarchical structures to more interactive and transformative styles which empower collaboration due to growing

organizational complexity and uncertainty (Northouse, 2021; Vuori, Vuori, & Huy, 2021). Today's effective leadership transcends positional authority and decision-making power by focusing on inspiring others and uniting people toward common goals especially during periods of change and innovation.

Modern organizational theory views leadership as dual in nature; it functions as both a procedural interaction and a relational exchange between leaders and followers who work together to accomplish shared objectives. The process operates within a contextual framework that includes multiple dimensions affected by organizational setups and stakeholder interactions along with external force dynamics (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). Leadership takes on additional significance in the public sector because it needs to manage administrative efficiency alongside public accountability and social equity while remaining responsive to citizen needs (OECD, 2023; Newman et al., 2020). Leadership plays a vital role in both managing operations and driving institutional reform alongside policy innovation and coordination between organizations.

Organizational knowledge dynamics share a deep connection with leadership principles and practices. Research identifies leaders as crucial facilitators for generating organizational knowledge and enabling its sharing and application (Choi & Chandler, 2021). Leaders establish organizational learning environments while providing experimentation opportunities and embedding new knowledge into practices and policies. Leadership functions strategically while operating as a moderating variable which influences the effectiveness of other organizational capabilities like innovation and knowledge processes through enhancement or limitation.

Contemporary research highlights how leadership styles that encourage inclusivity together with adaptability and ethical behavior have become increasingly essential. The transformational, servant, adaptive, and authentic leadership models all promote collaboration and innovation while building organizational resilience according to research by Northouse (2021) and Yukl (2020). It is crucial to understand the nature and types of leadership as well as its impacts to diagnose organizational challenges and design effective interventions which will enhance performance especially during strategic reforms in the public sector.

### ***Definitions of Leadership***

Organizational theorists have extensively researched leadership which remains a fluid concept. The term leadership describes how individuals direct and motivate people to accomplish mutual objectives. The meaning of leadership has transformed throughout history because organizational structures and cultural expectations alongside strategic priorities have changed. Current studies demonstrate that leadership extends beyond positional authority to become a relational and situational process that transforms behaviors and motivations within individuals and organizations (Northouse, 2021; Vuori, Vuori, & Huy, 2021; Yukl, 2020; Jain, Leka, & Zwetsloot, 2021). The following definitions demonstrate how leadership takes on multiple dimensions in today's organizational environments.

Northouse (2021) suggested that leadership represents the dynamic process through which a person steers multiple members towards meeting shared objectives. This traditional definition of leadership stresses the importance of exerting influence and providing direction to achieve aligned objectives within organizational teams. Yukl (2020) explained that leadership works as a process to help both individuals and teams achieve their shared goals through motivational and guiding influence. The approach combines personal and team progression through both relationship-based and task-driven elements. Garcia-Sanchez et al. (2023) suggested that leadership represents the mental ability and behavioral skill to drive innovation and knowledge integration by employing participative methods and emotional intelligence. Leadership functions as a strategic catalyst for knowledge processes and innovation. Iqbal et al. (2021) declared that leadership requires developing a clear vision while motivating teams to commit and enabling them to navigate challenges within dynamic environments. This definition highlights the importance of visionary ability and resilience during times of uncertainty or organizational change. Albrecht et al. (2022)

Said that leadership involves the ethical and strategic influence of people to develop shared purpose while building trust and increasing engagement throughout all organizational tiers.

Sustainable leadership impact relies fundamentally on ethical behavior alongside emotional intelligence. Finally, OECD (2021) suggested that public sector leadership represents the capability to guide institutions with honesty and accountability while ensuring responsive service delivery to benefit citizens. The definition presents leadership in governance as a function that builds public trust while maintaining institutional legitimacy.

The reviewed definitions emphasize leadership as a process that involves dynamic interactions focused on goals and relationships. Leadership functions as the capacity to influence others and direct organizational efforts towards strategic goals while mobilizing team collaboration. Certain leadership definitions prioritize visionary and ethical dimensions (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020; Bourke & Dillon, 2022; Park & Hassan, 2023) but other definitions describe leadership as a catalyst for innovation alongside knowledge integration and emotional intelligence (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). The public sector requires leadership to maintain accountability standards alongside institutional integrity and responsiveness according to OECD findings from 2021. Modern leadership extends beyond formal authority to

become a transformational and participatory force that develops engagement and trust alongside sustained organizational success.

### *The Importance of Leadership*

Leadership stands as a fundamental element in organizational theory and practice and remains a vital factor for institutional performance and employee engagement as well as organizational adaptability and sustainability. Current leadership theories surpass traditional power structures to describe leadership as an adaptive relational system deeply connected to context which helps organizations tackle complex situations and realize strategic benefits (Northouse, 2021; Vuori, Vuori, & Huy, 2021; Yukl, 2020; Jain, Leka, & Zwetsloot, 2021). Leadership serves as an essential element for both daily operations management and cultural transformation as well as innovation and knowledge creation in private and public sectors especially under volatile and uncertain reform conditions:

**1. Strategic Alignment and Visionary Guidance:** The essential function of leadership includes creating a transparent strategic vision that merges institutional objectives with both personal and departmental activities. Leaders establish organizational direction by determining purpose, making expectations clear, and directing resources toward collective targets (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020). Leadership delivers strategic alignment which maintains organizational coherence at various levels while preventing fragmented efforts. Strategic leadership plays an essential role in public governance because it drives reform initiatives and creates public value. The OECD (2021) points out that administrative transformation success hinges on leaders who can create a compelling vision for the future and establish support networks among different stakeholders rather than purely on technical designs. Organizations risk becoming passive when they lack strong leadership to guide them through environmental challenges.

Strategic leadership demands mastery of ambiguity rather than mere management of complexity to effectively guide organizations through uncertain situations.

**2. Shaping Organizational Culture and Values:** Organizational culture consists of common values and beliefs which leaders significantly influence. Leader's function as the creators of organizational culture by fostering standards of integrity, inclusion, accountability and teamwork. Research indicates that transformational leaders have the ability to establish ethical climates while building psychological safety and trust-based systems that lead to high-performance outcomes (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). Public institutions face challenges from bureaucratic inertia and risk aversion that prevent innovation but effective leadership transforms them into forces for cultural renewal. According to Albrecht et al. (2022), supportive and inclusive leadership strengthens employee morale while creating a sense of purpose that proves essential in-service sectors. Without proper leadership or alignment with institutional values organizations face toxic cultures which lead to staff disengagement and unethical behavior.

The organizational culture develops or deteriorates based on its leadership influence and shows transformation through their guidance.

**3. Leadership and Knowledge Creation:** Organizational knowledge creation depends on leadership which stands as a cornerstone for continuous learning and innovative growth as well as maintaining institutional resilience. Nonaka (2023) found that organizational knowledge creation thrives in settings where leaders facilitate dialogue and cross-functional team work while implementing structured reflection. Leaders deliver essential cognitive and emotional support which enables the transformation of tacit knowledge into practical insights. Leadership holds a central influence in knowledge-based institutions such as universities, hospitals, and think tanks by establishing intellectual priorities while developing talent and backing experimental initiatives. According to Choi and Chandler (2021), effective leadership improves knowledge management systems through the development of trust and open communication alongside a learning-focused culture.

Leaders who focus on knowledge creation not only drive innovation but also strengthen institutional memory and adaptive capacity.

**4. Enhancing Employee Engagement and Team Empowerment:** Employee engagement as both an emotional and cognitive bond between workers and their workplace defines modern leadership. Employees who feel engaged at work show greater levels of productivity along with stronger resilience and innovative thinking skills. The study by Albrecht et al. (2022) shows that empathetic leadership along with feedback provision and autonomy support leads to higher employee engagement levels. The way leaders manage teams affects how team members interact by promoting collaborative efforts and minimizing internal disagreements. Teams benefit from transformational and servant leadership styles because these leaders assign responsibility to their members while appreciating individual efforts and building shared responsibility for achieving objectives (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). When organizations lack strong leadership employees become disengaged and experience burnout more frequently especially within demanding work environments like government services and healthcare.

Human capital development stands as the primary strategic asset for organizations through effective leadership practices.

**5. Leading Change and Organizational Resilience:** The management of change stands as one of the primary challenges organizations face in contemporary business environments with leadership being crucial to the success or failure of these change initiatives. Leaders function as agents of change by managing vision communication and resistance while realigning structures and keeping momentum during organizational transformation processes (Yukl, 2020; Jain, Leka, & Zwetsloot, 2021). Crises like the COVID-19 pandemic along with economic downturns and political instability highlight the critical importance of resilient leadership. Leaders need more than a reactive approach—they should develop foresight skills to learn and activate resources and personnel rapidly when facing pressure. According to OECD (2021) resilient public sector leadership requires the ability to deliver services consistently while inspiring confidence and modifying policies on the fly. Leadership through transitional periods requires enabling readiness and flexibility rather than exerting control to maintain continuity.

**6. Ethical Governance and Public Accountability:** Leadership within public organizations serves dual purposes encompassing both managerial duties and ethical responsibilities. Leaders are responsible for maintaining and advocating ethical principles and justice while ensuring transparency and equity. The trust that the public places in institutions depends on how credible and fair leadership appears and how responsive it is to their needs (OECD, 2023; Newman et al., 2020). Leaders who practice ethical principles reinforce organizational legitimacy through actions that demonstrate democratic values. Leadership that follows ethical standards stops power abuse and corruption while avoiding favoritism. Leaders who demonstrate integrity effectively motivate others toward ethical behavior and create institutional environments based on accountability and public service (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020). The relationship between institutions and their communities relies upon the ethical conduct displayed by their leaders.

In general, leadership significance extends beyond specific roles and organizational structures to guide and influence organizational dynamics. Leadership functions as the primary system through which organizational vision gets communicated while granting people empowerment and driving innovation which shapes culture and maintains ethical standards. Leadership needs to become adaptive and inclusive while also being knowledge-driven in times of rapid transformation and growing complexity. Organizations that develop and support effective leaders not only reach their objectives more effectively but also maintain high standards while overcoming challenges and gaining public confidence. Modern organizations depend on leadership as a strategic capability to establish their quality standards and demonstrate both agility and legitimacy.

### *Dimensions of Leadership*

Leadership represents a multifaceted phenomenon which includes cognitive abilities along with emotional skills and ethical standards as well as strategic capabilities. These dimensions affect leadership behavior patterns as well as their ability to influence others while making decisions and managing relationships which leads to organizational transformation. The intricate nature of contemporary institutions especially within the public domain demands leaders who not only direct but also engage participatively with their teams while demonstrating visionary capabilities and emotional intelligence alongside ethical principles (Northouse, 2021; Vuori, Vuori, & Huy, 2021; Yukl, 2020; Jain, Leka, & Zwetsloot, 2021). Leadership effectiveness can be understood and evaluated through a comprehensive framework that includes six dimensions namely vision articulation, individual consideration, intellectual stimulation, decision-making involvement, emotional intelligence and ethical behavior:

- **Vision Articulation:** Leaders demonstrate vision articulation by developing and sharing a meaningful future vision that motivates organizational members toward collective commitment and purpose. In transformational leadership vision forms the essential foundation for promoting both change and innovation according to Northouse (2021). Complex organizations benefit from clear vision statements because they enable public institutions and large-scale bureaucracies to convert abstract strategic goals into specific actionable tasks that all-level employees can understand. Articulating vision creates a connection between personal values and organizational goals while boosting motivation and providing a sense of direction during uncertain situations (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). This dimension maintains strategic alignment during organizational change because such periods often trigger confusion and resistance. Visionary leaders clarify meaning for stakeholders to understand both the purpose and content of change initiatives (Bourke & Dillon, 2022; Park & Hassan, 2023). When leaders express their vision, they establish a basis that enables coherence and inspires resilience while navigating ambiguous situations. (Yukl, 2020; Jain, Leka, & Zwetsloot, 2021, p. 47)

- **Individual Consideration:** Individual consideration is defined by a leader's capability to recognize and support each employee's distinct needs while enabling their professional growth. This dimension of leadership draws from transformational leadership and emotional intelligence theory to emphasize the critical roles of empathy and mentorship in people-centered leadership (Northouse, 2021; Vuori, Vuori, & Huy, 2021). Leaders



who exercise individual consideration enable modern workplaces with high stress and diverse employee backgrounds to establish inclusive environments that ensure psychological safety. This dimension boosts organizational citizenship behaviors (OCBs) while reducing burnout and improving retention through the creation of an environment where employees feel recognized and appreciated (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020). Individualized leadership focuses on recognizing people as complete human beings beyond their work roles. (Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021, p. 7).

Public service environments where standard procedures reduce employees to "machine parts" benefit from individualized leadership which makes workplaces more humane and enhances both public service motivation and morale.

- **Intellectual Stimulation:** Intellectual stimulation measures how leaders push their teams to question established ideas while promoting creative thinking and experimental approaches to enhance critical analysis. Organizations need this dimension to survive and stay relevant in rapidly changing environments that demand constant innovation and learning (Nonaka, 2023; Alavi & Leidner, 2021). Leaders who excel in intellectual stimulation drive their teams to target obsolete systems along with welcoming uncertain situations and collaborating to solve problems. These leaders recognize creative solutions while allowing mistakes and cultivating a culture of learning. Knowledge-based institutions including universities, R&D centers and digital government units require this element because innovation functions as a strategic necessity according to Choi & Chandler (2021).

This dimension supports organizational learning loops and aids knowledge creation by encouraging tacit knowledge to become explicit. Leaders who stimulate intellectual growth establish spaces where curiosity becomes respected and risk is controlled while learning continues indefinitely. (Serrat, 2022, p. 219)

- **Decision-Making Involvement:** Decision-making involvement demonstrates a leader's practice of engaging others in decision-making processes while promoting participation and distributing decision-making authority. The dimension promotes team collaboration and personal empowerment while conforming to democratic and participative leadership standards as defined by Yukl (2020). Studies indicate that employee participation in decision-making creates greater commitment and personal ownership and increases their buy-in particularly when decisions affect their work routines or job functions (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020). This approach utilizes collective intelligence to prevent blind spots that often develop through hierarchical decision-making processes. Inclusive leadership is essential in public administration because it strengthens policy legitimacy and stakeholder accountability by improving transparency and connecting public values with policy actions (OECD 2021).

The practice of participatory leadership builds institutional legitimacy because it includes multiple perspectives in the policymaking process. (Bourke & Dillon, 2022; Park & Hassan, 2023, p. 66)

- **Emotional Intelligence (EI):** Emotional intelligence represents the skill to both perceive and comprehend emotions while effectively controlling and applying them to oneself and others in a supportive and understanding way. The ability to read and manage emotions has become a crucial element of effective leadership in situations that involve emotional complexity and stress (Northouse, 2021; Vuori, Vuori, & Huy, 2021). Emotional Intelligence provides leaders with the tools to manage interpersonal relationships while resolving conflicts and developing positive workplace environments. High EI leaders demonstrate an ability to build trust effectively manage diversity and maintain their composure during stressful situations. Research by Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021 demonstrates that EI contributes to increased job satisfaction along with improved team cohesion and enhanced adaptive performance. The healthcare, education, and social service sectors demand emotionally intelligent leadership to sustain high-quality service delivery while supporting staff welfare and meeting client satisfaction standards.

Self-awareness initiates leadership while emotional intelligence equips leaders with empathy and relational skills to create meaningful influence. (Bourke & Dillon, 2022; Park & Hassan, 2023, p. 68)

- **Ethical Behavior:** The ethical behavior dimension of leadership demonstrates how leaders follow moral principles while maintaining transparency and accountability through the consistent application of justice and fairness. Leaders who demonstrate ethical principles act as exemplars that establish behavioral standards while strengthening their institutions' integrity according to OECD data from 2021. Within public sector organizations leaders manage public funds deliver services and engage with vulnerable populations which makes ethical behavior essential to sustain public trust. Ethical leadership acts as an antidote to corruption while guaranteeing regulatory compliance and nurturing a culture based on shared values. Moreover, ethical behavior intersects with other dimensions: Leaders who demonstrate emotional intelligence tend to make ethical decisions while participatory leaders promote fairness among their teams and visionary leaders create sustainable changes for society.

Ethical leadership connects institutional legitimacy with sustained performance outcomes. (Rahman, Chowdhury, & Azim, 2021; Khalaf & Alsharari, 2020, p. 170)



The six dimensions studied serve as an all-encompassing framework to assess and enhance leadership effectiveness. The described dimensions function at the behavioral level while simultaneously representing essential strategic, emotional, and ethical abilities necessary for organizational achievement in modern complex settings. Importantly, these dimensions are mutually reinforcing: Leaders who understand and manage emotions effectively tend to build inclusive workplaces while ethical leaders frequently empower their team members and visionary leaders establish the initial groundwork necessary for innovation. Organizations that develop these dimensions create leadership qualities that remain resilient and adaptive while focusing on people for future success.

### **Leadership as a Moderating Variable Between Organizational Health and Knowledge Creation**

Moderating variables in organizational behavior and management theory illustrate when and how strongly a predictor variable influences a particular outcome. The research context identifies leadership as a moderating force that shapes both the strength and direction of how organizational health influences knowledge creation.

Organizational health measures how well an institution functions effectively while adapting to both internal and external changes and sustaining a positive and resilient workplace environment (Hoy & Feldman, 2020). Dimensions including institutional integrity, resource support, morale, and innovativeness make up organizational health and together they establish ideal conditions for learning to flourish and knowledge to emerge. The process of knowledge creation involves an organization's ability to generate new insights and practices which it can share and apply to drive improvement and innovation (Nonaka, 2023; Alavi & Leidner, 2021; Choi & Chandler, 2021).

Theoretical models suggest healthy organizations boost knowledge creation but this positive effect varies depending on specific contextual factors. The type and quality of leadership become crucial factors that either strengthen or diminish the connection between organizational health and knowledge creation as demonstrated by Garcia-Sanchez et al. (2023). Leaders determine if organizational health elements like trust and support are effectively transformed into knowledge outcomes including social learning and innovation:

**1. Leadership functions as a bridge** that converts organizational health elements into actionable knowledge creation. Leadership serves as a mechanism that transforms organizational health components into effective knowledge behaviors. Leaders initiate knowledge-sharing platforms and cross-functional projects and develop staff programs which transform latent potential into knowledge creation in high morale and innovation-supportive environments (Bourke & Dillon, 2022; Park & Hassan, 2023). Knowledge creation remains elusive in healthy environments absent proper leadership.

Organizations with healthy cultures need effective leadership since leadership transforms cultural values into practical innovation and prevents stagnation. (Yukl, 2020; Jain, Leka, & Zwetsloot, 2021, p. 71)

**2. Effective leadership creates a supportive psychological and structural environment** that enables knowledge work. Organizational health impacts knowledge creation through leaders who establish psychological safety and structural conditions that promote open communication and experimentation. Leaders who practice emotional intelligence along with ethical behavior and participatory decision-making generate an environment that enables employees to share ideas freely and challenge existing norms while contributing their knowledge (Northouse, 2021; Vuori, Vuori, & Huy, 2021; Garcia-Sanchez et al., 2023; Tsui, Zhang, & Chen, 2021). Knowledge creation may be inhibited in well-structured hierarchical organizations if leaders do not take steps to flatten communication structures and encourage open dialogue. Leadership functions as the context-dependent amplifier or buffer in the relationship between health and knowledge. The impact of leadership functions as a moderator by shaping how organizational health components develop absorptive capacity. (Choi & Chandler, 2021, p. 153)

### **3. Adaptive Leadership as the Most Effective Moderator**

Different leadership styles show varying degrees of effectiveness when moderating this relationship. Studies show that adaptive, transformational and participatory leadership styles effectively improve how organizational health affects knowledge creation according to Garcia-Sanchez et al. (2023). Leaders who respond to change and enable reflection while valuing distributed intelligence serve as perfect moderators when dealing with dynamic environments. Autocratic and transactional leadership styles tend to weaken the relationship between organizational health and knowledge creation through participation restrictions and dialogue constraints alongside rigid workflow enforcement. Leadership style and behavior must be critically examined to understand its impact as a moderating factor. Through reflection and inclusive iteration, adaptive leadership enables healthy institutions to fully realize their knowledge-creating capabilities. (Alavi & Leidner, 2021, p. 60)

**4. Empirical Evidence Supporting the Moderating Role Research findings prove that leadership strengthens the connection between organizational enablers and knowledge outcomes.** Garcia-Sanchez et al. (2023) conducted a meta-analytic study demonstrated that transformational leadership greatly enhances the effects of organizational support on innovation and knowledge exchange. Similarly, the research by Iqbal et al.

(2021) demonstrated that public institutions with participative leadership styles boost the positive relationship between workplace health factors and performance outcomes such as learning behavior and information sharing. The results demonstrate the value of treating leadership as a moderating construct in empirical studies and validate its role in theoretical models connecting organizational health with knowledge creation.

In general, Leadership serves as more than a parallel factor for knowledge creation because it functions as a contextual condition that significantly alters how organizational health promotes knowledge processes. Leaders influence organizational health perception and operationalization through their actions and decision-making processes. Researchers achieve greater understanding of knowledge creation variability across similar organizations when they treat leadership as a moderating variable. This conceptualization also provides actionable insights for practice: Leadership development investment serves both to enhance management skills and to unleash an organization's complete knowledge capacity.

## Methodology

**Study Population and Sample:** The study population consisted of all (220,851) employees of the Civil Service in Jordan, classified in the first, second, and third categories, according to the Civil Service Bureau's statistics for the year 2022/2023. A simple random sample of (800) individuals was drawn, and the electronic questionnaire was distributed to them through their official email. The number of responses retrieved and valid for analysis was (689) questionnaires.

**Study tool:** The researcher developed a questionnaire based on the previous studies (Albrecht, 2022; McKinsey & Company, 2023; Alavi & Leidner, 2021; Nonaka, 2023). The questionnaire consisted of three parts: The first part included the independent variable (organizational health with its 6 sub-dimensions, with an average of 5 items for each dimension, totaling 30 items for the entire independent variable). The second part included the dependent variable (knowledge creation with its 6 sub-dimensions, with an average of 5 items for each dimension, totaling 30 items for the entire dependent variable). The same was true for the moderating variable (leadership).

**Statistical standard:** The five-point Likert scale was adopted for scoring the study tools, giving each item of its items one score out of its five scores (strongly agree, agree, neutral, disagree, strongly disagree), which are represented numerically (5, 4, 3, 2, 1) respectively, and the following scale was adopted for the purposes of analyzing the results: From 1.00- 2.33: Low From 2.34- 3.67: Moderate From 3.68- 5.00: High And so on. The scale was calculated using the following equation:  $(\text{Highest limit of the scale (5)} - \text{Lowest limit of the scale (1)}) / \text{Number of required categories (3)} = 1.33$  Then adding the answer (1.33) to the end of each category.

**Validity and Reliability of the Study Tool:** The study tool (the questionnaire) was presented to a group of arbitrators with expertise and academic experience in a number of Jordanian public and private universities for the purposes of giving their opinion on it and ensuring its suitability, in terms of the number of items, clarity, accuracy, coherence, and cohesion, and any other observations they see appropriate, by deletion, change, or addition. This review process and the subsequent correction and modification of it is considered as a test of the face validity of the tool.

To ensure the reliability of the tool, internal consistency Cronbach's Alpha was calculated, and the results were as shown in table (1).

**Table (1)**

**Cronbach's Alpha coefficient**

Dimensions	Internal Consistency
Institutional Integrity	0.84
Initiating Structure	0.74
Consideration	0.77
Resource Support	0.76
Morale	0.83
Innovativeness	0.81
<b>Organizational Health</b>	<b>0.88</b>
Socialization	0.83
Externalization	0.78
Combination	0.70
Internalization	0.80
Knowledge Sharing	0.79
Knowledge Application	0.83
<b>Knowledge Creation</b>	<b>0.93</b>
<b>Leadership</b>	<b>0.74</b>

The table (1) shows that the Cronbach's alpha values for all dimensions of the study instrument (questionnaire) ranged between (0.70-0.93), where reliability is considered weak if the coefficient values are less than (0.60). It was assumed by (Sekaran & Bougie, 2010, 184) that the minimum reliability coefficient is (0.70), and reliability is considered good when the coefficient values are (0.80) or more. Therefore, the values in the previous table indicate the reliability of the study instrument, the consistency between its items, its trustworthiness, and its reliability for conducting statistical analysis.

**Normality Test:** A normality test was conducted on the data based on the skewness coefficient to determine whether the data used in the analysis follows a normal distribution or not. It was found that the skewness value for all questionnaire items was less than one, indicating that the data follows a normal distribution.

## Results:

### Answering the study sub-questions:

**The first sub-question:** What is the level of organizational health in public sector institutions in Jordan?

**The second sub-question:** What is the level of knowledge creation in public sector institutions in Jordan?

**The third sub-question:** What is the level of practicing leadership in public sector institutions in Jordan?

The arithmetic means and standard deviations were extracted for the study sample's responses related to organizational health in all its dimensions, knowledge generation in all its dimensions, and leadership, and they were as follows:

**Table (2)**

**The arithmetic means and standard deviations related to organizational health, knowledge management, and leadership arranged in descending order by arithmetic means**

#	Variable	Mean	Sd	Rank	Relative importance
1	Organizational Health	3.18	0.53	3	moderate
2	Knowledge Creation	3.19	0.65	2	moderate
3	Leadership	3.54	0.73	1	moderate

The table (2) shows that the independent variable (organizational health) ranked third with a moderate relative importance, with an overall mean of 3.18 and a standard deviation of 0.53. The dependent variable (knowledge generation) ranked second with a moderate relative importance, with an overall mean of 3.19 and a standard deviation of 0.65. The moderator variable (leadership) ranked first with a moderate relative importance, with a mean of 3.54 and a standard deviation of 0.73.

### Hypothesis testing

**Ho1:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between organizational health in its combined dimensions (Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness) and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

### The following sub-hypotheses branch from this main hypothesis:

**Ho1.1:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Institutional Integrity and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.2:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Initiating Structure and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.3:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Consideration and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.4:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Resource Support and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.5:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Morale and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho1.6:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Innovativeness and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

**Ho2:** Administrative leadership does not moderate at the statistical significance level ( $\alpha < .05$ ) the relationship between organizational health in its combined dimensions (Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness) and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

To verify the validity of the main hypothesis and its sub-hypotheses, multiple regression analysis was used to examine the role of organizational health in its combined dimensions (institutional integrity, initiating structure, consideration, resource support, morale, and innovativeness) on knowledge creation in its combined dimensions (socialization, externalization, combination, internalization, knowledge sharing, and knowledge application) within public sector institutions in Jordan, as shown in the following tables.

**Table (3)**  
**Model Summary**

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
0.245	0.858	0.859	0.927	1

Independent Variable: Organizational Health  
Dependent Variable: Knowledge Creation

The table (3) shows that the correlation coefficient between the independent variable and the dependent variable is (0.927), and the coefficient of determination, denoted by ( $2R$ ), is (0.859), which is interpreted as if an independent variable is added to the model, its value will increase even if the independent variable has no significance in the model (increasing the sum of squares due to regression SSR with constant total sum of squares SST). Therefore, the adjusted coefficient of determination (Adjusted  $R^2$ ) is calculated, which takes into account the increase in degrees of freedom. As shown above, its value is (0.858). Accordingly, the independent variables (institutional integrity, initiating structure, consideration, resource support, morale, and innovativeness) were able to explain (85.8%) of the changes in the dependent variable, knowledge creation, and the rest is attributed to other factors.

#### Overall Significance Test for a Multiple Regression Model:

**Table (4)**  
**ANOVA results for testing the significance of the regression model**

Sig	F	Mean Square	FD	Sum of Squares	Source of Variance
0.000	692.248	41.623	6	249.737	Regression
		.060	682	41.007	Residuals
			688	290.743	Total

**Predictions:** Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness

**Dependent Variable:** Knowledge Creation

The ANOVA table (4) illustrates an analysis aimed at identifying the explanatory power of the model as a whole through the F-statistic. Based on the table (-), there is a high significance for the F-test, estimated at (692.248) with a significance level of (Sig = 0.000) less than the significance level ( $0.05 \leq \alpha$ ). Therefore, the regression model is suitable for measuring the causal relationship between the independent variables (institutional integrity, initiating structure, consideration, resource support, morale, and innovativeness) and the dependent variable (knowledge generation). Thus, it can be stated that there is at least one independent variable from the independent variables that affects the dependent variable, which can be significant. This is determined through testing the significance of the coefficients of the multiple regression equation.

**Table (5)**  
**Regression Table(Coefficient)<sup>a</sup>**

Sig.	t	Standardized Coefficients	Unstandardized Coefficients			Model
		Beta	Std. Error	B		
0.000	-4.873		.076	-.371	Independent Variable	1
0.000	8.814	.288	.034	.298	Institutional Integrity,	
0.461	0.738	.021	.024	.017	Initiating Structure	
0.448	0.759	.021	.034	.026	Consideration	
0.000	14.842	.343	.024	.362	Resource Support	
0.000	12.397	.305	.017	.206	Morale	
0.000	7.665	.147	.026	.198	Innovativeness	

Dependent Variable: Knowledge Creation

#### Sub-hypotheses:

**Ho1.1:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Institutional Integrity and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. It is evident from table number (5) that the t-value for institutional integrity on knowledge creation reached (8.814), which is greater than its tabulated value at a significance level of (0.000) and is less than the level of significance ( $0.05 \leq \alpha$ ). Therefore, the hypothesis is rejected.

**Ho1.2:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Initiating Structure and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. It is evident from Table (5) that the (t) value for the initiating structure on knowledge creation is (0.738), which is less than its tabulated value at a significance level of (0.461), and it is greater than the significance level ( $0.05 \leq \alpha$ ), and therefore, the hypothesis is accepted.

**Ho1.3:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Consideration and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. It is evident from table number (5) that the value of (t) for consideration in knowledge generation reached (0.759), which is smaller than its tabulated value at a significance level of (0.448), and it is greater than the significance level ( $0.05 \leq \alpha$ ). Therefore, the hypothesis is accepted.

**Ho1.4:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Resource Support and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. Table (5) shows that the value of (t) for supporting resources on knowledge generation was (14.842), which is greater than its tabulated value at a significance level of (0.000), which is less than the level of significance ( $0.05 \leq \alpha$ ), and therefore the hypothesis is rejected.

**Ho1.5:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Morale and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. It is evident from table number (5) that the value of (t) for morale on knowledge creation reached (12.397), which is greater than its tabular value at a significance level of (0.000) and is less than the level of significance ( $0.05 \leq \alpha$ ). Therefore, the hypothesis is rejected.

**Ho1.6:** There is no relationship at the statistical significance level ( $\alpha < .05$ ) between Innovativeness and knowledge creation in its combined dimensions (Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan. It is evident from table number (5) that the innovative (t) value for knowledge creation reached 7.665, which is greater than its tabulated value at a significance level of 0.000 and is less than the level of significance ( $0.05 \leq \alpha$ ). Therefore, the hypothesis is rejected.

**Ho2:** Administrative leadership does not moderate at the statistical significance level ( $\alpha < .05$ ) the relationship between organizational health in its combined dimensions (Institutional Integrity, Initiating Structure, Consideration, Resource Support, Morale, Innovativeness) and knowledge creation in its combined dimensions



(Socialization, Externalization, Combination, Internalization, Knowledge Sharing, Knowledge Application) in public sector institutions in Jordan.

To test this hypothesis, hierarchical multiple linear regression analysis was used to examine the moderating effect of leadership on the impact of organizational health on knowledge creation in public sector institutions in Jordan, as shown in the table below.

**Table (6)**  
**Hierarchical multiple linear regression to examine the effect of managerial leadership as a moderating variable on the effect of organizational health on knowledge creation in public sector institutions in Jordan.**

Coefficient						ANOVA			Model summary		Model
Sig. t	t	Beta	Standard Deviation	B	Variable	Sig. F	DF	F	R <sup>2</sup>	R	
0.000	-6.645		0.061	-.406	(Constant)	0.000	1	3572.914	0.839	0.916	1
0.000	59.774	0.916	0.019	1.132	OH						
0.000	-12.142		0.053	-.645	(Constant)	0.000	2	2679.991	0.887	0.942	2
0.000	48.341	0.761	0.019	.941	OH						
0.000	17.001	0.268	0.014	.239	Leadership						

Dependent Variable: Knowledge Creation

The results of the hierarchical multiple linear regression analysis to verify the role of leadership as a moderating variable in the relationship between organizational health and knowledge creation showed that the first model, which included only organizational health as an independent variable, demonstrated a strong relationship between organizational health and knowledge creation, with a correlation coefficient (R) of (0.916) and a coefficient of determination (R<sup>2</sup>) of (0.839), indicating that organizational health explains (83.9%) of the variance in knowledge creation. The calculated (F) value was (3572.914), statistically significant at a level of (Sig. = 0.000), which indicates the significance of the model. The results of the coefficients table showed that organizational health had a large and statistically significant positive effect on knowledge creation, with a value of (B = 1.132), (Beta = 0.916), and a (t = 59.774) significant at (p < .001). In the second model, leadership was introduced as an additional independent variable into the model. This led to an increase in the correlation coefficient to (.942), and an increase in the coefficient of determination to (.887), indicating that the introduction of administrative leadership contributed to improving the model and raising its explanatory power, as it now explains (88.7%) of the variance in knowledge creation. The calculated (F) value was (2679.991), statistically significant at (Sig. = .000). The results also showed that leadership had a statistically significant effect on knowledge creation (B = .239, Beta = 0.268, t = 17.001, p < .001), and the effect of organizational health remained significant despite a decrease in the Beta value to (0.761), indicating that part of the effect of organizational health had overlapped with the effect of leadership.

## Discussion

**Finding 1:** Research shows a statistically significant link between organizational health and knowledge creation within Jordanian public sector institutions. Organizational health functions as a multidimensional composite variable that includes institutional integrity and more factors such as initiating structure, consideration, supporting resources, morale, and innovativeness which significantly affects knowledge creation. The statistical findings show that organizational health improvements lead to better knowledge generation and sharing abilities among employees. The findings of organizational learning theory by Senge (1990) and Nonaka & Takeuchi (1995) demonstrate that organizational environments with strong trust and collaborative structures enable the transformation of tacit knowledge into explicit organizational knowledge. The relationship between organizational health and structural transformation in the Jordanian public sector demonstrates increasing transformation potential within its bureaucratic hierarchy.

**Finding 2:** Research shows that institutional integrity and knowledge creation show a statistically significant connection within public sector organizations in Jordan. Organizational health depends most significantly on institutional integrity for driving knowledge creation. Institutional integrity means following ethical guidelines while maintaining transparency and rule-based actions together with public accountability. The result holds

significant importance for public administration domains because ethical cultures alongside integrity-driven practices develop trust and psychological security which are essential for transparent communication and knowledge distribution. The Jordanian public sector's focus on integrity and anti-corruption shows that ethical environments enhance governance quality alongside knowledge management performance. Research by Treviño et al. (2006) and Brown et al. (2005) concludes that ethical work environments lead to better employee engagement and knowledge sharing because employees perceive fairness and trust in their leaders.

**Finding 3:** Knowledge creation in Jordanian public sector institutions shows no statistically significant connection with initiating structure. Initiating structure describes the degree leaders use to establish role definitions and task clarifications while setting performance standards and monitoring results. Initiating structure which usually leads to enhanced efficiency and control showed no statistically significant effect on knowledge creation. Rigid task structuring found in bureaucratic settings may limit flexibility and innovation which are essential components for generating knowledge. The structure of predefined roles limits employees from exploring innovative ideas and sharing informal knowledge. Research supports that knowledge creation flourishes when environments maintain a balance between structure and autonomy (Grant, 1996; Goh, 2002). The Jordanian public sector's highly structured administrative systems prevent innovation-driven processes from developing effectively.

**Finding 4:** Public sector institutions in Jordan demonstrate no statistically significant connection between consideration practices and knowledge creation. Leadership consideration involves attention to employees' welfare along with respect and support through interpersonal relationships. This leadership dimension retains its theoretical importance according to Blake & Mouton (1985) and Bass (1991) but fails to establish a direct statistical connection to knowledge creation. Relational leadership improves employee satisfaction but does not trigger knowledge-related activities without strategic support through knowledge infrastructure and incentive systems. Leadership warmth in public sector institutions where procedural routines rule does not alone activate systematic knowledge processes. Jordanian institutional culture emphasizes formal hierarchical structures which restricts the effectiveness of consideration-based leadership on cognitive work behaviors like idea development and knowledge sharing.

**Finding 5:** Public sector institutions in Jordan do not exhibit any statistically significant relationship between available supporting resources and knowledge creation. The availability of supporting resources including tools, time, training opportunities and financial support helps enable work performance and innovation. The lack of a meaningful relationship demonstrates that the mere provision of resources cannot assure successful knowledge creation. The result indicates that available resources do not align properly with knowledge creation strategies. Employees will underutilize resources or redirect them to routine activities if there is no strategic framework or organizational culture that promotes their use for collaborative and innovative purposes. Public institutions experience restrictions on the usability of supports because of budget limitations combined with strict purchasing procedures and resource misallocations. It becomes clear that organizations require more than physical assets to succeed; they need capacity-building initiatives together with empowerment strategies that align with knowledge objectives.

**Finding 6:** Public sector institutions in Jordan exhibit no statistically significant connection between employee morale and knowledge creation. Employee satisfaction together with enthusiasm and commitment shape the overall morale in a workplace. Emotional well-being fails to produce knowledge creation outcomes unless it is expressed through active organizational behaviors. Employees who are satisfied with their roles need explicit organizational systems to effectively share knowledge since high morale alone does not drive knowledge sharing without these structural supports. Workers prioritize their job security and task completion over innovation when their mobility opportunities and reward systems are limited. Motivation theory makes a distinction between affective attitudes such as morale and behaviorally anchored outcomes such as knowledge creation and indicates that mediators like job involvement or organizational citizenship behavior are necessary (Organ, 1997).

**Finding 7:** Statistical analysis shows no significant correlation between innovativeness and knowledge creation in Jordan's public sector institutions. Organizational health includes innovativeness which involves being open to new ideas together with risk-taking and experimentation. It was unexpected that there was no statistically significant link between this dimension and knowledge creation. Institutional barriers within the public sector like regulatory rigidity along with resistance to change and centralized control structures may explain why innovation does not flourish. Organizations that claim to support innovation demonstrate risk-averse practices which block the transformation of innovative concepts into shared knowledge or workplace changes. The absence of psychological safety and testing frameworks for ideas limits employees' readiness to engage in innovative activities. True advancement in knowledge creation goes beyond token support for innovation and calls for substantial structural and cultural changes along with procedure modifications.

**Finding 8:** Administrative leadership became the additional predictor in the second stage to assess its moderating or enhancing effects on the relationship between organizational health and knowledge creation. The inclusion of leadership as a variable led to a substantial increase in the model's explanatory capability. The study

shows administrative leadership which implements employee empowerment along with participative decision-making and clear vision articulation serves as a crucial factor for strengthening organizational health mechanisms that drive knowledge creation. Administrative leadership represents a key element that drives knowledge creation through direct practices and operates alongside overall organizational health factors. The combined model showed organizational health as a significant predictor of knowledge creation but demonstrated a small decrease in its impact when leadership factors were included. The overlapping impact demonstrates that effective administrative leadership activates organizational health benefits to achieve better knowledge outcomes. Leadership enhances and amplifies the beneficial effects of organizational health.

These results align with numerous previous studies that have emphasized the vital role of organizational health in promoting knowledge generation processes within institutions. Both (Al-Fulani, 2020) indicated that a healthy organizational environment contributes to improved interaction among employees and increased organizational trust, thereby creating a suitable foundation for knowledge sharing and generation. The current findings also support the assertion by (Smith, 2016) that effective leadership is a complementary element that enhances the impact of other organizational variables on knowledge outputs. This was evident in this study through the role of administrative leadership as a moderator that amplified the effect of organizational health on knowledge generation. These findings also align with the theory of organizational learning developed by (Argyris & Schön, 1978), which posits that organizations capable of effective learning require a healthy organizational structure and leadership that encourages critical thinking and individual initiative, thereby contributing to the generation of new knowledge that serves the organization's goals. The current study's results indicate that these two factors – organizational health and leadership – work together to drive knowledge creation. Regarding the Arab context, a study by (Al-Zoubi, 2021) conducted on Jordanian government institutions indicated that the presence of a supportive leadership style and the participation of employees in decision-making contribute to creating a more effective cognitive organizational climate. This aligns with the findings of this study that administrative leadership does not operate in isolation from organizational health, but rather forms a complementary element that amplifies its impact in supporting knowledge processes within public sector institutions in Jordan and enhances the organization's ability to adapt and develop in a changing environment.

## Conclusion

The research investigated how organizational health factors (institutional integrity, initiating structure, consideration, supporting resources, morale, and innovativeness) relate to knowledge creation within Jordanian public sector institutions while examining administrative leadership's moderating effects.

The research outcomes reveal organizational health substantially boosts knowledge creation. The research concluded that institutional integrity was the sole dimension among those measured which showed a statistically significant association with knowledge creation. The study found that ethical governance together with regulatory compliance and organizational transparency creates the necessary foundation for trust-based collaboration and knowledge sharing in bureaucratic institutions.

Additional organizational health dimensions including initiating structure, consideration, supporting resources, morale and innovativeness showed no statistically significant effects. The knowledge creation process in the public sector in Jordan needs more than structural or relational factors because they alone cannot drive this process without strategic or ethical leadership. These results demonstrate the intricate nature of knowledge management in governmental organizations and point to a need for supplemental support to activate specific organizational health conditions.

The study analysis became more comprehensive when administrative leadership was incorporated into the hierarchical regression model. Leadership's inclusion into the model expanded its explanatory capability and revealed leadership's dual role as both a moderator and complement between organizational health and knowledge creation processes. Leadership behavior absorbed or enhanced some of the effects of organizational health while the latter remained important. The study demonstrates the essential role of administrative leadership in transforming the elements of a healthy organization into practical knowledge achievements.

The research establishes that organizational health and administrative leadership create a synergistic framework which drives knowledge creation within public organizations. Public organizations need both ethical environments and supportive systems alongside visionary and accountable leadership to maximize their knowledge potential.

## Implications

### 1. Theoretical Implications

The research expands organizational learning and knowledge management literature by demonstrating how both structure and leadership perform a dual role in generating knowledge. The study presents organizational health as a dynamic system that evolves through leadership behavior instead of being a static state. The study identifies

institutional integrity as one of the primary dimensions of organizational health which public sector knowledge strategies should focus on more extensively.

### **2. Practical Implications for Public Sector Managers**

Public sector leaders and administrators can use the results as a guide to boost organizational performance by creating knowledge. Public sector management should focus on developing a robust ethical framework and strengthen it with strategic leadership actions. Leadership behaviors serve as the essential catalyst that transforms organizational systems into effective knowledge flows despite the necessity of organizational systems and policies.

### **3. Policy Implications**

Public administration reforms must target both structural transformation and leadership development according to the study findings for policymakers. Training programs in transformational and ethical leadership should be fundamental components of national capacity-building initiatives to enhance innovation and public value creation while facilitating knowledge sharing.

### **4. Academic Implications**

The research creates new academic directions by showing organizational health affects different dimensions variably and leadership interactions modify its effects. Further research should utilize this sophisticated comprehension to investigate the processes, mediators, and boundary conditions that affect knowledge creation within the public sector.

## **Recommendations**

Based on the findings, the study suggests the following recommendations:

Theoretical recommendations

**1. Develop the Integrated Model of Organizational Health and Knowledge Creation:** New theoretical models must define organizational health as a multidimensional construct that affects knowledge creation differently across its dimensions instead of presuming equal influence throughout all aspects. The primary focus of models needs to be institutional integrity which serves as the fundamental element supported through ethical leadership practices alongside transparency and accountability principles.

**2. Develop advanced organizational learning theories that fit public sector environments:** Organizational learning theories by Senge (1990) and Nonaka & Takeuchi (1995) need modification to reflect the bureaucratic restrictions and hierarchical structures that constrain public sector administration. Theories need to examine how leadership acts as a mediator in public sector contexts where knowledge creation is either enabled or restricted by organizational constraints.

**3. Prioritize Ethical Culture Development to Enhance Knowledge Management Practices:** Research models must examine institutional integrity as both an ethical necessity and a strategic mechanism that supports knowledge processes. This aligns with Treviño et al. (2006) and Brown et al. (2005) identified how integrity-based leadership together with ethical climates serves as mechanisms which increase employee engagement and knowledge sharing.

**4. Propose Leadership as a Moderating Variable in Models of Organizational Health:** Research shows that administrative leadership performs a moderating function between organizational health dynamics and knowledge creation processes. The development of new theories needs to regard leadership as a force that intensifies organizational functions across structural and cultural dimensions instead of viewing it solely as an independent variable.

**5. Challenge the Role of Structure-Based Leadership Constructs:** Research shows that leadership elements such as initiating structure and consideration along with morale and resources have no effect which prompts a reexamination of leadership frameworks including both the Ohio State model and Herzberg's two-factor theory. Leadership theories need to differentiate between emotional or process-based leadership approaches and strategic leadership which leads to cognitive results.

**6. Create a connection between innovative thinking and the limitations of organizational structures:** To transform innovative behavior into shared knowledge within the public sector, future models need to integrate institutional enablers, psychological safety measures, and an experimental capacity as fundamental building block.

## **Practical Recommendations**

**1. Strengthen Institutional Integrity Mechanisms:** Jordanian public sector institutions need to make transparency and ethical behavior along with anti-corruption measures top priorities to drive knowledge creation. Practical actions to build trust and psychological safety involve updating ethical standards alongside whistleblower protection implementation and routine audits.

**2. Develop Targeted Leadership Programs for Knowledge Enablement:** Administrative leadership training needs to emphasize empowerment-based leadership while teaching participative decision-making and how to

communicate clear organizational visions. Leadership development initiatives need to prioritize the leader's responsibility to convert health assets into knowledge capabilities.

**3. Design Structural Flexibility into Bureaucratic Systems:** Revise task structures to enable the formation of cross-functional teams and idea incubation labs with adaptive role definitions. Shift away from strict performance tracking methods to enable collaborative independence which fosters the exchange of informal knowledge understanding.

**4. Align Resources with Knowledge Goals:** Public institutions should use strategic resource planning alongside capacity-building workshops and knowledge-focused KPIs to align their supports with knowledge-sharing goals instead of just increasing financial or technological resources.

**5. Establish Knowledge Infrastructure and Incentives:** Public institutions need to establish knowledge management systems via communities of practice along with digital knowledge platforms and rewards for knowledge sharing. Strategic leadership must support infrastructure beyond just technology adoption.

**6. Create Balanced Innovation Ecosystems:** Encourage experimental departmental thinking through pilot programs and controlled risk-taking with failure-tolerant policies. Organizational culture must integrate psychological safety so employees gain confidence to share their innovative ideas.

**7. Knowledge Strategy requires formal leadership roles to be established within organizational frameworks:** Public departments should integrate leadership within knowledge strategy frameworks through designated roles like Knowledge Champions or Innovation Leaders. The assessment of administrative leaders should encompass both their policy outcomes and their input into knowledge mobilization.

### Suggestions for Future Research

**1. Explore Mediating and Moderating Variables:** Subsequent research needs to explore how elements such as organizational culture and digital maturity function as mediators or moderators in the relationship between organizational health and knowledge creation.

**2. Employ Mixed Methods Approaches:** Researchers can achieve better understanding of leadership behaviors and organizational conditions in practical environments by combining quantitative measures with qualitative interviews and case studies.

**3. Conduct Sectoral and Regional Comparisons:** Studies need to extend their scope to analyze knowledge creation processes across multiple public sectors such as education, health, and finance and across different Jordanian regions for understanding contextual differences.

**4. Design Longitudinal Studies:** Longitudinal studies of institutions can show how shifts in leadership and organizational reforms or integrity initiatives affect knowledge creation sustainability.

**5. Refine Measurement Tools:** Measurement tools assessing organizational health and knowledge creation must be customized to capture cultural and institutional distinctions in developing countries to achieve improved sensitivity and construct accuracy.

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