

The Effect of Knowledge Sharing Behavior on the Relationship of Psychological Contract, Creativity and Innovative Behaviors

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ABSTRACT

The purpose of this study was to examine the impact of psychological contract as an important antecedent and predictor of creativity and innovative behaviors in the presence of moderator knowledge sharing behavior. Data was collected from 237 employees by administering self-reported questionnaires in telecom sector. Results not only shown support for the hypothesis but also enlighten the significance of innovative behavior and creativity for successful organization. In the end limitations and future research directions are discussed.

KEY WORDS: Psychological contract, Creativity, Knowledge sharing behavior, employee's innovative behavior.

INTRODUCTION

Individual creativity and innovative behavior is the reason for organizational innovation and creativity. In this way, to keep employees supported energy of development is a vital component for creativity innovation and to attain competitive advantage. The vast majority of the organizations look for approaches to survive in today's aggressive condition. Employees need to know about their organization and inspired to have the capacity to indicate innovative practices. Sharing behavior and information to employees helps them and enables them to show deliberate behaviors for innovation and creativity for their organization.

Previous studies on Psychological contract have discussed various changes in core interest. As per [6] the plenty of writing on Psychological contract has mostly centered on psychological contract break and its attitudinal results. On the other hand, the excess of writing on Psychological contract has additionally managed an assortment of results. For instance, [17] and [20] have discovered the Psychological contract to emphasize organizational duty; while [3] and [9] have discovered it to organizational citizenship behaviors. In their review, they found that Psychological helps to enhance organizational citizenship behavior also compared the difference among private and public sector employees' psychological contract and their perspective about different aspects of work [23].

Organizations today anticipate from their workers to be innovative and creative, need them to take activities, be apparent for their expert innovation, and need commitment for profoundly superb worker work. Past research has demonstrated that individuals with positive personality indicate better execution in the organization are more innovative and include in accomplishment of novel assignments.

Innovation has connection with adaptability and creation so it is imperative for individuals, for groups and for organizations. As indicated by past research creativity and innovation is the most essential process for individuals in all fields. A development in organization implies making and choosing any thought or any conduct and further effectively executing that specifically in particular organization. We are living in the period of learning where the key aptitudes are critical thinking capacity, innovation and creativity. For a strong and effective organization innovative work behaviors and development are essential as it is vital key ability for sturdiness of organization as those organizations can't get by in long keep running after some time which is not creative.

To gain competitive advantage in today's age of competition organizations give special importance to innovation, creativity because to compete with others organizations need to be innovative. Single person innovation, then again, is the premise of development that "how to empower workers' Innovation practices" identifies with the survival and improvement of an endeavor. Cognitive Evaluation Theory considers that the outside inspiration of an organization can scarcely keep up the employer' enduring force at work, but it may debilitate the internal motivation.

Knowledge sharing is essential in organizations produce something new and different. Knowledge sharing is a procedure of trading certain and express knowledge for making another group of knowledge. Sharing knowledge could be an everyday procedure of any organization without specifying the sharing procedure. Knowledge sharing is about trade between organization workers about information or data; know how, input, abilities and being master about the items, procedures and systems. It is said that knowledge sharing is one of the center movement of

knowledge management so there is a positive connection amongst knowledge and innovation, knowledge management and innovation even amongst innovation and sharing of knowledge. Past research has confirmed that innovation is an essential result of knowledge. Any new item or creative thought will dependably be a piece of new knowledge. Absence of knowledge can never bring innovation or new thought and creativity. So it can be concluded that innovation can be benefited by knowledge particularly some new kind of knowledge.

However there is dearth of research linking psychological contract to creativity and innovative behavior in the presence of moderator knowledge sharing behavior. Till date many researchers have explained positive psychological contract with other variables but there is very less research investigating all these variables in same framework. Knowledge sharing behavior as moderator has never been investigated with the relationship of psychological contract and creativity and innovative behaviors. Therefore, this study will fill the gap in literature on creativity and innovative behavior by proposing psychological contract as predictor and knowledge sharing behavior as moderator.

LITERATURE REVIEW AND HYPOTHESES

Relationship between psychological contract and Creativity:

The idea of the psychological contract was initially presented by Chris Arygris ^[2]. The psychological contract in the work environment infers unwritten expectations that organizations and employers have before business and, similarly, expectations the organization/organization has of its workers after they are employed. These expectations can powerfully affect the efficiency of employer; in any case, they are at times unequivocally verbalized and never put in composed shape.

While creating significant effect on organization, the psychological contract has been an ineffectively comprehended idea to both workers and organization ^[5]. To move from a regular random organization to be an innovative and creative organization it is not possible without the creative atmosphere made by the management for employees. As in the presence of creative environment employees can bring creativity if that freedom is available to them to create. There should be mental understanding between employees and management so that they will be creative and will get appreciation and motivation to sustain such creative behavior. There is undoubtedly flexibility of thought can be cultivated in the effective environment. In any case, certain practices must go before any endeavors to make a motivating, empowering, and opportunity to-think, inventive workplace. Accomplishment of psychological contract, particularly with respect to the organization's pioneers – additionally including workers – is by all accounts a viable procedure for the improvement of an open, solid atmosphere which is urging and helpful for the advancement of innovativeness and creativity. In the bigger perspective of the organization, such opportunity which originates from clear understanding and articulation of expectations inside the organization definitely brings creativity. With expanded clearness of comprehension of the workplace and strong motivation from employer employee will feel freedom to create which will indirectly increases organization's creativity

H1: Psychological contract is positively related to Creativity

Relationship between psychological contract and Innovative behavior:

A worker's psychological contract weights on an individual seeing the embraced obligations of the organization in an unwritten form; it is the subjective aim of a person to hone psychological contract. The acknowledgment of such obligations specifically influences the states of mind and practices in the innovation procedure and further impacts singular innovation practices. Employer seeing high concurrence with organizational duties regularly introduces higher employment fulfillment that they would do their best to finish the in-part assignments and effectively put resources into organizational citizenship practices (conscious activities to get organizational achievement). It would help upgrade inward correspondence productivity and learning share, empower the development of innovation capacity, and create and acknowledge innovation ideas ^[27]. In the mean time, such impression of innovative ideas can strengthen the concurrence with the organization; employer effectively enhances the work and performs more grounded and innovative proposals for the organization. A considerable measure of creative and innovative thoughts in an organization were produced and polished by workers' dynamic support and recommendations. ^[13] likewise showed that workers concurring with the organization could profit developing the inward interests of employer in taking part in innovative and creative exercises to additionally invigorate the innovation practices. In the interim, the psychological contract between workers and the pioneers built up through long haul trade relationship could produce trust and support amongst employer and pioneers with the goal that employer are all the more eager to take part in innovation exercises.

H2: Psychological contract is positively related to Innovative behavior

Moderating role of Knowledge sharing behavior:

Organizational individuals share learning and knowledge when they firmly see their belongingness to an organization. Psychological contract insinuates saw shared binding that workers have with their organization above any formal contract [6], along these lines enlarging their feeling of organizational membership. Psychological contract in this manner raises individuals past obligations casual contract terms, towards interests of more stakeholders, in this way opening their insight for more out flux and additionally inundation of learning and sharing.

Perceiving to be a vital part of organization through psychological contract develops confide in employees. Since trust and deliberate acts are as nearly interlaced [22], trust constructs an uplifting state of mind towards sharing of knowledge as an intentional demonstration toward s trustees, which elevates the goal of information partaking in the light of Theory of Reasoned Action [7]. Additionally, with solid feeling of being an important part of organization reflected in psychological contract, actors exhibit the sense of duty regarding their organization. Employees, through the dedication, work next to each other and offer estimations of their organization which prompts exchange ok knowledge [21]. Psychological contract moreover develops feeling of equity in workers [12] which formal contract with its grapple on monetary trade tends not to completely address. Equity pith in psychological contract expands individuals' commitments to be commendable individuals in the organization. Employees in organization thusly grasp motivation to share learning as far as sharing skills, contributing to their organization's image execution, which thusly expands their relationship with their organization.

With more knowledge sharing behavior individual support, each other increase learning process and finally helps to polish or enhance own's creative skills, which is a important and step towards creativity [10]. To create high levels of creative work interactive and diverse knowledge is very important [16]. Therefore, scholars generally believe that an individual employee is more likely to generate novel and creative ideas if he/she can access diverse knowledge and information by interacting with people who have variety of expertise. A creative individual always share his opinion and ideas with his colleagues. New knowledge can be created through the sharing of own knowledge regarding tasks and work.

Innovating behavior alludes to an organization's slant to effectively bolster curiosity, experimentation, and creativity arrangements in quest for getting competitive advantage. Individuals with psychological contract will react to their organization's interest for curiosity and imagination by connecting with in knowledge working behavior through Psychological contract and knowledge sharing. In an organization with more knowledge sharing behavior, employees will be more creative and will have more innovative working behavior. Workers even share knowledge, despite procuring less knowledge from their peers, with a specific end goal to proactively explore new thoughts for enhancing execution. In this way, we would expect the more knowledge sharing behavior leads to creativity and more innovative work behavior. By sharing knowledge employee knowledge will increase they will get insight of new ideas that will increase their creativity and they will engage more in innovative behaviors.

H3: knowledge sharing behavior moderates the relationship between psychological contract and creativity.

H4: knowledge sharing behavior moderates the relationship between psychological contract and innovative behavior.

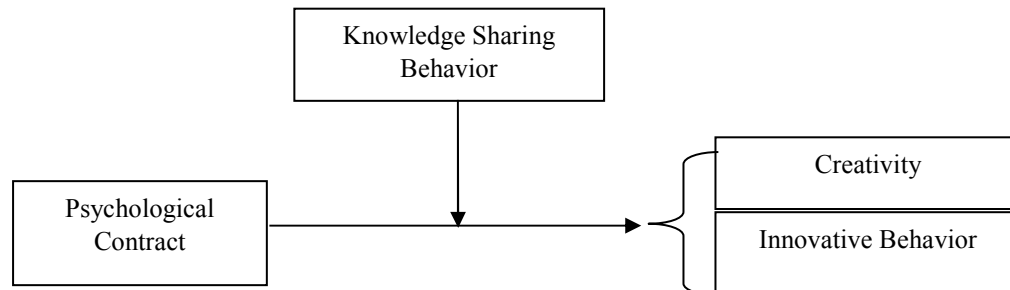


Figure1: Conceptual Model of Impact of Psychological Contract on Creativity and Innovative Behavior with moderating role of Knowledge Sharing Behavior.

Methods:

Data collection and sampling:

Data was collected from telecom sector. Four telecom companies were selected for data collection. HR manager was contacted first after brief description of study his support was requested for getting emails of

employees for their participation in research. After that self administered and structured questionnaires were then emailed to members of organization with covering letter. A reminder email was also sent to those non responding participant to submit their response.

Total 300 responses were distributed 263 were returned out of which 26 responses had missing data leading to 237 responses appropriate for data analysis.

Measures:

Respondents designated their perceptions about psychological contract, knowledge sharing behavior, creativity and innovative work behavior. Items were measured on 7 point likert scale anchored by “strongly disagree” (1) to “strongly agree” (7).

Psychological contract: Psychological contract was measured by ^[19] five item scale

Knowledge sharing behavior: The 4 item questionnaire developed by ^[14] used to assess knowledge sharing behavior

Creativity: Creativity was measured by 13-item scale developed by ^[26]

Innovative behavior: innovative work behavior of employees was measured by 5 items scale developed by ^[24], which indicates behavior of employees in creating, presenting, and applying valuable novel considerations or undertakings in organizational exercises.

Data Analysis:

PROCESS macro ^[18] in SPSS 21 was used for the purpose of data analysis to check moderation and relationship among variables.

Control Variables:

Job experience and gender were taken as control variables.

Descriptive statistics:

Table1: Means, Standard Deviations, Correlations and Reliabilities

	Mean	SD	Correlation			
			1	2	3	4
1 PC	3.92	.50	(.70)			
2 Creativity	4.39	.64	.73**	(.81)		
3 IB	4.48	.53	.70**	.82**	(.74)	
4 KSB	2.06	.56	.63**	.92**	.72**	(.76)

** . Correlation is significant at the 0.01 level (2-tailed). N= 237

For assessing frequency distribution normality plots were utilized. Results proved normal distribution. Table 1 demonstrates clear measurements which are mean, SD, reliability and correlation of the variables. Higher than .10 are significant with level $p < .5$ (2 – tailed).

Mean values for psychological contract were ($M = 3.92$, $SD = .50$) creativity ($M = 4.39$, $SD = .64$) innovative behaviors ($M = 4.48$, $SD = .53$) and mean of knowledge sharing behavior was ($M = 2.06$, $SD = .56$).

Bivariate correlation showed strong relationship between psychological contract and creativity ($r = .73$, $p < .01$) whereas strong correlation between psychological contract and innovative behavior and knowledge sharing behavior the value of r is ($r = .70$) and ($r = .63$) respectively. Knowledge sharing behavior has also strong correlation with creativity and innovative behavior ($r = .92$, $r = .72$) respectively.

Regression Results:

Regression was run to assess the relationship among variables and to check the effect of moderating variable moderation was run following moderation steps in PROCESS macro ^[18] following results were shown:

Table 2: Results of main effects and moderation regression analysis for creativity

	β	ΔR^2	LLCI	ULCI
Step1:				
Gender	.05		.07	.03
Job experience	.16		.32	.03
		.07*		
Step2:				
PC	.46		.53	.58
KS	.39		.67	.77
		.29***		
Step3:				
PC x KS	.19		.23	.39
		.02*		

Here table 2 shows moderating role of knowledge sharing behavior between Psychological contract and creativity was predicted. Independent variable was Psychological contract dependent variable was creativity and moderating variable was knowledge sharing behavior.

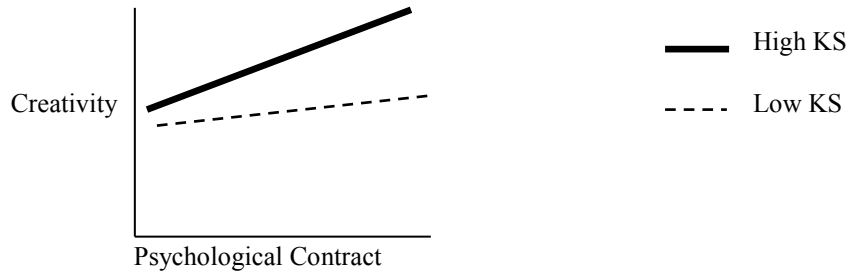
While running this moderation control variables were taken in first step then in second step psychological contract and knowledge sharing behavior and in third step interaction term was entered.

The above table shows that Psychological contract is significantly positively related to creativity ($\beta = .46$) and knowledge sharing behavior is also positively related to creativity ($\beta = .39$)

Results of moderation are given in table 2. Here table shows direct and interactive effects.

Results revealed that the interaction term (PC x KS) was significant ($\beta = .19, p < .05, R^2 = .02, p < .05$). Hence results proved moderation and hypothesis has been accepted that knowledge sharing behavior moderates the relationship between psychological contract and creativity.

The interaction was plotted as given in fig 2 and this indicates that the positive relationship between PC and Creativity was slightly stronger when Knowledge sharing behavior was high.

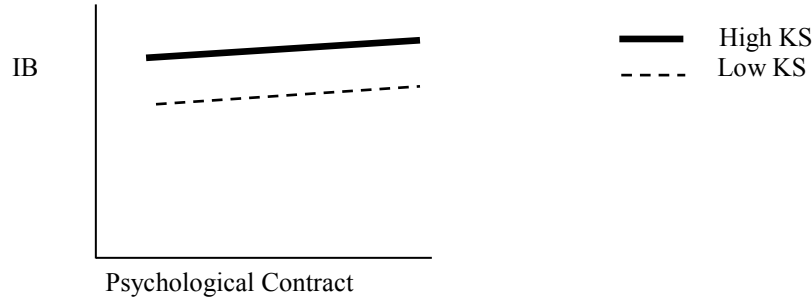
**Table 3:** Results of main effects and moderation regression analysis for innovative behavior:

	β	ΔR^2	LLCI	ULCI
Step1:				
Step1:				
PC	.58		.79	.83
KS	.71		.56	.73
		.53***		
Step2:				
PC x KS	.35		.78	.27
		.16*		

Table 3 shows moderating role of knowledge sharing behavior between Psychological contract and innovative behavior. Independent variable was Psychological contract dependent variable was innovative behavior and moderating variable was knowledge sharing behavior. Table shows that psychological contract is positively and significantly related to innovative behavior ($\beta = .58$) where as knowledge sharing behavior is also positively and significantly related to innovative behaviors. ($\beta = .71$)

Results here show direct and interactive effects. Results show that interaction term was significant here ($\beta = .35$, $R^2 = .16$, $p < .05$). so the results proved the acceptance of hypothesis that knowledge sharing behavior moderates the relationship between psychological contract and innovative behavior.

The interaction was plotted as given in fig 3 and this indicates that the positive relationship between PC and innovative behavior was stronger when Knowledge sharing behavior was high.



DISCUSSION

This study distinguishes between creativity and innovative behavior. In many studies and in general people usually do not differentiate between creativity and innovation. But in actual there is a big difference between them. The study separately discusses the relationship of psychological contract with creativity and innovation and also explains that how moderating roles of knowledge sharing behavior impacts creativity and innovative behaviors.

The results have proved that knowledge sharing behavior positively and strongly impact the relationship of psychological capital with creativity and innovative behavior. So the study provides guidelines that how in the presence of knowledge sharing behavior organization can increase creativity and innovative behavior of employees. As it has been discussed earlier that for organization it is very important to get competitive advantage and to get that upper hand organizations have to work on these areas to increase creativity and innovation by their employees. The study have used a valid data analysis tool and provided valid findings and results which supports the entire hypothesis.

The study has solid implications for the research on knowledge management, creativity and innovative work behavior because the study extends prior work by adding in depth work on knowledge sharing behavior, creativity and innovative work behavior.

It is basic to comprehend the interchanges between sharing behavior and a person's engagement in creating and innovation pertinent process exercises and how they anticipate singular innovativeness at last. In this regard, this research makes a decent trial in crossing over KM and innovativeness hypotheses, the two inseparably connected research fields. While earlier writing regards sharing behavior as a resulting action of creativity^[4] the research evokes more consideration on how sharing behavior prompts person's own particular inventiveness and creativity.

Limitations and Future Directions:

Since the concentration of this research was to investigate the connections between knowledge sharing behavior and creativity and inventiveness, we didn't estimate and measure other possibly persuasive indicators of individual creativity and innovative behaviors. Future reviews are recommended to incorporate different elements, for example, self-efficacy^[10] internal motivation^[1, 25] and some relevant variables of contextual in nature^[8].

Second, we constrained sharing can be discussed and analyzed in bi-directional associations between two people. To have a full picture of how sharing impacts innovativeness and creativity, future research ought to quantify both situations of receiving and sharing knowledge behavior.

Third, the information was only from one sector, which makes the outside legitimacy of our outcomes unexamined. More expanded research settings are expected to test whether the critical connections in this review stay built up.

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