

HIGH-PERFORMANCE WORK SYSTEM IN MODERATING ENTREPRENEURIAL LEADERSHIP, EMPLOYEE CREATIVITY AND KNOWLEDGE SHARING

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Abstract: This study aims to examine the relationship between entrepreneurial leadership, knowledge sharing, and employee creativity through the moderation of High-Performance Work System (HPWS). The concept of this study refers to the vital role of managers and knowledge management, particularly knowledge sharing in increasing creativity of employee. This study also tests the function of HPWS managerial in moderating the relationship between variables in the model. By using 214 samples employees of small handicraft enterprises, this study high lights the understanding of HPWS concept as one of the critical managerial image in strengthening the relationship between variables. Entrepreneurial leadership influences knowledge sharing and employee creativity. However, knowledge sharing does not have any influence on employee creativity. Furthermore, HPWS can strengthen the relationship between the variables in the research models. The finding of this study still leaves a debate related to knowledge management in small enterprises because it is limited to discussing the determinant of employee creativity.

Keywords: entrepreneurial leadership, knowledge sharing, employee creativity, HPWS

DOI: 10.17512/pjms.2020.21.1.24

Article history:

Received January 26, 2020; *Revised* May 17, 2020; *Accepted* May 28, 2020

Introduction

Small enterprises face a complex problems in the free trade and disruptive era because of increasing industrial competition (Riana et al., 2020). The tight competition requires small enterprises to be more creative in designing each product so that success in the market. One of the keys to building creativity is the quality of resources, especially employees (Rajiani and Ismail, 2019). Employees have a strategic role in supporting the formation of the organization's core competencies in the era of knowledge management. Core competencies can create a competitive advantage with the support of continuous innovative activities and support employee creativity to create organizational innovation (Hon and Lui,

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2016). Pan et al. (2015) stated that many factors could influence creativity but only emphasize the role of leaders in increasing creativity. Employee creativity does not only help organizations to work more efficiently and responsively but also help find a competitive advantage, it is even the first step to generate new ideas to support innovation activities.

Mainemelis and Epitropaki (2017), claim that leadership style can help the growth of employee creativity. However, the role of leaders in increasing employee creativity has not been studied comprehensively. Chen and Hou (2016) explained that leadership could increase employee creativity if supported by an innovative climate. In contrast, Passakonjaras et al. (2019) state that transformational leaders can increase employee creativity. These results provide an overview of the critical role of leaders in fostering employee creativity. Research Cai et al., (2019) emphasize that entrepreneurial style is one types of leadership that is often associated with employee creativity, because it can make changes to build commitment and increase employee motivation. Entrepreneurial leaders also seem to be able to encourage employees to channel their talents so that they become more creative.

Employee creativity can grow and develop when supported by the practice of sharing knowledge. Hu and Zhao (2016) added that knowledge sharing has an essential role in increasing creative self-efficacy because it adopts the process of sharing knowledge possessed by the organization. The small enterprises tends to implement knowledge sharing implicitly, so they face challenges on an ongoing basis. Therefore, it is essential to encourage employee creativity as a solution for dealing with work problems. Creativity is the implementation of creative ideas about new practices, procedures, and services that are useful for developing new ideas for the organization.

One of the human resource concepts that can drive the activity of knowledge sharing and employee creativity is High-Performance Work System (HPWS). HPWS is a managerial practice that can elaborate on the course of human resource management to influence organizational climate (Husin and Gung kang, 2017). Research showed, the critical role HPWS in increasing the activity of knowledge sharing and creativity (Do and Shipton, 2019). The contribution of this study is significant to improving literature on small enterprises which investigated the effect of entrepreneurial leadership on knowledge sharing and employee creativity moderation by HPWS. The results of this study also can give an overview to create employee creativity in small enterprises and the keys role of HPWS on strengthening knowledge sharing and employee creativity.

Literature Review

Organizational development requires a willingness for entrepreneurs to provide demand and have a relentless persistence to make it happen (Abrantes, 2018), whereas humans are factors that drive creativity (Tóth et al., 2020). Muo and Azeez

(2020) stated the ability of leaders to attract investors through creative ideas that support the development of creativity in supporting the enterprise. Leaders have an important role on increasing employee creativity because they can affect various aspects of the organization. Chen and Hou (2016), who develop ethical leadership and adopt entrepreneurial leadership, find that ethical leadership has a strong relationship with employee behavior. Leaders are seen as having the ability to inspire to develop employee creativity (Pan et al., 2015). The ability of leaders to provide motivation has a significant impact on increasing employee creativity. Entrepreneurial leadership is seen as more effective in increasing employee creativity (Jyoti and Dev, 2015) because it can identify an opportunity through existing information flows. Entrepreneurial leadership always strives for the creation of their subordinates to enhance innovative abilities to be able to more quickly recognize opportunities and be adaptive in dealing with environmental changes (Fontana and Musa, 2017).

The intensity of knowledge gathering based on interactive collaboration can develop a partnerships which in turn will have an impact on creativity. Collaboration in this context is the absorption of shared knowledge and increased trust to enhance creative behavior (Zach and Hill, 2017). The process of finding and contributing knowledge can contribute to the formation of new knowledge to create employee creativity. Creativity is always confronted with the ability to face environmental challenges. Saraç et al. (2014) explained that employee creativity involves complex behaviors that include social and intellectual competence to generate new ideas (Akturan and Çekmecelioğlu, 2016). On the other hand, creativity is an important factor for creating a competitive advantage because it has an impact on innovation and organizational performance (Sutanto, 2017). Individual creativity is able to maximize and support organizational efficiency because it can generate ideas to measure opportunities (Gundry et al., 2014). Creativity is considered as a source of innovation to improve competitiveness and sustainable organizational performance.

H1: Entrepreneurial leadership has a significant relationship with employee creativity

Entrepreneurial leadership can encourage employees to share knowledge in organizations. Likewise, entrepreneurial orientation has a relationship with the practice of sharing knowledge. Studies Xue et al. (2011) emphasize that leadership style can foster a culture of knowledge sharing. Knowledge developed in organizations is very dependent on the role of leaders in organizing knowledge to help the organization to achieve their goals (Soriano and Huarng, 2013). (Bavik et al., 2018) have discussed leaders' support for knowledge development, explaining their leadership style determine the process of knowledge sharing carried out by employees. The leadership style that supports the process of sharing knowledge is entrepreneurial leadership (Edú-Valsania et al., 2016). Moreover, Mittal and Dhar (2015) state that knowledge sharing is the process of exchanging information

possessed by employees through interaction and communication to increase employee creativity

H2: Entrepreneurial leadership has a significant relationship with knowledge sharing

Knowledge is considered an intangible asset and is both important and valuable resource for the organization. Carmeli and Paulus (2015) explained that the implementation of knowledge management could help the development of creativity. Knowledge sharing can empower and increase creativity possessed by employees (Akturan and Çekmecelioğlu, 2016). Besides, individual and team creativity can increase due to knowledge sharing practice (Dong *et al.*, 2016). Therefore, knowledge collecting and donating carried out both from internal and external sources of the organizations can enhance employee creativity (Carmeli and Paulus, 2015).

Knowledge sharing is able to support employee creativity and innovation (Hu and Zhao, 2016). Carmeli and Paulus (2015) showed that leaders who can encourage knowledge sharing activities between organization members could support creativity. Knowledge sharing culture conducted by employees can help leaders to enhance employee creativity (Carmeli and Paulus, 2015). Knowledge sharing culture created by entrepreneurial leaders is able to enhance both individual and team creativity (Mittal and Dhar, 2015). Entrepreneurial leaders are also seen to be able to drive the culture of knowledge sharing. So, sharing knowledge as an activity identifies knowledge to be accessed and transferred in completing tasks, and makes it more effective and efficient.

The implementation of HPWS concept by the organization is seen as the proper solution to help the organization improve employee performance (Zhang *et al.*, 2019). HPWS is a concept that emphasizes the implementation of the strength of the organizational management system to direct employees' ability to generate various creative ideas (Chiang *et al.*, 2015). Previous studies (Ma *et al.*, 2017; Zhu and Chen, 2014) clarified that the implementation of HPWS has an important role in increasing knowledge sharing behavior and employee creativity (Tang *et al.*, 2017). Husin and Sigang (2017) explained that HPWS is a practical concept that can enhance employee creativity, and even the organization. Therefore, HPWS is an important managerial practice in human resource management practices that are designed to improve employee and organizational effectiveness.

H3: Entrepreneurial leadership has a significant relationship with employee creativity

H4: HPWS has a significant relationship with knowledge sharing

H5: HPWS has a significant relationship with employee creativity

H6: HPWS moderates the relationship between entrepreneurial leadership and knowledge sharing

H7: HPWS moderates the relationship between entrepreneurial leadership and employee creativity

H8: HPWS moderates the relationship between knowledge sharing and employee creativity

Methodology

This study analyzes the relationship between entrepreneurial leadership, knowledge sharing, and employee creativity with the moderation of HPWS small handicraft enterprises in Bali. The population are small handicraft enterprises that is spread in nine districts, which has business consistency, business license, has been operating for more than 5 years, and is officially registered with the Trade Office of Bali Province. Data collection uses a questionnaire that is filled out by employees with a total of 214 questionnaires out of 300 distributed to employees of small handicraft enterprises. Entrepreneurial leadership uses three indicators: innovativeness, proactive, and risk-taking (Karimi et al., 2011). Knowledge sharing uses two indicators: knowledge donating and knowledge collecting (Giustiniano et al., 2016). Employee creativity is measured using four indicators: person, process, press, and product, adopted from the studies of Ghosh, (2015). And HPWS uses 4 indicators: selection process, training, performance appraisal, and feedback, elaborated from the studies by (Zhang et al., 2019).

The data collection is done through a structured interview using a questionnaire for two months. The first stage is collecting data from 30 respondents to conduct validity and reliability test. The validity test shows that all research instruments are valid with correlation coefficient product-moment value (r) higher than 0.3 ($r > 0.3$). The reliability test, which is done using Cronbach Alpha criteria shows that the instruments have to meet reliability criteria with a value higher than 0.6 ($CA > 0.6$) (Hair *et al.*, 2016). After the instruments are declared valid and reliable, the second stage stages data is then collected according to the sample target. The majority of employees as the respondents in these study were women (56,1 %), with intervals ages of 27 – 36 years (51,4 %). Based on the level of education, the majority of respondents had a senior high school education (68,7 %), with a working period of between 6 – 10 years (63,4 %). This research is a quantitative design by testing the hypotheses using SEM PLS analysis technique.

Analysis

The first stage before interpreting, the model must meet validity and reliability criteria of the variables used, namely: entrepreneurial leadership (X), knowledge sharing (Y1), employee creativity (Y2), and high-performance work system (M). The criteria of model validity include Composite Reliability and Cronbach Alpha (Table 1), Convergent Validity (Table 2), and Discriminant Validity (Table 3).

Table 1: Composite reliability, Cronbach Alpha, Q-square, and VIF's

Variable	Composite Reliability (CR)	Cronbach Alpha (CA)	Q ² Coefficient	VIF's
Entrepreneurial Leadership	0.834	0.702	-	1.501
Knowledge Sharing	0.740	0.697	0.282	1.969
High-Performance Work System	0.890	0.835	-	1.492
Employee Creativity	0.905	0.859	0.362	1.503

Table 1 shows that all constructs have met the criteria of composite reliability with the minimal value of 0.7 (CR > 0.70) and it is also supported by Cronbach Alpha with the value distribution higher than 0.60 (AC > 0.60). Thus, all constructs have fulfilled proper reliability criteria. Table 1 also informs the value of variance inflation factors (VIFs) is below 3.3 (VIF's < 3.3). It means that model is free from multicollinearity problems. The value of Q² coefficient dependent variable of 0.362 shows that model has a significant goodness of fit (Hair et al., 2016).

Table 2: The Loading Factor Values of Each Indicator

Variable	Indicator	Outer Loading (OL)
Entrepreneurial Leadership	Innovativeness	0.803
	Proactive	0.796
	Risk-taking	0.776
Knowledge Sharing	Knowledge donating	0.766
	Knowledge collecting	0.766
High-Performance Work System	Selection process	0.882
	Training	0.837
	Performance appraisal	0.832
	Feedback	0.718
Employee Creativity	Person	0.924
	Process	0.765
	Press	0.852
	product	0.812

Table 2 shows that all indicators have the outer loading value higher than 0.6 (OL > 0.60), so it can be concluded that all indicators have met convergent validity criteria. Furthermore, discriminant validity is evaluated using the magnitude of

correlation value between variables when compared to the root of average variance extracted (AVE). The values of AVE can also explain the convergent criteria (cut off > 0.50).

Table 3: AVE Values and Correlation among variables

	AVE	EL	KS	HPWS	EC
Entrepreneurial Leadership (EL)	0.627	0.792			
Knowledge Sharing (KS)	0.587	0.306	0.766		
High-Performance Work System (HPWS)	0.671	0.481	0.321	0.819	
Employee Creativity (EC)	0.706	0.511	0.237	0.060	0.840

Table 3, shows that the AVE value of all constructs is greater than 0.50 (>0.50), which indicates that the model has meet the convergent criteria. This finding strengthens the results of convergent validity test using loading factor value. Furthermore, the root of AVE (diagonal) value is higher than the correlation between latent variables. Therefore, the model has met the discriminant validity. The results of validity and reliability tests of constructs show that all variables used in the model are valid and reliable. Furthermore, the hypothesis test is carried out after the evaluation model in SEM-PLS analysis by conducting confirmation based on path coefficient value and p-values. The hypothesis test is shown in Figure 1 (results of SEM-PLS analysis) and Table 4 as follows.

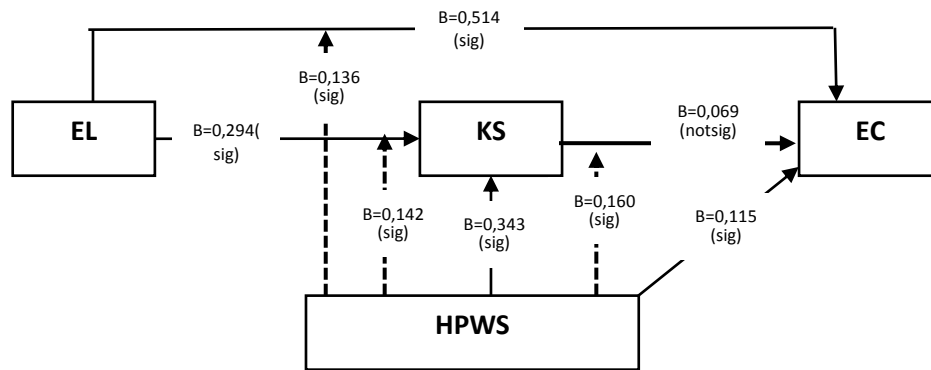


Figure 1: Full Model of SEM-PLS

Table 4: Path coefficient direct effect

Relationship between Variable	Path coefficients	P- Values	Remarks
EL-->EC	0.514**	<0.001	Highly Significant
EL -->KS	0.294**	<0.001	Highly Significant
KS--> EC	0.069	0.152	Not Significant
HPWS*KS--> EC	0.160	0.008	Moderate Significant
HPWS--> EC	0.115	0.043	Weakly Significant
HPWS -->KS	0.343**	<0.001	Highly Significant
HPWS*EL-->KS	0.142	0.017	Moderate Significant
HPWS*EL-->EC	0.136	0.021	Moderate Significant

Figure 1 and Table 4 provide information that entrepreneurial leadership (EL) significantly increase employee creativity (EC) with the path coefficient value of 0.514 and p-values of <0.001 (supported). Entrepreneurial leadership (EL) significantly increases the practice of knowledge sharing (KS) with a path coefficient value of 0.294 and p-values of <0.001 (supported). Knowledge sharing (KS) does not have a significant impact on increasing employee creativity (EC) with a path coefficient value of 0.069 and p-values of 0.152 (not supported). The analysis results prove that the interaction of knowledge sharing (KS) and HPWS significantly increase employee creativity with a path coefficient value of 0.160 and p-value of 0.008 (supported). Furthermore, HPWS is also proven to directly increase employee creativity with a path coefficient value of 0.115 and p-value of 0.043 (supported).

The finding of this study also provides information about the keys role of HPWS on knowledge sharing (KS) with a path coefficient value of 0.343 p-values of >0.001 (supported). The interaction between HPWS and entrepreneurial leadership (HPWS*EL) can increase the relationship of entrepreneurial leadership on knowledge sharing (KS) with a path coefficient value of 0.142 and p-value of 0.017 (supported). Furthermore, the interaction of HPWS with entrepreneurial leadership (HPWS*EL) is able to increase the relationship of entrepreneurial leadership (EL) toward employee creativity (EC) with path coefficient value of 0.136 and p-value of 0.021 (supported).

Discussion

A small enterprises must have a strategic role in creating jobs and the growth of non-oil and gas export in Indonesia. So, it requires visionary leaders to enhance creativity. Creativity refers to the implementation of creative ideas to develop the notion about new practices, procedures, and services for the organization (Çekmecelioğlu and Günsel, 2013). Creativity is the initial process of creative

behavior to support new ideas that can be the first step of innovation (Kyvik et al., 2012). Employee creativity is a complex behavior involving social and intellectual competencies, so it requires new knowledge, information, and skills (Saraç et al., 2014). Employee creativity can be formed through a knowledge sharing culture driven by the entrepreneurial leader (Cai et al., 2019). However, the role of leaders can be more optimal when the implementation of HPWS concept helps it.

The entrepreneurial leader is able to allow employees to be more creative because of the formation of the employee's ability according to the environmental condition. The study from Chen and Hou (2016) explained that entrepreneurial leader to be proven to have an impact on employee creativity, so it increases organizational capability. Entrepreneurial leaders tend to give freedom for employee to explore knowledge to maximize employee competencies. Entrepreneurial style is also able to encourage employees to think more creatively (Jyoti and Dev, 2015) to help the organization to develop the products and services they produce. The willingness of employees to provide and gather knowledge can help leaders to be more susceptible to enhancing creativity. Thus, knowledge sharing is possible to push employees to be more creative when entrepreneurial leader drives it.

The finding of this study also informs that entrepreneurial leader can facilitate the practice of knowledge sharing better because it can help the process of knowledge (Bavik et al., 2018). However, the success of an entrepreneurial leader depends on the knowledge possessed by the employees. Every organization requires much knowledge to improve capabilities for seizing opportunities to win the competition. Knowledge is an important thing to enhance creativity. Akturan and Çekmecelioğlu (2016) developed much knowledge to enhance creative behavior. Knowledge sharing practice has proven to be able to support innovative knowledge to provide long-term benefits. Therefore, knowledge is needed to support employee creativity by adopting knowledge sharing practice through knowledge collecting and knowledge donating (Carmeli and Paulus, 2015). The findings of this study show that knowledge sharing has not been able to increase employee creativity significantly. Similar to large enterprise, small enterprise is also often managing limited knowledge through the informal process, but it is rarely shared or distributed. It requires a HPWS concept so that knowledge sharing can be more effective in supporting employees to be more creative. This study provides a finding of the critical role of HPWS in increasing the relationship between knowledge sharing and employee creativity.

This study emphasizes the role of HPWS in strengthening the relationship of entrepreneurial leadership with knowledge sharing and employee creativity. The practice of HPWS is proven to be able to enhance the relationship between entrepreneurial leadership and knowledge sharing. Likewise, the system of HPWS is able to enhance the relationship between entrepreneurial leadership and employee creativity. Therefore, HPWS is a managerial practice that can drive

employees to increase their intensity of knowledge sharing in solving the problem to improve their effectiveness (Zhu and Chen, 2014). Researchers mentioned the important role of HPWS in increasing employee creativity (Miao and Cao, 2019) and the effectiveness of knowledge sharing (Zhu and Chen, 2014). HPWS is also seen to have an impact on the increase in employee innovation performance (Chai and Xiao, 2018), work productivity, and employee performance (Li et al., 2019). Employee creativity is an act of employee outside their habits to increase efficiency through procedures and process improvement. The managerial implication of these study proves that entrepreneurial style in leading can provide more expansive space toward the growth of employee creativity by instilling knowledge sharing culture. Besides, the HPWS concept also has as the keys role to drive the employee to become more intensive to share the knowledge that subsequently will increase creativity.

Conclusion

Knowledge sharing needs to be considered as work culture so that employees can interact with each other intensively in sharing information. Knowledge sharing also very useful for the employees to develop their core competencies through knowledge transfer so that the information possessed by the organization can be managed well. The ability to compete in an ever-changing organizational environment requires creativity in utilizing knowledge. The role of an entrepreneurial leader is seen to be able to develop strategic resources of organization to enhance creativity so that organization becomes more competitive. Knowledge sharing can be more effective if it is supported by a leader who has the entrepreneurial ability and HPWS practice. Furthermore, the role of HPWS is very strategic in creating knowledge sharing culture and increasing employee creativity. This study produces a partial model so that further investigation is needed for the consequences of employee creativity. This study only analyzes the determinant of employee creativity, namely entrepreneurial leadership, knowledge sharing, and HPWS. However, since the consequences of employee creativity, e.g., employee innovation performance have not received the attention from researchers, it can be examined in the future research. Also, this study is a cross-sectional, so further studies are required to explain the phenomena of employee creativity, especially in small enterprises. Moreover, the finding is necessary to elaborate with scholars in the discussion among academicians and practitioners to ensure the generalizability.

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WYDAJNY SYSTEM PRACY W MODEROWANIU PRZYWÓDZTWA PRZEDSIĘBIORCZEGO, KREATYWNOŚCI PRACOWNIKÓW I DZIELENIU SIĘ WIEDZĄ

Streszczenie: Badanie to ma na celu zbadanie związku między przedsiębiorczym przywództwem, dzieleniem się wiedzą i kreatywnością pracowników poprzez moderację wysokowydajnego systemu pracy (HPWS). Koncepcja tego badania odnosi się do istotnej roli kierowników i zarządzania wiedzą, w szczególności wiedzy współdziałanie w zwiększaniu kreatywności pracowników. Badanie to testuje także funkcję kierowniczą HPWS w moderowaniu zależności między zmiennymi w modelu. Wykorzystując 214 próbek pracowników małych przedsiębiorstw rzemieślniczych, badanie uwypukla zrozumienie koncepcji HPWS jako jednego z kluczowych wizerunek menedżera w umacnianiu relacji między zmiennymi. Przywództwo w przedsiębiorstwie wpływa na dzielenie się wiedzą i kreatywność pracowników. Jednak dzielenie się wiedzą nie ma żadnego wpływu na kreatywność pracowników. Ponadto HPWS może wzmocnić związek między zmiennymi w modelach badawczych. badanie wciąż pozostawia debatę związaną z zarządzanie wiedzą w małych przedsiębiorstwach, ponieważ ogranicza się do omawiania determinanty kreatywności pracowników.

Słowa kluczowe: przywództwo przedsiębiorcze, dzielenie się wiedzą, kreatywność pracowników, HPWS

高效的工作系統，可調節企業家的領導力，員工的創造力和知識共享

摘要:本研究旨在通過適度高效工作系統 (HPWS) 檢驗企業家領導力，知識共享和員工創造力之間的關係。本研究的概念涉及經理和知識管理的重要作用，尤其是知識共享在提高員工創造力中的作用。這項研究還測試了HPWS管理者在調節模型變量之間的關係中的功能。通過使用214個手工業企業的樣本員工，本研究突出了HPWS概念的理解，HPWS概念是加強變量之間關係的關鍵管理形象之一。企業家的領導力影響知識共享和員工創造力。但是，知識共享對員工的創造力沒有任何影響。此外，HPWS可以加強研究模型中變量之間的關係。這項研究的發現仍然引起了有關小型企業知識管理的爭論，因為它僅限於討論員工創造力的決定因素。

關鍵字:企業家領導，知識共享，員工創造力，HPWS