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The Role of Mediation and Moderation in the Sharing of Knowledge and Work Centrality Effects of Employee Creativity on Innovative Work Behavior

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Abstract

Innovative work behavior provides a role to follow the dynamics of work in achieving organizational success. Individual factors in employee creativity and work centrality are needed to support innovative work behavior in an organization. In addition, knowledge sharing is also needed to support the practice of IWB as a provision for employees in developing innovation. The organization in this study highlights a government organization in the field of statistics. Public organizations have different characteristics than private organizations. This concentrate additionally features the directing job of information dividing and work centrality on the relationship among representative imagination and creative work conduct. 303 BPS-Statistics Indonesia workers completed an online questionnaire for the study. PLS-SEM is used for data analysis. The findings demonstrated that innovative work behavior is significantly influenced positively by employee creativity, work centrality, and knowledge sharing. Work centrality moderates the relationship between employee creativity and innovative work behavior. In public sector organizations, innovative work behavior is very important for increasing employee innovation. The practical implication is to increase innovative work behavior by creating positive employee roles that foster employee innovation.

Keywords: employee creativity, work centrality, knowledge sharing, innovative work behavior, public organization

1. Introduction

Successful organizations require innovative employee work behaviors to deal with the ever-evolving variety of jobs in terms of products, services, and ways of working (John & Hartog, 2010). The implementation of ideas in innovative work behavior can be useful for the introduction of new ideas, processes, products, and mechanisms. Employee actions that can generate ideas and implement new ideas in their organizations are a form of reference for innovative work behavior (Scot & Bruce, 1994; Jong & Hartog, 2010). Previous research has shown that IWB is associated with organizational and individual factors (Volery &

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Tarabashkina, 2021). In IWB practice, knowledge sharing can also provide assignment-related information and knowledge to the benefit of others (Wang & Noe, 2010).

This research uses individual factors, namely employee creativity and work centrality to innovate. Creativity is basically an attitude towards one's life and work that is influenced by cognitive, affective, motivation, and environment (Sternberg, 2016). Employees with innovative work behavior need information or knowledge to develop their creativity. This knowledge sharing is needed to solve the problems being faced in his work. Knowledge sharing is considered a key driver of organizational innovation and employee innovation at the individual level. The foundation of innovation and job effectiveness can be enhanced by knowledge-sharing roles. In difficult situations at work, employees can use problem-solving through knowledge sharing (Arsawan et al., 2020). Superiors within the organization can use support and incentive mechanisms to promote knowledge sharing and encourage employees to share their expertise with other employees.

Public sector organizations have different institutional structures than the private sector on different motivations, risks, rewards, incentives, and challenges (Leyden & Link, 2015). Public sector innovation is driven by goal-oriented behavior. A public sector innovation process with a conducive environment is required for innovation, creating incentives for public sector innovation action, and managing institutions that are important in competitive markets. In addition, this public sector innovation requires good legal and administrative support (managerial and material). It is necessary to establish and sustain organizational change (UNECE, 2017).

This research focuses on the government's statistics agency, BPS-Statistik Indonesia. In 2019, BPS became the Indonesian One Data Advisory Council (Satu Data Indonesia/SDI) based on the Presidential Regulation of the Republic of Indonesia. This policy is given to set government data collection standards and BPS data. SDI is a government policy solution in the era of the Industrial Revolution 4.0 to improve data integration and accuracy in formulating a policy. Innovation is needed to realize SDI at the central and regional levels. BPS has offices up to the district level. BPS offices throughout Indonesia have different conditions, facilities, and regional challenges for each region. However, the Standard Census Operating Procedure and the type of Survey work are the same.

BPS leaders instructed employees to prepare themselves in "innovation mode" positions in a "mega disruption" situation. BPS employees are required to be able to carry out good planning, risk mitigation, and coordination so that BPS challenges and tasks can run well. BPS expects more innovative employee behavior with various activities. This should be with the support of the organization and the support of employees. "Innovation Mode" can be followed with the support of sufficient experience and knowledge. For this reason, this study analyzes the influence of supporting factors (organizations, individuals, and knowledge sharing), as an important source in carrying out innovative work behaviors in government organizations.

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Literature Review

Employee Creativity

West and Rickards (1999) have the idea that creative traits and innovative behaviors are driven by a combination of personal quality factors and work environment (Shanker et al., 2017). Creativity is the characteristic of a person to generate new ideas and other solutions in different ways. Creativity is also a person's ability to understand something unexpected in an original and unique way. Creativity is defined as an aspect of thinking, personality, and the interaction of thinking, personal traits, and motivation, focusing on the individual. According to Cropley (2019), this interaction involves a number of paradoxes in which elements that appear to be at odds must coexist in order to produce creativity.

Work Centrality

Employees who feel that work is an important part of their daily lives are described as work centrality (Paullay et al., 1994). Employees who have high work centrality feel that work is the main thing in their daily lives (Diefendorff et al., 2002). Individuals who score high on the work centrality dimension illustrate that individuals are more concerned with the role of work in life than individuals who get low scores (Sharma, 2017).

Knowledge Sharing

Knowledge is important as a source and strategy to gain competitive advantage (Rafique et al., 2022). Knowledge sharing requires employees to have the capacity to absorb and share information in order to encourage creative behavior. Employees have numerous opportunities to acquire external knowledge through knowledge sharing. Then, employees' internal communication and exploratory trials that use both internal and external information should be encouraged (Kang & Lee, 2016). In facing new challenges in the workplace, knowledge sharing can stimulate cognitive processes in the form of explaining to employees with new insights and suggesting future paths and solutions (Martins et al., 2019).

Innovative Work Behavior

Innovative work behavior is the deliberate creation, introduction, and application of novel ideas to enhance performance in a work role, group, or organization. It relies on the employee's goal-setting efforts to produce novel and useful workplace outcomes (Janssen, 2000). IWB is also described as an activity that generates and develops ideas, finds support and implements effective innovations in the workplace (Carmeli et al., 2006). In contrast to the creativity side, IWB is explicitly intended to provide benefits from the implementation of ideas (Amabile, 1988). In IWB, the application components are clearer and are expected to produce innovative outputs.

Hypthotesis Development

Employee Creativity on Innovative Work Behavior

According to Volery and Tarabashkina (2002), innovative work behavior (IWB) in the generation and implementation of ideas is positively correlated with individual employee creativity. Creativity arises in individuals when motivation intrinsically begins to grow (Chaniels et al., 2014). Research on employees in various types of organizations in Vietnam shows that

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individual factors namely creative self-efficacy, employee commitment and morale have a positive influence on innovative work behavior (Quang et al., 2022).

H1: Employee Creativity Has a Positive Effect on Innovative Work Behavior (IWB)

Work Centrality on Innovative Work Behavior

The role of work centrality determines how a person acts either inside or outside the workplace. There is no age difference associated with the centrality of work. It predicts pro-organizational behavior when self-efficacy levels are high. Low or average age can offer support for HR specialists to suggest HR policies to increase work productivity (Gavriloaiei, 2016). According to Volery and Tarabashkina (2002), innovative work behavior (IWB) in the generation and implementation of ideas is positively correlated with individual factors in work centrality.

H2: Work Centrality Has a Positive Effect on Innovative Work Behavior (IWB)

Knowledge Sharing on Innovative Work Behavior

Knowledge sharing provides a solution in improving communication and trust in employees. Employees can also share their experiences and knowledge with each other which can positively increase innovative work behavior in achieving organizational performance success (Aldabbas et al., 2020). Rafique, et al (2022) support that knowledge sharing has a positive effect on employee innovation work behavior. Transformational leadership and knowledge sharing have a positive effect on innovation in Jordanian higher education institutions (Elrehail et al., 2018).

H3: Knowledge Sharing Has a Positive Effect on Innovative Work Behavior (IWB)

The influence of employee creativity on innovative work behavior is moderated by knowledge sharing.

Knowledge sharing significantly moderates and strengthens the relationship between individual personality traits (openness and conscientiousness) and intrapreneurial behavior (employee development and innovation) (Alam, et al, 2020). In stressful situations, knowledge sharing also moderates the job stress experienced by employees during the Covid19 pandemic (Pandemic Job Stress) on IWB (Rafique, et al, 2022). Moreover, the directing impact of manager information division emphatically affects the relationship between collaborator information sharing and inventive work conduct (Syed, et al, 2020).

H4: Knowledge Sharing moderating the influence of employee creativity on Innovative Work Behavior

The influence of employee creativity on innovative work behavior is moderated by work centrality.

Employees' belief in work as an important part will be a moderating force on the relationship of employee creativity to innovative work behavior (Paullay et al., 1994). Work centrality will strengthen the relationship of job satisfaction to work attitudes, while less work centrality will weaken in creating low work attitudes (Ziegler & Schlett, 2016). Work centrality has the ability to moderate the relationship between employee creativity and innovative work behavior in order

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to encourage the generation and implementation of new ideas, according to another study (Volery & Tarabashkina, 2021).

H5: Work Centrality moderating the influence of employee creativity on Innovetive Work Behavior

Based on the concepts described above, the research framework is formulated as follows:

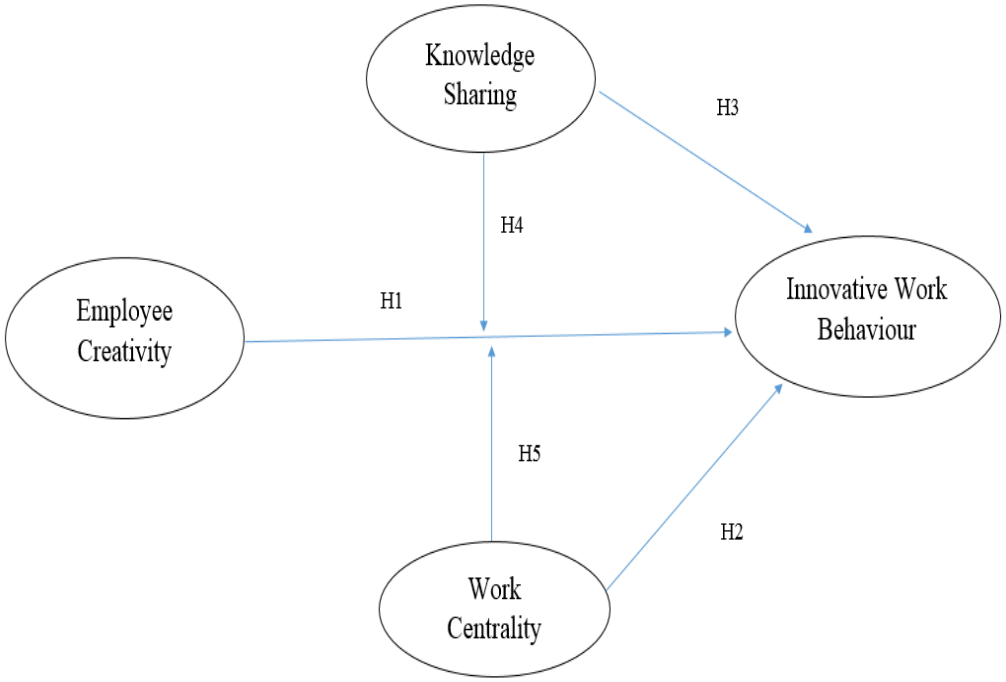

Figure 1. Research Framework

2. Research Methods

This research uses quantitative methods related to numbers that use a lot of data in data collection, interpretation of the data, and appearance of the research results. The data used are secondary and primary data. Secondary data collection comes from the BPS Personnel System. Primary data collection in this study used an online questionnaire addressed to BPS employees to be filled in by the respondents themselves. The population in this study is civil servants at the Central Bureau of Statistics, Indonesia, which is 17,765 employees. The minimum required sample size is 100 or greater (Hair et al., 2017). The total sample in this study was 303 respondents. The sample selection used area proportional random sampling. The number of samples for each work unit in both central and regional provinces is determined by the ratio of the number of employees in the work unit to the total number of employees. This study are analyzed by the Partial Least Square-Structural Equation Model (PLS-SEM) using SmartPLS 3.0 which includes measurement and evaluation of structural models. In this study, there are 69 question items from each variable, namely 6 items for Innovative Work Behavior adapted from John & Hartog (2010) and Volery & Tarabashkina (2021), 11 items for employee creativity

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adapted from Karwowski (2012),12 items for work centrality adapted from Paullay (1994), and 8 items for knowledge sharing adapted from Van den Hooff & de Ridder (2004).

3. Result

The outer model determines the accuracy of the indicators in measuring the construct/latent variable (Hair et al., 2017). The outer model assessment is used by researchers to show that the basic construction of the assessment used by the outer model is accurately measured and represented. The outer model is used to assess validity and reliability testing.

Validity Testing

The outer loading value is used to evaluate the level of validity of the indicators against the research variables. Validity testing is assessed using the criteria for the outer loading value below 0,70 in each indicator item, so researchers must carefully examine the effect of removing indicator items. In general, indicators with outer loading between 0,40 and 0,70 should be considered for deletion only if the removal of the indicator causes an increase in the combined reliability above the recommended limit value. Indicators with lower outer loadings are sometimes retained due to their contribution to validity, which is another factor to take into account. Markers with exceptionally low external stacking or under 0,40 ought to be eliminated (Hair et al., 2017). The data processing results were obtained using Smart PLS and are shown in Table 1.

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Table 1. Outer Loading Results

Variable	Indicator	Outer loading
Innovative Work Behavior (IWB)	IWB1	0,714
	IWB2	0,748
	IWB3	0,745
	IWB4	0,806
	IWB5	0,768
	IWB6	0,793
Employee Creativity (EC)	EC1	0,758
	EC2	0,758
	EC3	0,747
	EC4	0,751
	EC5	0,780
	EC6	0,740
	EC7	0,806
	EC8	0,692
	EC9	0,715
	EC10	0,729
	EC11	0,692
Work Centrality (WC)	WC1	0,816
	WC2	0,828
	WC3	0,815
	WC4	0,819
	WC5	0,525
	WC6	0,580
	WC7	0,817
	WC8	0,755
	WC9	0,791
	WC10	0,872
	WC11	0.796
	WC12	0,667
Knowledge Sharing (KS)	KS1	0,786
	KS2	0,789
	KS3	0,748
	KS4	0,675
	KS5	0,698
	KS6	0,753
	KS7	0,707
	KS8	0,747

Source: PLS output, 2023

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Validity testing also uses convergent validity. This value is to measure the correlation between constructs and latent variables. This test looks at the Average Variance Extracted (AVE) value. In this research, the AVE value is at least 0,50. This worth demonstrates that the typical development makes sense of the greater part of the fluctuation of its pointers (Hair et al., 2017).

Table 2. Average Variance Extracted (AVE) Values

Variable	**AVE**
Innovative Work Behavior	0,582
Employee Creativity	0,553
Work Centrality	0,650
Knowledge Sharing	0,546

Source: PLS output, 2023

Reliability Testing

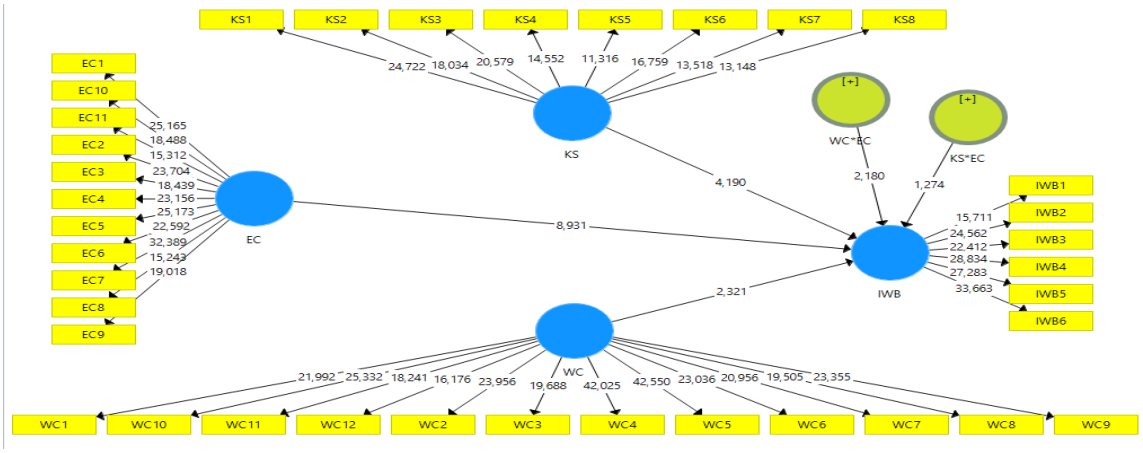
Reliability testing using the Composite Reliability value. This test is to measure the reliability of a construct with reflective items or evaluate internal consistency. The Composite Reliability value uses Cronbach's alpha criteria which are recommended to exceed 0.7. Based on the test results in Table 3, all constructs are reliable because they meet the minimum value limit requirements.

Table 3. Reliability Results

	Cronbach's Alpha	**rho_A**	**Composite Reliability**
Innovative Work Behavior	0,856	0,860	0,893
Employee Creativity	0,919	0,922	0,931
Work Centrality	0,951	0,959	0,957
Knowledge Sharing	0,882	0,886	0,906

Source: PLS Output, 2023

Hypothesis Testing



Source: PLS Output, 2023

Figure 2. Inner Model

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The inner model evaluation requires testing the structural model. The test uses the bootstrapping process to determine the significance value of the hypothesis. The researcher is able to determine whether or not the test results are appropriate by looking at the bootstrapping results' T-statistic significance value and parameter coefficient value. Hypothesis testing can be approved if the p-value is less than 0.05 and the t-statistic value is greater than 1.96 (Hair et al., 2018).

Table 4. Hypothesis Results

Hypothesis	Correlation	Path Coefficient	T Statistics	P-Value	Result
H1	Employee Creativity -> Innovative Work Behavior	0,488	8,931	0,000	Accepted
H2	Work Centrality -> Innovative Work Behavior	0,111	2,321	0,021	Accepted
H3	Knowledge Sharing-> Innovative Work Behavior	0,212	4,190	0,000	Accepted

Source: PLS Output, 2023

Table 5. Moderating Effect Results

Hypothesis	Correlation	Path coefficient	T Statistics	P-Value	Result
Moderating Effect of Knowledge Sharing					
H4	Employee Creativity -> Innovative Work Behavior	0,047	1,274	0,203	Rejected
Moderating Effect of Work Centrality					
H5	Employee Creativity -> Innovative Work Behavior	-0,111	2,180	0,030	Accepted

Source: PLS Output, 2023

4. Discussion

After processing the data, this section will review the research findings on the independent variables and moderating variables in influencing the dependent variable.

The results of hypothesis testing show that the calculated P-values are 0,000 < 0,05 and the T-statistic value is 8,931 > 1,960. Therefore H1 can be accepted. This hypothesis shows that employee creativity has a positive influence (path coefficient = 0,488) and significant on innovative work behavior. This result implies that the role of innovative work behaviour can be improved by increasing employee creativity. This result is also supported by research from Volery and Tarabashkina (2021). In this study, the employee creativity variable positively and significantly affects idea implementation and generation in Australia. However, in China, ideas

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are implemented by employee creativity. According to Valcheva (2019), employee creativity possesses the nature of creativity, which is a person's capacity to generate novel ideas, alternatives, solutions, and opportunities in novel and distinctive ways. Creativity is basically an attitude toward one's life and work but has cognitive, affective, motivational, and environmental influences that shape it (Sternberg, 2016).

The calculated P-values are less than or equal to 0,021 in Table 4, and the T-statistic value is greater than or equal to 2,321 in this case. Accordingly, H2 is OK. This hypothesis demonstrates that innovative work behavior is positively influenced by work centrality (path coefficient = 0,111). In addition, the test results of the hypothesis show significant on innovative work behaviour. This result implies that increasing innovative work behaviour can be improved by increasing employee work centrality. Based on research from Volery and Tarabashkina (2021) shows that work centrality has a positive influence on innovative work behaviour in a group of Australian employees. The influence of work centrality is used in the generation of innovative work behavior ideas. A positive work attitude towards work centrality can influence employees' intrinsic motivation at work. This motivation can make employees active in recognising opportunities, convincing other employees to support innovative ideas and participating in the implementation of new ideas at work (Amabile, 1996).

From the results of hypothesis testing in Table 4, it shows that the calculated P-values are 0.000 < 0.5 and the T-statistic value is 4.190 > 1.960. Therefore, H3 is acceptable. This hypothesis shows that knowledge sharing has a positive and significant influence on innovative work behaviour. This result implies that innovative work behaviour can be improved with an increase in employee knowledge sharing. Based on research from Rafique et al. (2022) support that knowledge sharing can positively influence innovative work behavior. Associations need consolation from pioneers to zero in on data and correspondence innovation, network advancement, and common information trade among workers to establish a climate that has knowledge-sharing elements (Elrehail et al., 2018).

According to the findings of the hypothesis testing that are presented in Table 5, the hypothesis that knowledge-sharing variables had a moderating effect on the relationship between employee creativity and innovative work behavior is false. The T-statistic value is 1,274 < 1,960, and the calculated P-values are greater than or equal to 0,05. Therefore, H4 does not fulfill the research hypothesis. This outcome suggests that information sharing has a few snags that should be considered by associations in directing the connection between representative imagination and creative work conduct. Based on research from He et al. (2013) shows that sharing tacit knowledge actually inhibits employees from being creative. Employees have reasons for sharing or not sharing knowledge. this is an obstacle for an employee who has creativity but cannot do innovative work behaviour. According to Wang and Noe (2010), impression management and attribution, power perspective, issues arising from evaluation apprehension, social costs, and knowledge sharing as a learning experience for the sharer all play a role in the decision to share or not share knowledge in knowledge sharing.

The results of the hypothesis testing in Table 5 indicate that the relationship between employee creativity and innovative work behavior is supported by the moderating effect of the work centrality variable. The determined P-values are 0.030 < 0.05 and the T-measurement esteem is

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2.180 > 1.960. Therefore, H5 is accepted to fulfil the research hypothesis. This result implies that work centrality has a weakening role (path coefficient = - 0,111) on the influence relationship between employee creativity and innovative work behaviour. In light of exploration from Volery and Tarabashkina (2021) showed that in the Chinese example, less imaginative representatives detailed comparative degrees of thought execution in creative work conduct. This was independent of variations in job centrality. However, employees who are more creative and more often involved in implementing ideas in the work are less important.

5. Conclusion

This research shows that innovative work behaviour is influenced by employee creativity, work centrality and knowledge sharing. The moderating role of work centrality has an influence on the relationship between employee creativity and innovative work behaviour. However, the moderating role of knowledge sharing has no influence on the relationship between employee creativity and innovative work behaviour. In these conditions, the importance of the role of employees in increasing innovative work behaviour. Organisations that want to increase their success in achieving goals must consider individual organisational factors in terms of employee creativity, work centrality and adequate knowledge sharing factors.

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