PERCEIVED ORGANIZATIONAL SUPPORT FOR EMPLOYEE CREATIVITY : THE MEDIATING ROLE OF KNOWLEDGE SHARING

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Abstract
Background *- Perceived organizational support influences employee commitment, productivity, satisfaction, and intention, this research concentrates on how perceived organizational support affects employee creativity.*
Research purposes *- Examine the relationship between perceived organizational support and employee creativity as mediated by knowledge sharing.*
Design/ Methodology/ Approach *- We report the results of a questionnaire survey of a sample of 139 professional employees working in the IT industry in Semarang.*
Results and Discussion *- Our findings based on path analysis indicate that knowledge sharing mediates the relationship between perceived organizational support and employee creativity.*
Conclusion *- Employees who feel perceived organizational support will encourage more employee knowledge sharing and creativity than employees with low levels of perceived organizational support.*
Research implications *- We contribute to knowledge by proposing an overall theoretical background on organizational support theory and a job demands–resources model by incorporating social exchange theory.*
Research limitations *- This research does not look at it from an organizational perspective; just from an employee's perspective.*

Keywords: *Perceived, organizational, support, knowledge, sharing, employee*

Abstrak
Latar Belakang - Persepsi dukungan organisasi mempengaruhi komitmen, produktivitas, kepuasan, dan niat berpindah karyawan, penelitian ini berkonsentrasi pada bagaimana persepsi dukungan organisasi terhadap kreativitas karyawan.
Tujuan - untuk menguji hubungan antara persepsi dukungan organisasi dan kreativitas karyawan yang dimediasi oleh berbagi pengetahuan.
Desain/ Metode Penelitian/ Pendekatan - Kami melaporkan hasil survei kuesioner terhadap sampel 139 karyawan profesional yang bekerja di industri TI di Semarang.
Hasil dan Pembahasan - Temuan kami berdasarkan analisis jalur menunjukkan bahwa berbagi pengetahuan memediasi hubungan antara persepsi dukungan organisasi dan kreativitas karyawan.
Kesimpulan - karyawan yang merasakan dukungan organisasi yang dirasakan akan mendorong berbagi pengetahuan dan kreativitas karyawan lebih banyak dibandingkan karyawan dengan tingkat dukungan organisasi yang dirasakan rendah.
Implikasi Penelitian - Kami berkontribusi pada pengetahuan dengan mengajukan latar belakang teoretis keseluruhan pada teori dukungan organisasi dan model sumber daya tuntutan pekerjaan dengan memasukkan teori pertukaran sosial.
Batasan Penelitian - Penelitian ini tidak melihat dari sudut pandang organisasi; hanya dari sudut pandang karyawan.

Keywords: Dirasakan, organisasi, dukungan, pengetahuan, berbagi, karyawan

INTRODUCTION

In the current era, the economy and technology are advancing rapidly. An organization will follow the developments of the present era, which will trigger employee creativity for the success of an organization. In the industrial world, competition is becoming increasingly competitive, and to excel in better ways, organizations or companies need employees with creative spirit. Employee creativity is very important for delivering good and innovative results in providing ideas or concepts for the company. Employee creativity is one of the benchmarks that can deliver the desired performance and success because creativity is considered a competitive advantage for a company, enabling it to create new innovations that can enhance the competitiveness of the company.

Employee creativity, Kreitner and Kinicki (2014), is the ability of employees to generate ideas or concepts based on constructive thinking to develop an imagination that will evolve into ideas or concepts. Creative employees perceive things differently due to novel thoughts that are not apparent to others. Ideas generated and acquired by employees contribute to the competitive advantage of the company against competitors. Perceived Organizational Support (POS) plays a crucial role in the relationship between employees and the company, providing assistance to employees in performing their tasks. This support encourages employees to work and enhances their performance. Asfar and Badir (2017), perceived organizational support refers to the extent of organizational support and concern for the socio-emotional well-being of employees in meeting their needs, recognizing their contributions to the organization. With the company's application of Perceived Organizational Support to employees who have contributed ideas, employees are likely to further develop and provide creative ideas due to the support and concern for their well-being. Perceived Organizational Support is a factor that can positively influence employee creativity.

Employee creativity has emerged as a potential source of competitive advantage by enhancing organizational performance, increasing success, and sustainability, based on its ability to create new knowledge and innovations (Ibrahim et al., 2016). Given the importance of employee creativity in the company, attention should be paid to factors that can foster employee creativity. Despite the many benefits gained from creativity, in reality, seeking solutions to organizational problems can be challenging due to obstacles such as those in the knowledge-sharing process, which serve as antecedents to employee creativity (De Clercq & Pereira, 2020).

The main aim of our research is to develop a stronger theoretical approach to perceived 2 organizational support (POS) and employee creativity (EC) by linking concepts of social exchange theory (SET) and job

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demands-resources (JD-R) and integrating them with relevant theories on EC. Our intention is to develop a more comprehensive model by examining the influence of employee perceptions on creativity. The main theory chosen for this study is social exchange theory (SET), which is applied to analyze the proposed conceptual framework. SET is defined "as an exchange of activities, material or immaterial, more or less beneficial or costly, between at least two people", p. 13). Furthermore, there is a clear gap in the literature regarding the extent to which the exchange between employees and the organization depends on EC and other outcomes (Pan et al. 2020). Moreover, Pan et al. (2020) noted that the relationship between individuals and organizations has received insufficient attention from researchers regarding social exchange. Therefore, there are compelling reasons for analyzing which resources are exchanged in diverse types of association (Cropanzano and Mitchell 2005).

LITERATURE REVIEW

Perceived Organizational Support

Asfar and Badir (2017) define perceived organizational support as the level of support and concern that an organization has for the well-being of employees and the contributions of employees to the organization in meeting their socio-emotional needs. Robbins and Judge (2017) define perceived organizational support as employees' belief in how their contributions

are appreciated and how the organization provides for their well-being.

Creativity Employee

Creativity employees has been expanded to include all employees who can directly or indirectly contribute with their new ideas, allowing creative ideas to be generated by any employee at any level of the organization. With new ideas obtained from employees, a company can gain a competitive advantage in competing with competitors. Employee creativity has emerged as a potential source of competitive advantage by enhancing organizational performance, increasing success, and sustainability, based on its ability to create new knowledge and innovations (Ibrahim et al., 2016). Employee Creativity can be defined as the ability to discern new relationships, examine subjects from new perspectives, and form new concepts from existing information. especially in the context of work.

Knowledge Sharing

Zach and Hill (2017) stated that knowledge sharing can act as a driver of organizational innovation. Knowledge sharing is a reflection of the organizational innovation development process (Hoarau and Kline, 2014). Mittal and Dhar (2015) proposed that knowledge sharing is the process of exchanging information possessed by employees through interaction and communication. Ratih et al. (2016) found that effective implementation of knowledge sharing, reflected in the

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dimensions of contributing knowledge and collecting knowledge, has been proven to enhance innovation. This indicates that informing about new things, learning something new from peers, and sharing skills when requested can enhance product innovation and process innovation.

Hypothesis

Organizational support, often referred to as perceived organizational support (POS), is an important concept in organizational behavior literature where organizational support can explain the relationship between organizational treatment, employee attitudes, and behaviors toward their work and organization. The treatment provided by the organization is considered a stimulus perceived by employees and interpreted as a perception of support from the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). POS is a form of organizational support that convinces an individual that the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Rhoades and Eisenberger also explain that POS is organizational support that assesses the extent to which contributions consider well-being, listens to complaints, pays attention to personal lives, and treats employees fairly. Waileruny (2014) states that POS is the extent to which employees believe that the organization values their contributions and cares about their well-being. Therefore, it can

be concluded that POS is an attitude, contribution, or treatment provided by the organization, perceived as a stimulus by employees to evaluate how much the organization values their contributions and cares about their well-being. Employees then interpret their perception of organizational support based on this stimulus.

H_1. *Perceived organizational support has an impact on employee creativity*

Knowledge Sharing is the individual process of engaging in activities to exchange knowledge to acquire new knowledge. The measurement of Knowledge Sharing uses three indicators, namely attitude towards Knowledge Sharing, subjective norm about Knowledge Sharing, and intention to share knowledge. Perceived organizational support in employee creativity contributes to the development of employees generating creative ideas due to the support and concern for employee well-being. Perceived organizational support is a factor that can positively influence employee creativity.

H_2. *Perceived Organizational Support has an impact on knowledge sharing.*

The practice of Knowledge Sharing carried out by members in the company will encourage the creation of Employee Creativity with the aim that members can solve tasks and problems creatively, where creative ideas are needed in achieving the company's goals.

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H₃. *Knowledge Sharing has an impact on employee creativity.*

Perceived organizational support for employees who are about to work will lead them to execute and think about ideas and skills that will create better job performance to compete in the industrial world. This implies that when perceived organizational support is established well and correctly, knowledge sharing will also improve. The success of a company is inseparable from the performance of its employees, and one effort made by the company to maintain employee performance is by implementing Knowledge Management. Organizational culture, competence, and motivation can support employee performance. The effectiveness of organizational culture is seen in norms, values, assumptions, beliefs, philosophy, and organizational habits (organizational culture content) developed over time by founders, leaders, and members of the organization.

H₄. *Knowledge Sharing mediates the influence of organizational support on employee creativity*
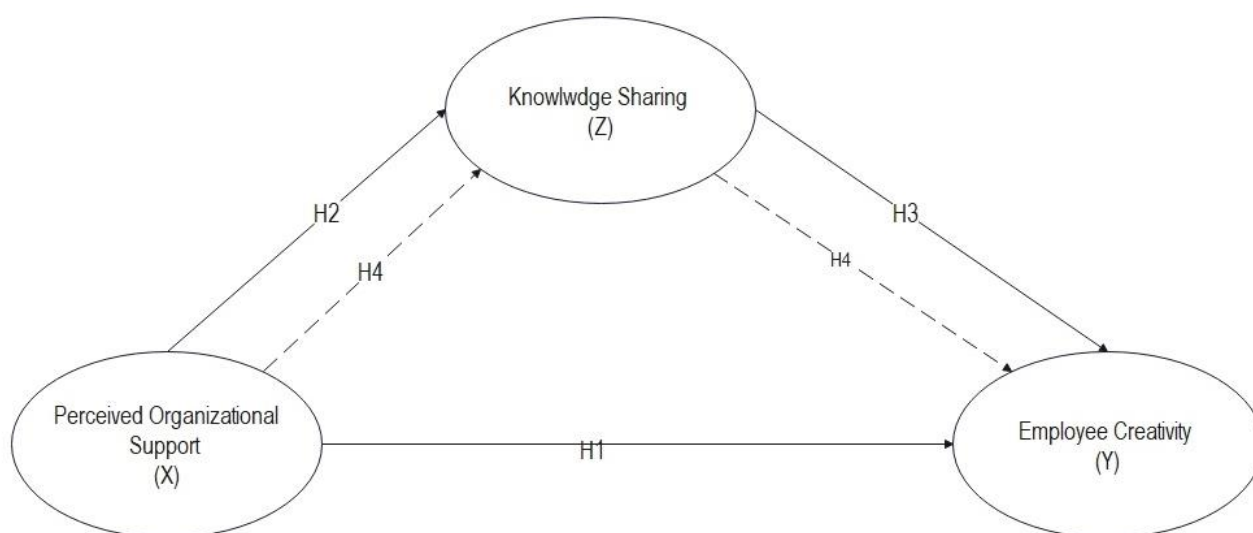

Figure 1. Research Framework

RESEARCH METHODOLOGY

The population was unknown respondents consisting of startup regional organizations in the Semarang. Sample is part of the population consisting of several members selected from the population elements. The sampling method uses probability sampling, which is a sampling method that gives the same possibility for each element in the population to be selected. Proportionate stratified random sampling was employed as the sampling technique, resulting in 139 respondents. This method was employed in various studies to enhance the representativeness of the sample and allow for more accurate generalizations to the

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larger population. This approach ensures that each subgroup, whether it be different universities or schools, is proportionally represented in the sample, leading to more robust and reliable results.

Methods of this study using a quantitative study, which uses the SMART-PLS program. Because the sample is small and different from previous research, the analysis tool uses SmartPLS. The validity and reliability of the research instrument must be tested. To test the validity of the instrument, convergent and discriminant validity tests were used. Convergent validity looks at the value of the filler factor and AVE, or the average variance extracted.

RESULTS AND DISCUSSION
Validity and Reliability Test
In the outer model, testing is carried out to show the results of the validity and reliability tests. From the validity test results, all items were declared valid because the question items were worth >

0,70, totaling 60 questions. Average Variance Extracted (AVE) value. The value can be said to be valid if it is above 0,5. The AVE value of each variable can be seen in Table 1.

The composite reliability test value of organizational culture is 0.980, organizational commitment is 0,979 and employee creativity is 0,965 which means that all variables are reliable because they are greater than 0,70 so that all statement items can be trusted and can be used for research.

Hypothesis Test
The path coefficient value or the inner model shows a significant level in hypothesis testing indicated by the t-statistic value must be above 1,96 for the two-tailed hypothesis and above 1,64 for the one-sided hypothesis. The values that can be used to prove a hypothesis in this study, "direct influence," can be seen in Table 3.

Table 1.
Average Variance Extracted (AVE)

Variable	AVE	Remark
Perceived Organizational Support	0,584	Valid
Knowledge Sharing	0,562	Valid
Employee Creativity	0,531	Valid

Source: Data Processing (2023)

Table 2
Reliability Test Results

Variable	Cronbach Alpha	Composite Reliability	Remark
Perceived Organizational Support	0,778	0,843	Valid
Knowledge Sharing	0,801	0,835	Valid
Employee Creativity	0,772	0,789	Valid

Source: Data Processing (2023)

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Table 3
Hypothesis result

		Original Sample	T Statistic	P value	Remark
H1	POS->EC	0,193	1,649	0,100	Not Accepted
H2	POS-> KS	0,489	5,825	0,000	Accepted
H3	KS -> EC	0,391	0,085	0,000	Accepted
H4	POS->KS->EC	0,191	3,530	0,000	Accepted

Source: Data Processing (2023)

Discussion

This current study examined whether the association of POS with EC is mediated by KS. In our survey of a sample of employees working in the IT industries in the Semarang, we find that POS has a positive relationship with EC, mediated by KS. Three hypotheses are supported in this study investigating how POS can foster EC. One of our main findings is that POS has not a significant positive impact on EC. This is consistent with several recent empirical studies identifying no significant relationship for POS with individual creativity (Zaitouni & Ouakouak 2018);Suifan et al. (2018) found no significant relationship for some EC dimensions. Explanations of these conflicting findings requires more knowledge about the role of individual differences in personality, disposition, understanding and skills in creativity. Contradictory results can be further explained by factors in the internal environment of the organization. For example, organization cultures may differ in their capacity to 17 motivate high employee trust (Zaitouni and Ouakouak 2018), as well as co-worker and team member support

(Tsachouridi and Nikandrou 2018). If the organization culture or management style establishes low individual work autonomy and fails to establish sufficient POS, then EC behaviors will less likely be supported (Suifan et al., 2018). Moreover, leadership style (e.g., servant leadership) plays a crucial role as a guide to encourage innovative individual service behaviors and provides supervisors with ideas on how to enhance innovative employee behaviors (Su et al., 2020). Based on the above studies we anticipated that employees with such organizational support may be expected to have a high level of energy and engagement towards creativity.

In the present era, the economy and technology are advancing rapidly. An organization needs to keep up with the developments of the current times, triggering the creativity of employees for the success of the organization. In today's competitive industrial world, to excel and achieve better outcomes, organizations or companies require employees with a creative mindset. Employee creativity is crucial for delivering excellent and innovative results by contributing ideas or concepts to the company. Employee creativity serves as a

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benchmark that can enhance the desired performance and success because it is considered a competitive advantage for a company to create new innovations that can improve the competitiveness of the organization.

The practice of Knowledge Sharing among members in a company encourages the development of Employee Creativity, aiming for members to creatively solve tasks and problems, where creative ideas are crucial for achieving the company's goals. With this understanding, companies or organizations engage in management activities to provide and disseminate knowledge, ideas, experiences, or skills from employees to create a common and solid working foundation. Knowledge Sharing consists of distributed understanding related to providing employees with access to relevant information and building networks of knowledge throughout the

organization. Knowledge Sharing can grow and thrive when it encounters suitable conditions determined by three key factors: people, organization, and technology. Knowledge Sharing can only occur when each member has ample opportunity to express their opinions, ideas, criticisms, and comments to other members. With organizational support for employees about to work, they are more likely to engage in thinking about ideas and skills that will contribute to better job performance to compete in the industrial world.

RESEARCH IMPLICATION

Managers need to be more aware of the importance of organizational support and its impact on WE and EC. It is recommended that organizations assist employees to improve their capabilities and respects their opinions and contributions in order to encourage their engagement and creativity.

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