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# INFLUENCE HIGH PERFORMANCE WORK SYSTEM ON EMPLOYEE CREATIVITY: THE MEDIATING ROLE KNOWLEDGE SHARING

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## Abstract

The aim of this study is to examine the mediating role of knowledge sharing in the relationship between high-performance work systems and employee creativity. Surveys based on questionnaires were utilized for the purpose of empirical analysis, comprising a survey of Jordanian banks, we test proposal hypotheses using structural equation modeling (SEM). The results indicate the relevance of high-performance work systems as a mechanism for improving employee creativity. It also demonstrates that knowledge sharing plays a mediating role in the link between HPWS and employee creativity. As a result of the study of the mediation mechanisms, this paper has made a significant contribution to employee creativity and provides deeper insights into the correlation between HPWS, knowledge sharing, and employee creativity.

**Key word:** high-performance work systems, employee creativity, Knowledge sharing, Jordanian banks, Jordan.

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## **1- Introduction**

Organizations today face more challenges than ever before as a result of today's dynamic environment (Abualoush, 2022). As a result, companies need to rethink their strategies to compete successfully in a global market (Urban et al., 2022). According to a strategic perspective, employee creativity appears to be an effective means of gaining a competitive edge since it contributes to organizational success, growth, and improved performance through the development of new knowledge and creativity (Chaubey et al., 2019). In fact, creativity can be defined as a person's ability to generate innovative and useful ideas (Henker et al., 2015). In this way, employee creativity enhances the ability of employees to convert ideas into high-quality products, services, or innovative practices that boost the competitiveness of the organization (Chaubey et al., 2019).

In previous studies, it has been found that employees who are creative generate more value for organizations than those who fail to generate original, new and useful ideas (Amabile et al., 2005). Due to this, employees struggle to preserve their creativity in an intensely competitive community. Furthermore, companies spend more on interacting and connecting with creative communities (Amabile et al., 1996). Therefore, the dialogue on the best way to improve EC has turned into an inspiring focal point for business leaders and managers (Islam et al., 2022). EC does not only boost the performance of an organization (Jaussi et al., 2003), it can also give organizations an advantage over their competitors (Tang et al., 2017). Islam et al., (2022), pointed out, In spite of the fact that most studies have elaborated on the significance of EC, nevertheless, studies on the predictors and results of employee creativity are limited (Chaubey et al., 2019).

Theoreticians are concerned in determining a variety of antecedents of employee creativity (Tang et al., 2017). In the EC literature, high-performance work systems have been found to be one of the most important determinants, and thus a source of creativity. A firm's HPWS are generally regarded as one of its most valuable assets to create value and to sustain its competitive

advantage in an environment that is unpredictable (Tang et al., 2017). The primary objective of HPWS practices is to develop and shape employees' skills, attitudes, and behaviors in order to help them perform their work effectively, innovate successfully, and achieve organizational objectives (Alatailat et al., 2019).

HPWS practices are widely acknowledged as being important to firm outcomes like flexibility, innovation and performance, yet empirical research on their impact on employee creativity has been scarce (Zheng et al., 2020). In particular, Ikhida (2022) found that previous studies have not adequately examined the differential effects of HPWS practices on employee creativity. Hence, the purpose of this paper is to investigate and gain a deeper understanding of the relationship among HPWS and employee creativity.

In order to foster employee creativity and key outcomes, knowledge sharing is considered one of the most essential ingredients (Gold et al., 2001; Amber et al., 2022). Despite this, there have been few studies that examine the factors or conditions that facilitate KS processes to enhance employee creativity (Abualoush, 2022). As a result, little research has explored how HPWS practices directly affect employees' KS activities, despite the importance of HPWS practices in promoting an appropriate climate for KS activities (Alatailat et al., 2019). Due to the importance of HPWS activity and the gaps in theory regarding how HPWS affects the knowledge sharing process, this study aims to bridge this gap by researching how HPWS affects knowledge sharing.

research has demonstrated that excellent HPWS practices enhance a firm's ability to share knowledge and increase employee creativity (Almadana et al., 2022). As a result, HPWS practices enable firms to maximize the effects of shared knowledge on employee creativity by enhancing employees' capabilities to share knowledge within their sphere of influence. Currently, insufficient attention is paid to the role knowledge sharing plays in mediating the relationship between HPWS practices and employee creativity (Haar et al., 2021). Bhatti (2021) called for future research on advancing the understanding of how HPWS contributes to

creativity by stimulating employee knowledge sharing. In this regard, the study aims to advance understanding of how HPWS activity affects employee creativity through the mediation of knowledge sharing.

HPWS has long been recognized as an important employee creativity driver (Tang et al.,2017), to achieve superior performance (Haar et al.,2021) Theoretically, little research has examined how HPWS impacts employee creativity in the context of knowledge sharing. In the present study, we seek to fill this research gap in the setting of Jordanian banks.

A literature review and research hypothesis are presented in Section 2 following this introduction. This section describes the study sample, data collection methodology, variables measured, and data analysis procedures. In section 4, we analyze the data. It is in Section 5 that we discuss the results and implications for theoretical and practical approaches and limitations.

## **2. Literature review and hypothesis development.**

### **2.1. high-performance work systems and employee creativity.**

During the past decades, much research has been done on HPWS - a human resources system that provides companies with competitive advantages that are difficult to duplicate by competitors (Zheng et al.,2020 )A high-performance work system consists of a variety of HRM practices aimed at increasing employees' skills, motivation, and involvement in order to boost efficiency and productivity(Tang et al.,2017 ), Alatailat et al.,(2019), stated that HPWS involves employee skills development, employee motivation, and employee participation in decision-making. HPWS is a method for improving employee skills, commitment, and productivity(Zheng et al.,2020). Haar et al.,(2021), discovered that HPWS enhanced worker ability, increased job autonomy, and motivated workers. While HPWS components vary from study to study (Zheng et al.,2021), they are all designed to enhance HR performance and generate positive results. Furthermore, HPWS is recognized in the literature for its role in creating adaptive capacities, human resource flexibility, the

development of new products, and organizational diversity(Prieto et al.,2012).

Amabile's (1996, p. 126) defined "creativity is the production of novel and useful ideas [products or services] by an individual". In general, creativity refers to the ability to generate innovative ideas that may prove useful (Chaubey et al.,2019), Employee creativity refers to the process of generating, promoting, and implementing new ideas(Jaussi and Dionne, 2003 ). Creativity is the ability to develop creative and realistic solutions to problems or opportunities by developing products, processes, or services (Han and Bai, 2020),in other words, the ability to come up with novel and useful ideas. A unique idea with an original and useful practice, both in the short and long term, contributes to the organization both directly and indirectly.

In 1996, Amabile developed a model of creativity based on three core components: domain-relevant skills, creativity-relevant skills, and intrinsic motivation. The concept of domain-relevant skills refers to expert knowledge and technical skills that are specific to a particular field. A person's personality affects his or her ability to develop creativity-relevant skills. In addition to domain expertise and creative personality, intrinsic motivation is an important individual resource for creativity (Amabile, 1996). It is often the environment that influences the level of motivation, which can either foster or undermine creativity (Amabile et al., 2005).

HPWS are characterized by selective staffing, training, teamwork, and reward systems based on knowledge and skills (Gemici and Zehir,2021). In this sense, HPWS contribute to innovation by creating value unique to the organization (Haar et al.,2021). As environments change rapidly and unpredictable, organizations must develop dynamic capabilities to achieve innovativeness and develop skillful, committed, flexible, efficient, and even ambidextrous employees. Of the various HPWS models, the AMO model is recommended (Mehralian et al.,2021) due to its usefulness in understanding the relationship between human resources and employee creativity(Han and Bai, 2020). Jiang et al., (2012) suggests that an employee's performance depends on three factors: the skills required to do the job, motivation to

commit to the organization, and, finally, the opportunity (from the organization) to engage and participate. Therefore, the practices contained in the AMO model allow employees to become involved in the organization's innovation and goals by committing to and getting involved in them. (Gemici and Zehir,2021), encouraging employees to participate and enhancing their creativity and identification with the organization.

HPWS combines HRM practices to enhance employees' abilities, motivations, and involvement, allowing a business to remain competitive for a long time(Haar et al.,2021), As a result of HPWS, information can be exchanged between employees, motivating them to come up with new ideas (Gope et al.,2018), Researchers have found that firms implementing HPWS are inclined to invest in employees; place a high value on employees' engagement in decision making; and provide advancement opportunities for employees (Fu et al.,2013). A HPWS can promote long-term career planning among employees by providing employment security, be more proactive,be more self-driven, and exhibit creative thinking(Gope et al.,2018 ) By providing extensive training, employees can develop the skills and knowledge required to be creative (Alatailat et al.,2019), allowing employees to develop creative ideas and solutions by combining their current knowledge to new ideas (Jiang et al.,2012). HPWS is also committed to producing high-quality work. When a job is designed well, employees are given more autonomy, have more access to feedback, feel more valued, and as a result, reach their full potential and develop creative ideas (Cao et al.,2022). Due to this, we suggest the following hypothesis

*H1: high-performance work systems significantly predict employee creativity.*

## **2.2 Knowledge sharing mediating between high-performance work systems and employee creativity**

A knowledge-based approach emphasizes the importance of knowledge as an organization's critical and valuable resource, thereby necessitating that firms manage knowledge effectively within their organizations (Mennini et al.,2022). Using knowledge management, firms are capable of identifying, analyzing,

and controlling necessary and available knowledge for further development of their knowledge assets in order to achieve their goals. Knowledge management relies heavily on KS, The sharing of knowledge is a key component of knowledge management, KS encourages employees to work more efficiently and help a firm manage knowledge more efficiently. KS refers to the exchange of knowledge, as well as the creation of knowledge jointly between staff of a company. knowledge sharing involves employees sharing their acquired knowledge with colleagues(Mnezafati et al.,2021).

Utilizing HPWS to deliver useful value to the company is one of the objectives, The value of a company is determined by the knowledge it creates and spreads within when it comes to achieving optimal knowledge sharing levels, HR practices that foster employee motivation and development are necessary ( Almadana et al.,2022), HPWS creates an environment that allows employees to implement knowledge sharing in a more comfortable manner (Almadana et al.,2022), Bhatti et al., (2021), predicted that HR practices would enhance employee knowledge sharing, resulting in higher innovation outcomes within project-based organizations, thus increasing employees' ability to create knowledge and be critical and creative( Zulfiqar et al.,2022).People's attitudes and behaviors are positively affected by HR practices(Almadana et al.,2022). In addition to selecting and developing employees' careers, designing work, and establishing policies that affect employee behavior, HR interventions can positively influence employee behavior ( Cao et al.,2022). There is a positive correlation between HPWS and knowledge sharing (Islam et al.,2022 ). Among the HPWS practices, there are ability-enhancing practices (training and skill development), self-motivating practices, and offering opportunities (engagement and interaction), all of which help participants learn, share, and remember information. Bhatti et al. (2020) proposes that HR practices are a powerful tool for creating and developing knowledge within organizations. To put it another way, HR practices and policies are crucial to helping employees absorb, transfer, share, and create knowledge in their workplace (Al-Ajlouni et al.,2021). Hence, it is proposed that

## *H2: high-performance work systems significantly predict Knowledge sharing*

Research has focused on understanding what motivates and triggers employees to show creative behavior (Cao et al.,2022 ).There is growing evidence that knowledge sharing benefits both individuals and organizations by enhancing their creativity and innovation capability . As a means of brainstorming, knowledge sharing may be an important resource to enable employees to think innovatively, since it works like a resource for fostering creative behavior. In such environments, Amabile (2005) found that individuals are motivated to suggest new solutions to new problems, without fear of being rejected or snubbed. The exchange of knowledge results in trust; resulting in high levels of creativity (Zheng et al., 2020). Mehmood et al. (2021) asserted that knowledge abilities can directly affect individuals' cognitive structure, which in turn stimulates creativity. A strong knowledge base encourages individuals to interact with each other and openly exchange ideas, thereby spurring innovation in the workplace.

The diversity of cognitive processes fosters creativity in the workplace (Joo et al.,2022) that can lead to company transformation (Gope et al.,2018). Worker openness to experience can vary in levels, but it can lead to useful ideas (Zulfiqar et al.,2022). Furthermore, team leaders and other members of the team can discuss and exchange knowledge and expertise. In this way, it establishes mutual trust, reduces apprehension towards criticism, and inspires employees to create new ideas (Islam et al.,2021). An organization with high social capital encourages information flow, collaboration, and the sharing of resources between employees (Zheng et al.,2021), factors that contribute to creativity in the workplace

## *H3: Knowledge sharing significantly predicts employee creativity*

According to Bhatti et al., (2021), HPWS enables organizations to build an environment

and infrastructure that facilitate employees' acquirement, assimilation, and sharing of knowledge, ultimately leading to improved employee creativeness. Employees' inclination to generate ideas is further enhanced by HR practices (Than et al.,2021 ). Likewise, Almadana et al., (2022 ) demonstrated how HPWS enabled firms to foster a culture of sharing knowledge, thus increasing employee creativity.

## *H4: Knowledge sharing mediating between HPWS and employee creativity*

### **3. Methodology**

#### **3.1 Research design**

We use a cross-sectional approach and a quantitative-deductive causal approach, according to our goals and hypotheses. As part of this study, a review of relevant literature is conducted before developing hypotheses (Bhatti et al.,2021; Almadana et al.,2018 ). As a result, there is no theoretical focus in this study, rather it tests hypotheses and theories. The mechanism that supports relationships between constructs is investigated through statistical tests (Sekaran and Bougie, 2016). The time horizon was measured cross-sectionally using a one-shot sampling.

#### **3.2 The study population and Sample**

The aim of this study is to examine the influence of high-performance work systems on employee creativity and to investigate how knowledge sharing mediates the relationship between high-performance work systems and employee creativity. In order to achieve the study's objective, the study population consisted of Jordanian banks. The questionnaire was distributed using a simple random sampling method. All operational and administrative units were included in the analysis unit in these banks. Statistical analysis was performed on 301 questionnaires distributed. Demographic and personal characteristics of participants are shown in Table 1.

**Table.1 Demographic and personal characteristics of participants**

Category	category	Frequency	%
Gender	Male	285	0.878
	female	43	0.142
	Total	301	100
Level of education	Bachelor's degree or less	247	0.820
	A postgraduate degree	54	0.179
	Total	301	100
Years of experience	Five years or less	74	0.245
	5 - 10 years or less	158	0.524
	Ten to less than fifteen years	39	0.129
	More than 15 years	30	0.099
	Total	301	100

**3.3 Variable measurement**

In order to achieve study objectives and examine the correlation between endogenous and exogenous constructs, the following scale was created (questionnaire). After reviewing published studies on HPWS, employee creativity, and knowledge sharing, the adopted measures were adapted. After adapting the questionnaire, an academic team of human resource managers reviewed it. Their observations led to the modification of the scale. To ensure the highest number of participants, the scale was translated from English into Arabic. A five-point Likert scale was used to develop the questionnaire items; high values represented strong agreement (5), low values represented strong disagreement (1).HPWS.A six-item method was used for measuring the current state of HPWS of firms adapted from Mowbray. (2021); Karatepe et al.,(2013). Employee creativity Based on (Zulfiqar et al.,2022) study, six items were adapted for this study. knowledge sharing From the study, four items were adapted of Amber et al.,(2022); abualoush et al., (2022) to measure the current state of knowledge sharing of firms. Here's an example: "Knowledge and skills are shared widely".

**3.4 Data analysis method**

Data gathered from 312 respondents in 13 Jordanian banks were used to validate measurements and examine structural models

using Analysis of Moment Structures (AMOS). SPSS and AMOS version 21 were used to analyze the data. Validity and reliability of the constructs were examined through a confirmatory factor analysis (CFA).

The reliability of the construct measures was first tested by examining the individual Cronbach's alpha (Ca) coefficients. Ca coefficients ranged from 0.905 to 0.922, compared to 0.7 recommended by Henseler et al,(2015).

**Table 2: Discriminant validity for The Research Construct**

	HPWS	KNS	EC
HPWS	<b>0.782</b>		
KNS	0.731	<b>0.753</b>	
EC	0.705	0.728	<b>0.786</b>

Afterwards, we performed a CFA to determine whether the overall measurement model is convergent and discriminantly valid. Based on the recommendation of (Al-Smadi, & Al-Smadi, 2021; hair et al., 2019), we evaluate the convergent validity of the model. in Table 2 , it is shown that the model meets the convergent validity criteria of hair et al (2019). There is a range of 0.715 to 0.841 factor loadings (which are all greater than 0.6). CR values range from 0.903 to 0.925 (all greater than 0.7). The AVE ranges from 0.584-0.623 (all above 0.5).

**Tabl 3. Validity , reliability, CR,AVE.**

<i>Construct</i>	<i>Items loading</i>	<i>AVE</i>	<i>CR</i>	<i>α</i>
<u>Etical leadership</u>		0.584	0.913	0.905
HPWS1	0.78			
HPWS2	0.76			
HPWS3	0.74			
HPWS4	0.73			
HPWS5	0.77			
HPWS6	0.75			
Knowledge sharing		0.621	0.925	0.922
KNS1	0.79			
KNS2	0.77			
KNS3	0.81			
KNS4	0.82			
KNS5	0.77			
KNS6	0.78			
<u>Employee creativity</u>		0.623	0.903	0.915
EMC1	0.73			
EMC2	0.83			
EMC3	0.82			
EMC4	0.85			
EMC5	0.82			
EMC6	0.77			
EMC7	0.73			

Using the square root value of the construct, a discriminant validity test was conducted to determine the construct's discriminant validity. Fornell and Larcker (1981) argue that the square root of the correlation coefficient between a construct and another construct should be much larger than the AVE to obtain a correlation coefficient greater than the AVE. The discriminant validity of all components in Table 3 is supported by statistical analysis.

### 3.5 Structural model

The relationship between constructs was tested using 5,000 bootstrapped samples after a measurement model verification confirmed all statistical tests were conducted as recommended. In Table 4, we report our findings from testing direct and mediating hypotheses using Smart-PLS (Streukens and Leroi-Werelds, 2016). Calculating path coefficients, T-values, and P-values for endogenous and exogenous constructs enabled us to assess their statistical significance.

**Table 4. Summary of results**

Hypothesis	Path	Standardized effect	Result
H1	HPWS → EC	0.342 ***	Supported
H2	HPWS → KS	0.312***	Supported
H3	KS → EC	0.316***	Supported
H4	HPWS → KS → EC	0.211(indirect effect)	Supported
<b>Notes:</b> ***p < 0.001; **p < 0.01.			

Results of the direct impacts show that HPWS is considerably and favorably related to EC. ( $\beta = 0.342, P < 0.000$ ), confirming hypothesis H1. The direct effects indicate that HPWS influences knowledge sharing positively and significantly ( $\beta = 0.312, P < 0.000$ ), so hypothesis H2 is supported. Also, KS is positively and significantly related to EC ( $\beta = 0.253, P < 0.000$ ), so hypothesis H3 is also supported.

With respect to the mediating effect, bootstrapping results indicate that the standardized indirect effect of HPWS on EC through knowledge sharing ( $\beta = 0.211$  with a  $P < 0.05$ ). Thus, hypothesis H4 is supported.

#### 4. Discussions

A key component of achieving sustainable competitive advantage for firms is employee creativity, according to scholars, because it is vital for adapting to rapid technological changes and evolving customer demands, competitive pressures, instability, and market fluctuations. (Abualoush et al., 2022). This study aimed to explore the impact of the high-performance work systems on employee creativity in the Jordanian banking sector and to identify the moderating role of knowledge sharing between the of high-performance work system and employee creativity. Banks are considered to be one of the country's most important sectors (Zheng et al., 2020). As a result of its focus on knowledge production and innovation, the Jordanian banking sector stands out among other international banking sectors (Haar et al., 2021). Due to these factors, this sector has drawn researchers' and practitioners' attention to the importance of creativity.

Numerous important findings were obtained by the study, including, H1 is accepted if high-performance work systems are found to have a statistically significant effect on employee creativity (Karatepe, 2013, Ikhida et al., 2022; Al-Ajlouni, 2021). The of a HPWS system can lead to a number of meaningful employee outcomes, including Job Satisfaction, well-being, and collaboration (Henker et al., 2015; Islam et al., 2022). Especially, it has been argued that it enhances employee motivation, leading to greater creativity (Ikhida et al., 2022). Al-Ajlouni (2021) explains HPWS and its relationship to employee creativity. It begins with the selection, motivation, and development of individuals, which leads to the creation of new ideas. The second aspect of this is how organizations can support individuals in implementing their ideas. By investing in highly qualified employees, providing them with training and knowledge, while also, ensuring a rewarding environment and clear communication channels. Employees are therefore stimulated and encouraged to demonstrate creative behavior, by HRM and in particular by HPWS

If HPWS has a statistically significant effect on knowledge sharing, H2 is accepted and supported. HPWS contributes positively to knowledge sharing in Jordanian commercial banking. In general, this study confirms the findings of many previous investigations, according to which HPWS causes knowledge sharing. Almadana et al., (2022), Bhatti et al., (2021), Mehralian et al., (2021) found that HPWS helped organizations improve their knowledge sharing. With HRM playing an integral role in encouraging firms to become learning-oriented organizations, research has shown that working together with HRM encourages employees to share knowledge

(Jha,2022 ). Through the influence of HPWS on social relations among employees, employees can also incorporate and exchange their knowledge, thereby increasing efficiency. Further, HPWS can contribute to creating a social climate, motivating employees to produce new knowledge through collaboration and facilitating their commitment to the organization. In this way, HPWS improves the commitment to learning. Providing internal communications can further encourage the exchange of knowledge if such systems are implemented well. It is possible for employees to shift their focus from self-interest to the interests of the organization.

As a result of the positive and statistically significant effect knowledge sharing had on employee creativity, hypothesis H3 was accepted. Than et al.,(2021) found that employees can become more creative by combining different types of knowledge by sharing and synthesizing knowledge. A team can generate new ideas by communicating individual knowledge, as knowledge exchange increases the amount of expertise, skills and information available among the members(Joo et al.,2022). According to Islam (2021), cognitive structure directly influences knowledge capabilities. The concept of creativity comes from the fact that experts tend to tie with one another and are open to ideas, thus bringing innovativeness to their work.

As far as the mediating role of knowledge sharing is concerned, H4 was accepted. KS, HPWS practices, and employee creativity are interconnected in the hypotheses above. Implicitly, KS mediates the effects of HPWS on employee creativity. In addition, Than et al.,(2021), showed that firms can use HPWS practices to promote employees' creativity and improve innovation performance through knowledge management practices. and KS activity was found to positively mediate the relationship between HPWS and employees' creativity. It is important to investigate how knowledge resources and/or KS processes may facilitate the interaction between organizational factors, such as HPWS and employees' creativity in order to increase understanding and effective pathways for stimulating employees' creativity

## **5. Implications.**

### **5.1 Theoretical implications.**

Several theoretical implications are raised by this paper. This study contributes to the literature by examining the mediation model for knowledge sharing relating to HPWS and employee creativity in Jordanian banks. Thus, the mediation model contributed a new theoretical perspective.

There is evidence that employee creativity is flourishing in the current literature due to its theoretical significance and practical applications (Zulfiqar et al.,2022). Nevertheless, "how can employee creativity be nurtured and cultivated?" continues to be a central challenge for firms (Cao et al.,2022). Despite the fact that literature has addressed the relationship between HPWS and employee creativity (Tang et al.,2017), this link is still poorly understood, both in terms of causal mechanisms and insights. Due to these issues, in order to address them, To explore the potential mediating mechanisms between HPWS and employee creativity, this study has developed a model of proposed research. Based on the findings of this study, KS behaviors played a mediating role and HPWS practices could be the best way for leaders to promote employee creativity through direct or indirect effects on KS.

In fact, when comparing an HR system that includes HPWS with an individual HR system, the study emphasizes the ability of HPWS to convert resources into innovation outcomes. The results support the argument that HPWS facilitates knowledge sharing development, increasing an organization's ability to cope with external changes and meet market demands. In particular, the study enriches understanding of how high-commitment HR practices such as HPWS foster knowledge sharing required for employee creativity by contributing to the knowledge sharing paradigm.

To achieve organizational goals, companies need to establish cultural norms that promote creativity and learning among their employees. In light of the RBV, and in light of HR's role as an antecedent to employee creativity, a key conclusion of this study is that knowledge sharing facilitates the conversion of resources into creativity. In order to transform resources into performance in an organization, firms

must create an environment conducive to employee creativity in order to transform resources into organizational performance. It is appropriate to consider “both internal and external contextual factors” In general, organizational variables should be considered (Mehralian et al.,2021). Based on this finding, a configurational view is truly enriched as it concludes knowledge sharing can indirectly contribute to employee creativity through HPWS. Ultimately, enhancing knowledge sharing can be achieved by managing resources to become true learning organizations by developing innovative culture norms that facilitate creativity among employees

### 5.2 Managerial implications.

Management practice will be affected by the findings of this study. First, implementation of an HPWS has been found to be important for getting new and beneficial ideas. Due to this, companies should implement HPWS to stimulate employee creativity. For instance, through comprehensive training, businesses can equip their employees with the skills and knowledge they need to be more creative, thereby generating more innovations.

Due to the fact that managers serve as representatives of their organizations, consequently, manager-employee interactions promote a learning environment (knowledge sharing) in their organizations. The sharing of knowledge is an essential aspect of creativity. Therefore, employees' ideas and acquired skills would be further enhanced when they share them with their colleagues. Individuals' creative abilities are also essential to being creative, according to the study. In this regard, it is suggested that managers identify candidates' creative abilities during the recruitment process

### Limitation

It is important to examine a range of antecedents on employee creativity using a mediation model. Nevertheless, every scientific study has limitations, just like this one. To begin with, cross-sectional data was used in the study. As a result, longitudinal data or a panel data analysis would be useful for understanding the relationships between the constructs of the study. Additionally, the study

was carried out under the circumstances of the Jordanian banking sector. This explains the need for studies to take place in different contexts and cultures, as well as using a more homogeneous sample of companies, for example, the tourism industry. Last but not least, in order to test the hypotheses, quantitative data, such as the questionnaire, was relied on. Qualitative methods, like interviews, were ignored. Consequently, conducting future studies using qualitative methods and interviews would be interesting.

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