

A Mediated Structural Equation Model of Employee Creativity: Exploring the Influence of Knowledge Hiding and Creative Process Engagement

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ABSTRACT

Purpose: This study aims to test the relationship between knowledge hiding and employee creativity among the faculty members of Higher Education Institutions (HEI) of Lahore Pakistan. This study further investigates the mediating role of creative process engagement between the association of knowledge hiding and employee creativity.

Design/Methodology/Approach: Data was collected using a quantitative technique and a cross-sectional survey method for hypothesis testing. The data was gathered from 382 permanent staff in private sector universities of Lahore. Smart PLS 4 was used to analyze the data with PLS-SEM technique.

Findings/Results: The findings suggest that knowledge hiding is significantly related to employee creativity. Furthermore, creative process engagement mediates the relationship between knowledge hiding and employee creativity.

Practical Implications: The survey data was collected from permanent staff in private sector universities of Lahore. The future study can include the public sector as well for a more extensive comparative study. Innovative work behavior, emotional exhaustion and distrust can be used as mediator by the future researchers. This research will be helpful for the university administration and decision makers for improving employee creativity in the context of creative process engagement.

Originality/Value: The cross-sectional data was collected during the year (2023-24), which may help in getting the latest insights on the topic. The study is also valuable as it contributes to the existing body of knowledge by testing conservation of resources (COR) theory taking creative process engagement as a mediator which was rarely found in the past studies. Creative process engagement has been identified as governing the relationship between knowledge hiding and employee creativity. Moreover, organizations should focus to creative process engagement because it can strengthen the relationship of knowledge hiding and employee creativity.

Keywords: *Knowledge Hiding, Creative Process Engagement, Employee Creativity, Higher Education Institutions*