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KNOWLEDGE BASED HUMAN RESOURCE MANAGEMENT AND EMPLOYEE CREATIVITY: THE DUAL MEDIATION OF KNOWLEDGE SHARING AND KNOWLEDGE HIDING

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Introduction. Employee creativity is an essential element that is required for the dynamic work environments. Companies able to foster employee creativity through knowledge based human resource management practices enhance their competitive advantage over companies who stifle employee creativity. The conceptual model in this paper aims to demonstrate that knowledge sharing and knowledge hiding mediate the relationship between knowledge based human resource management practices and employee creativity. The implementation of knowledge based human resource management practices can lead to increased knowledge sharing and decreased knowledge hiding both of which will result in increased employee creativity.

Aim and tasks. The aim of this paper is to build on social exchange theory as the foundational theory for understanding how knowledge based human resource management practices impact employee creativity through the mediators of knowledge sharing and knowledge hiding.

Results. In previous research have studied the relationship between knowledge behaviors and employee creativity while accounting for motivational climate, transformational leadership, goal orientation, and various human resource management practices. Many of these factors have traditionally been exogenous variables to the individual employees working in organizations. While social exchange theory implies a dyadic exchange, it would be relevant to examine the endogenous variants within employees that might contribute to differential reactions to reciprocation. It is substantiated that individuals that have different exchange ideologies react differently to organizational support. The first section includes a literature review of the constructs - knowledge based human resource management, knowledge sharing, knowledge hiding, and employee creativity. The second section provides a model focusing on the impact social exchange theory has on the constructs, including theory-based propositions. In reviewing this model, the paper makes theoretical contributions to the constructs and social exchange theory. The final section provides direction for future research and discussion.

Conclusions. Creativity is the fuel for the 21st century's competitive organizations. Researchers and practitioners alike rely on creativity to solve problems and improve products and services around the globe. It is important to deeply understand the antecedents necessary for creativity so that organizations employ systems and process that are conducive for creative production. From the theoretical foundations laid out in this paper, knowledge based human resource management practices will increase employee creativity through increased knowledge sharing and decreased knowledge hiding.

Keywords: knowledge based human resource management, knowledge sharing, knowledge hiding, employee creativity.

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УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ ТА КРЕАТИВНІСТЬ ПРАЦІВНИКІВ НА ОСНОВІ ЗНАНЬ: ПОДВІЙНЕ ПОСРЕДНИЦТВО ОБМІНУ ЗНАННЯМИ ТА ПРИХОВАННЯ ЗНАНЬ

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Вступ. Творчість працівників є важливим елементом, який необхідний для динамічного робочого середовища. Компанії, що здатні розвивати креативність співробітників за допомогою методів управління людськими ресурсами, заснованих на знаннях, підвищують свою конкурентну перевагу над компаніями, які придушують креативність співробітників. Концептуальна модель у цій статті має на меті продемонструвати, що обмін знаннями та приховування знань опосередковують взаємозв'язок між практикою управління людськими ресурсами на основі знань та творчістю співробітників. Впровадження практик управління людськими ресурсами, заснованих на знаннях, може призвести до розширення обміну знаннями та зменшення приховування знань, що призведе до підвищення креативності співробітників.

Мета і завдання. Метою статті є розвиток теорії соціального обміну як фундаментальної теорії для розуміння того, як практики управління людськими ресурсами, засновані на знаннях, впливають на креативність співробітників через посередників обміну знаннями та приховування знань

Результати. В попередніх дослідженнях вивчався взаємозв'язок між поведінкою знань і креативністю співробітників, враховуючи мотиваційний клімат, трансформаційне лідерство, орієнтацію на цілі та різні методи управління людськими ресурсами. Багато з цих чинників традиційно були екзогенними змінними,. хоча теорія соціального обміну передбачає діадичний обмін, тому актуальним є вивчення ендогенних чинників співробітників, які можуть сприяти диференційованим реакціям на взаємність. Виявлено, що персонал, який має різну ідеології обміну, по-різному реагує на організаційну підтримку. У вступі розкрито огляд літератури щодо конструкцій – управління людськими ресурсами на основі знань, обмін знаннями, приховування знань та креативність співробітників. В результатах представлена модель, що зосереджена на впливі теорії соціального обміну на конструкції, включаючи положення, засновані на теорії Розглядаючи цю модель, стаття робить теоретичний внесок у конструкти та теорію соціального обміну. Останній розділ дає напрямки для майбутніх досліджень та обговорень.

Висновки. Як дослідники, так і практики покладаються на творчість, щоб вирішувати проблеми та покращувати продукти та послуги по всьому світу. Важливо розуміти передумови, необхідні для творчості, щоб організації використовували системи та процеси, які сприяють творчому виробництву. Виходячи з теоретичних основ, викладених у цій статті, методи управління людськими ресурсами, засновані на знаннях, підвищать креативність співробітників за рахунок розширення обміну знаннями та зменшення приховування знань.

Ключові слова: управління людськими ресурсами, обмін знаннями, приховування знань, креативність співробітників. креативність співробітників.

Introduction. Employee creativity is becoming increasingly important as dynamic markets go through rapid changes due to globalization [1]. Organizations that are able to effectively implement knowledge based human resource systems and practices that maximize employee creativity have the potential to capitalize on creativity based competitive advantages [41]. Therefore, understanding the factors related to creative behavior in the organizational setting are relevant for practitioners and academics alike [11].

Organizations that intend to enhance creativity benefit from systems and processes that are designed to foster employee creativity. For example, researchers studying human resource management systems have produced strong evidence to support the notion that high performance work systems have favorable effects on organizational [33; 40; 43] and individual level outcomes [4].

These high performance work systems have been defined as a set of aligned practices that result in enhanced motivation to engage in discretionary effort, increased participation in making decisions, and elevated skills of the employee workforce [45]. Specific knowledge based human resource management practices are a subset of the larger set of high performance work systems and they are designed to enhance the knowledge capital within an organization.

Aim and tasks. The aim of this paper is to build on social exchange theory as the foundational theory for understanding how knowledge based human resource management practices impact employee creativity through the mediators of knowledge sharing and knowledge hiding.

The first section includes a literature review of the constructs - knowledge based human resource management, knowledge sharing, knowledge hiding, and employee creativity. The second section provides a model focusing on the impact social exchange theory has on the constructs, including theory-based propositions.

In reviewing this model, the paper makes theoretical contributions to the constructs and social exchange theory. The final section provides direction for future research and discussion.

Knowledge Based Human Resource Management. Davenport and Prusak (2005) define knowledge as a "fluid mix of framed experiences, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers" [18]. This definition frames essential elements of knowledge at the individual level but it does not apply to organizations. The authors extend the understanding of knowledge beyond the individual to the organizational context with a follow-up statement, "In organizations, it often becomes embedded not only in documents or repositories but also in organizational routine, processes, practices, and norms" [18]. In order for organizational knowledge to benefit the organization over time, there must be systems and processes in place to capture and motivate dissemination of knowledge [23].

Knowledge based human resource management systems are designed to maximize the human, structural, and relational capital that exist in organizational structures, processes, systems [32]. Organizations do not "own" human capital because they do not own the humans that work within the walls [44]. However, employees that work for an organization for decades house extensive knowledge capital which can impact organizational level outcomes. Knowledge based human resource management systems are implemented in order to extrapolate and harness human capital with a high degree of effectiveness and efficiency in order to take advantage of the human capital that exists within the organization [5; 9].

Organizational knowledge exists in human, structural, and relational capital but the simple existence of the knowledge is not particularly useful unless it is accessed and disseminated. According to Martinsons [36] the human resource management systems that have knowledge based applicability include: manpower planning, training and development, job analysis, performance appraisal, personnel administration, selection, recruitment, compensation, payroll and benefits recordkeeping, and labor-management relations. However, the author recognizes that not all of these systems have the same sensitivity to knowledge bases systems.

Kianto, Saenz, and Aramburu [32] suggest that the HRM systems that revolve around recruiting and selection, training and development, and performance evaluation and compensation are the major systems that contribute to knowledge dissemination. Chen and Huang also point to staffing, training, performance appraisal, and compensation as human resource practices that contribute to knowledge sharing [12].

Knowledge Sharing. Knowledge sharing has been defined as "the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures" [17]. There are environmental factors, motivational factors, individual characteristics, and behaviors associated with knowledge sharing that need to be addressed in order to understand the holistic nature of knowledge sharing as a construct [47].

Environmental factors that have been found to impact knowledge sharing include the organizational context, interpersonal and team characteristics, and cultural characteristics surrounding and impacting the organization [47]. Motivational factor related to knowledge sharing include beliefs about knowledge ownership, perceived benefits, justice and trust [47]. If an employee or group of employees is not motivated to share the knowledge that they possess for any of the reasons mentioned, it will be difficult for management to cultivate a culture conducive to knowledge sharing. Individual characteristics that have been found to affect knowledge sharing in the work place include propensity to share knowledge [29], education and work experience [13], comfort and ability to use technology [31], and openness to experiences [10].

Each of these factors influence when and how employees in organizations will engage in behaviors based on beliefs and attitudes about the impact of their behaviors [27]. Employees' intentions to share knowledge will increase when they believe the information they share will positively impact their situations; as intentions to share knowledge increases it will consequently increase knowledge sharing behaviors [7].

Knowledge sharing behavior in an organizational context, which is inspired by knowledge sharing intentions, occurs when an individual provides information of some type to another individual, group, or system within the organization [17]. Knowledge sharing behaviors can be operationalized for research purposes through the observation of information transfer by way of face-to-face interaction or through technologically aided intermediaries [36]. However, employees often do not share knowledge, but rather engage in knowledge hiding behaviors.

Knowledge Hiding. When an employee intentionally withholds or veils knowledge that has been requested by somebody else, this is known as knowledge hiding [14]. It should be noted that in order for knowledge hiding to occur an individual must request information from another individual; simply failing to provide information is not considered knowledge hiding unless a request has been introduced. In particular, there are the three types of knowledge hiding which consist of evasive hiding, rationalized hiding, and playing dumb [14].

Evasive hiding occurs when, "the hider provides incorrect information or a misleading promise of a complete answer in the future, even though there is no intention to actually provide this" [15]. While this type of knowledge hiding is deceptive in nature it is not always intended to be harmful as the individual who withholds the information might be trying to protect or shield the individual who requested the information [14].

Another form of knowledge hiding that necessarily includes deception is playing dumb [15]. Playing dumb occurs when an individual pretends not to possess knowledge that has been requested or pretends not to understand what is being requested [15]. This intentional decision to hide knowledge does not mean that the individual wishes to harm the other party because there could be a number of different motives behind the action.

The last form of knowledge hiding is rationalized hiding. This form of knowledge hiding occurs when the respondent gives an explanation as to why the information cannot be shared [15].

The explanations provided as to why the information cannot be shared include under classification of position, lack of necessity, intentional concealment, or it might be attributed to a legitimate or illegitimate restriction put in place by another party. Rationalized hiding does not necessarily require deception and it is employed at different times for different reasons. Knowledge sharing and knowledge hiding impact employee creativity in organizations.

Employee Creativity. Researchers have found that organization must foster and capture employee creativity in order to sustain a long term competitive advantage [30; 39]. Therefore, it is important to understand the antecedents related to creative behavior in the organizational setting in order to efficiently stimulate desired actions [11]. One of the most widely accepted definition of employee creativity has been provided by Amabile [2] "Creativity is the production of novel and useful ideas by an individual or small group of individuals working together". The creative "products" or ideas that are generated by individuals are a result of both personal characteristics of the employees and the contextual factors by which they are surrounded [38].

Personal characteristics include self-motivation, cognitive abilities, risk orientation, content expertise, diverse experiences, social skill, brilliance, and personality traits such as persistence, curiosity, energy, and intellectual honesty [1].

While some personal characteristics are believed to be static in nature there are other characteristics that can be influenced by exogenous sources. Managers that seek to possess a proper understanding of the makeup of their employees' personal characteristics will be in a position to enhance knowledge capital by enticing knowledge behaviors that fit the needs of the employees and organization.

In addition to personal characteristics, contextual factors of the organization influence employees' creativity in the workplace. Anticipated evaluation reviews, deadlines, and goals are a few of the contextual factors that have been found to impact creative performance [43]. Job complexity and supervisor style have been found to impact intrinsic motivation and further creative performance on the job site [38]. Additionally, challenging jobs that have a significant amount of flexibility, require a variety of skills, provide a sense of identity and significance, and are laden with feedback provide employees more of an opportunity to contribute creatively than those jobs that are more routine and simple [19]. Jobs that have complex designs also have the potential to demand creative outcomes [38] therefore providing motivations beyond the intrinsic perspective.

The style of supervision is also another contextual element that contributes to employee creativity in organizations [19]. Supportive supervision that emphasizes a concern for employee's needs, encourages vocal contribution, provides informational feedback, and contributes to skill development can enhance creativity [20]. Employee creativity requires ample amounts of knowledge [2], therefore, it is important for organizations to consider the personal characteristics and contextual factors of job complexity and supportive supervision within the organization because these will ultimately contribute to employee creatively in the workplace.

Model and Propositions. The perceived benefit associated with knowledge sharing motivates employees to engage in knowledge sharing behaviors in the workplace. Social exchange theory has provided a solid framework for understanding how individuals make behavioral choices based on the perceived costs and benefits that they attribute to their potential decisions [6; 24; 46]. Increased internal satisfaction, enhanced reputation, helping to advance the community, and expecting reciprocal assistance are all perceived benefits that researchers have discovered employees to assume as they make decisions to share knowledge in the workplace [34; 48]. Perceived benefits will impact an employee's motivation to engage in knowledge sharing.

Social exchange theory (SET) has been widely influential in guiding the collective understanding of behaviors in the workplace [16]. Researchers have proposed various views of SET that have resulted in the illumination of different elements related to social exchange but a common theme among their contributions highlights the exchanges that lead to obligation [24].

The resource exchanges that take place are possible due to the rules and norms of reciprocity that are generally considered interdependent because the action of one actor is a reaction to another actor's behavior [6]. Organizations that employ knowledge based human resource management systems can leverage the rules and norms of knowledge resource exchange through knowledge behaviors to impact employee creativity. Below is the conceptual model of the proposed relationships.

Knowledge based human resource management practices can have an impact on knowledge behaviors in the workplace. Two common knowledge behaviors that can be found in academic literature include knowledge sharing and knowledge hiding [11; 35]. Organizations that utilize knowledge based recruitment and selection, training and development, and performance evaluation and compensation anticipate favorable reciprocity from their employees based on the rules and norms of exchange established in SET. It is believed that the knowledge based human resource practices and systems mentioned throughout this paper will impact knowledge sharing and knowledge hiding in different ways. Knowledge sharing can only occur if the knowledge capital exists in the organization and companies that utilize knowledge based recruitment and selection increase the likelihood that expert knowledge is available. Once the knowledge is available, knowledge based training and development systems emphasize the importance of information distribution. Information that is distributed is considered by SET to be one of the six resources that can be exchanged [28]. Once an organization initiates and incentivizes informationally driven exchange relationships the rules and norms of reciprocity have the potential to take effect and it can lead to mutual commitment, loyalty, and trust over time [16].

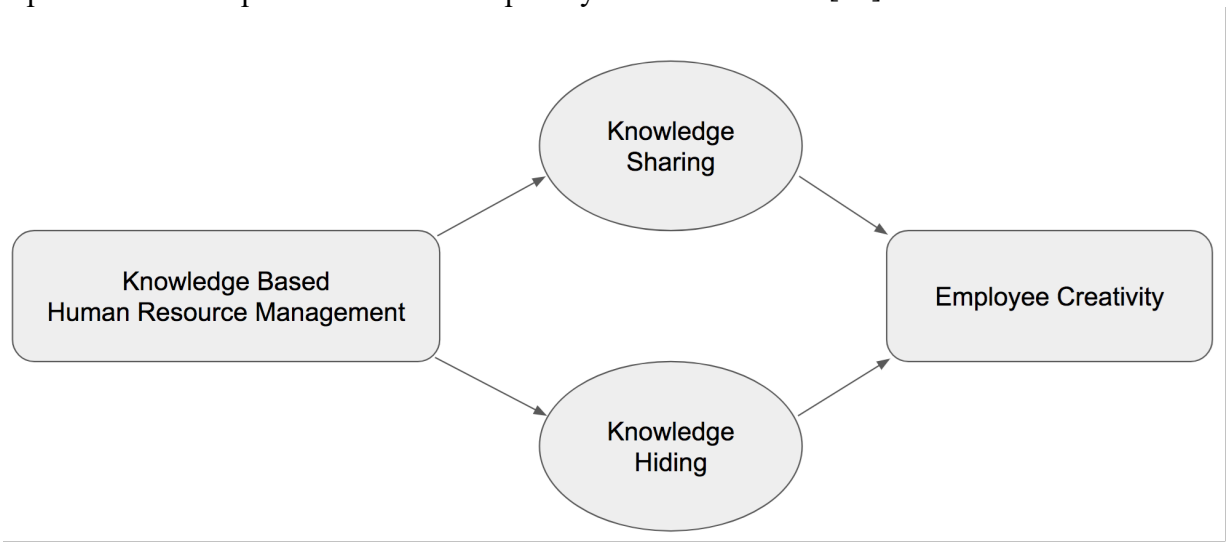

Fig. 1. Presentation of proposed relationships.

Knowledge based performance evaluation and compensation systems that reward and incentivize knowledge sharing behaviors will motivate employees to share information. Once an individual shares information with another individual the norm of reciprocity can create a knowledge sharing climate. The pursuant established norm results in a collective understanding of how individuals should behave in the organization [37]. Based on the elements of SET mentioned above, two propositions have been developed that relate to knowledge based human resource management practices and knowledge behaviors.

Proposition 1: Knowledge based human resource practices are positively related to knowledge sharing.

Proposition 2: Knowledge based human resource practices are negatively related to knowledge hiding - Knowledge behaviors and employee creativity. It has been shown that knowledge plays a critical role in employee creativity [1]. In order for knowledge to be utilized widely it must be disbursed through behaviors of individuals within an institution. Consequently, researchers have found that knowledge behaviors affect employee creativity in the workplace.

Ma et. al. [35], in a study conducted utilizing 370 participants from software development, information technology, manufacturing, and brewing companies, found that knowledge sharing increases employee creativity. Other researchers have found that knowledge sharing at the team level leads to increased team creativity in addition to being a positive mediator between individual skill development and individual creativity [22]. This leads to the third proposition of this paper.

Proposition 3: Knowledge sharing is positively related to employee creativity. Knowledge hiding, whether it is evasive hiding, playing dumb, or rationalized hiding, is a behavior that restricts information exchange. The absence of an exchange relationship violates a precondition necessary for reciprocity under SET and the proceeding norms for information constraint can take effect. Černe, Nerstad, Dysvik, & Škerlavaj [11] conducted an empirical study using 240 employees in the metal processing industry and found that knowledge hiding actually reduces the individual creativity of the knowledge hider. This is due to the distrust and pursuant reciprocal knowledge hiding behavior that takes place in an organization that employs knowledge hiding. Employees are less likely to be creative when they employ inefficient uses of time when they exercise redundant learning and have inefficient problem solving techniques as a result of a lack of information exchange [49]. This leads to the fourth proposition of this paper.

Proposition 4: Knowledge hiding is negatively related to employee creativity. It is believed that knowledge based human resource management systems will impact employee creativity through the mediators of knowledge sharing and knowledge hiding. Knowledge based practices will increase the likelihood of employees engaging in knowledge sharing which will in turn increase employee creativity.

Knowledge based practices will decrease the likelihood of employees engaging in knowledge hiding which will increase employee creativity as well. Overall, knowledge based human resource practices will increase employee creativity in organizations.

Future Research and Conclusion. Previous researchers have studied the relationship between knowledge behaviors and employee creativity while accounting for motivational climate, transformational leadership, goal orientation, and various human resource management practices [11; 22; 32]. Many of these factors have traditionally been exogenous variables to the individual employees working in organizations. While social exchange theory implies a dyadic exchange, it would be interesting to examine the endogenous variants within employees that might contribute to differential reactions to reciprocation. Researchers have found that individuals that have different exchange ideologies react differently to organizational support [26]. In the future researchers should explore how individuals with high and low exchange ideologies reciprocate knowledge hiding and knowledge sharing in organizations.

Creativity is the fuel for the 21st century's competitive organizations. Researchers and practitioners alike rely on creativity to solve problems and improve products and services around the globe. It is important to deeply understand the antecedents necessary for creativity so that organizations employ systems and process that are conducive for creative production. From the theoretical foundations laid out in this paper, knowledge based human resource management practices will increase employee creativity through increased knowledge sharing and decreased knowledge hiding.

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