

Triggering Employee Creativity through Knowledge Sharing, Organizational Culture and Internal Marketing

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Abstract.: *In this paper a conceptual framework is proposed, where knowledge sharing (KS) works as mediator to enhance employee creativity (EC). Rigors review of literature states the significance of organizational culture(OC), internal marketing (IM) to EC in Islamic banking while KS is working as a mediator. The literature of this study contains six hypothesis. EC considered as dependent variable and there are two independent variables OC is first independent variable and internal marketing (IM) is considered second one the mediating variable for this study is knowledge sharing. The determinants in this study for OC were assimilated are "Power Distance, Uncertainty Avoidance, Future Orientation, performance orientation, masculinity versus femininity and Individualism versus collectivism". Given framework is well suited for Islamic Banking. Later empirical research will conduct to observe the effect of given framework and hypothesis. The comprehensive propose framework in this paper contributes in empirical findings for academicians, Islamic banking industry is act as a platform, and will be helpful to the policymakers to formulate laws, rules and regulations.*

I. INTRODUCTION

The factors that have influence on EC has a vibrant concern in the field of organizational sciences Zhou and Shalley (2007). Though from past many years, EC have multiplied massive consideration from researchers and proved that it has direct influence to the growth of an organization (Bustamante & Mogren, 2017). The reasoning behind is that transformation and formation of the opportunities, evolution, brilliance, and even governance of the nations, governments and organizations(Bortolotti, Boscari, & Danese, 2015). There is a lack of understanding of what banking sector creativity is and the lack understanding of what management framework which can shed light on creativity in Islamic banking. Hence what stimulates EC in Islamic banking sector is requires careful attention glot of purposes.

Revised Manuscript Received on May 22, 2019.

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Like, Islamic banking sector has developed its key area and importance in Pakistan. Islamic Banking system bring a change covering the entire economic system of Pakistan (Butt, Ahmad, Naveed, & Ahmed, 2018). Today Islamic banking is facing challenges of augmenting EC (Darvishmotevali, Altinay, & De Vita, 2018). EC can be enhanced by a strong organizational culture.

A strong culture of an organization allows employees of an organization to think creatively (Anitha & Begum, 2016). OC is the name of a system or beliefs of shared values that can harvest norms of behavior and create an organizational way of life (Shehri, McLaughlin, & Al-ashaab, 2017). A strong OC contributes to enhance EC by breaking the status quo existing in traditional systems of banking sectors (Shehri et al., 2017), also can help to have upgrade and novel instrumental measures for Islamic banking OC that can play a major contribution in a way that people can know about changing of new factors regarding Islamic banking by adopting and adapting new measures and technologies (Shehri et al., 2017). The relationship of culture and creativity, therefore, has important implications for academics, this paper and practitioners, and is another thrust of the research described in this paper. Therefore creativity can trigger by sharing new ideas and giving respect to employees. IM is a way to respect the employees and consider them as customers.

IM has been introduced by Berry (1981), and first time proposed it as the problem of the solution for high service quality by viewing employees as customer (Craig Hume, 2015). The basic concept of IM is the exchange of values, it is considered as a transaction between employer and employee (Ahmed & Rafiq, 2002). The basic tool of IM for gaining employee satisfaction is to treat them as customers of the organization (Ahmed & Rafiq, 2002; Berry, 1981). IM places employee of an organization at the center of decision making (Naim and Lenkla (2016). IM mainly focus on hiring, motivation, training and development of employees. IM helps organizations can make the minds of their employees creative by learning, training and development. Researchers like Naim and Lenkla (2016) also stressed that to gain and sustain continuous growth, organizations should support EC by developing a proper culture of knowledge sharing (Tang, Chang, & Cheng, 2017, 2017).



KS is a way to share and exchange knowledge that every individual contain in their heads in an organization by doing this, employees can upgrade their learning, resulting employee creativity in the organization get triggered (Tang, Chang, & Cheng, 2017, 2017). Furthermore, assimilating diverse knowledge and expertise from diversified sources can foster EC at work (Chen & Zhu, 2014; Ouakouak & Ouedraogo, 2017). Scholars of behavioral studies supports the phenomena, if an individual employee can easily excess the knowledge in the organization then he or she could be more creative (Islam, Jasimuddin, & Hasan, 2015). Furthermore, an individual employee will also evaluate creative if contribute in KS and share new ideas with peers colleagues and fellows. In an organization employees can share knowledge with others through meetings, during orientation, email, website, training and development seminars. To stay creative front of management within an organization, an individual should share unique experiences and information and knowledge with others (Gaines, 2017; Islam et al., 2015).

To attain competitive advantage, organizations needs set their employees free to find their distinguishing creative talent, because free mind thinks better and creative notions can use as a foundation in an organizational success and growth (Karamipour, Mehraban, & Jahani, 2015; Liu, Jiang, Shalley, Keem, & Zhou, 2016). Creativity cannot comes mysteriously from an unseen source, it originates by persons (Damian & Simonton, 2015). Employees are observed as a source of worth, even some academics seeing personnel as “human capital” and “knowledge workers”. That participate through their diversified roles as the main pillar for the organizational growth, to continue in the race of gaining competitive edge (Estrada, Faems, & Faria, 2016). Literature reviews of different of this studies states that EC shows significant relationships with all other variables of given framework.

II. REVIEW OF LITERATURE

Creativity is a way of novel thinking and generation of new ideas (Amabile, 1982; Dewett, 2004; Jafri et al., 2016). Creativity considered as the spine in the success of an organization because of rapidly changing environment, competition, and unpredictable challenges from external forces, requires every organization to have in hand competitive advantages to save their presence in the market (Alvesson, 2016; Gupta & Singhal, 1993; Koberg & Chusmir, 1987; Schein, 2010). Most of the organizations have realized the necessity of creativity and are striving to have it (Nguyen, 2018). Therefore, organization of this era are considering to have the employees with creative minds. The essential factor of an organizational transformation is EC (Hon & Leung, 2011). A strong OC can support to cultivate EC.

Researchers in many studies influenced that OC is a very complex phenomena to understand and it is still under consideration by many researchers and organizations. How a strong OC supports EC in the organizations. Literature review shows that, there are many definitions for literature review

because it's a very complex concept to define. Given framework consists of OC at all levels and its dimensions like, “Power Distance, Individualism vs. collectivism, Uncertainty Avoidance, Future Orientation, Performance Orientation”, Masculinity vs. femininity Alvesson (2016); Schein (2010); Vukonjanski, Nikolic, Hadzic, Terek, and Nedeljkovic (2012), consider that have the influence to sharpen EC by KS in the organizations (Zhou & Shalley, 2007).

Creativity plays a critical role for the betterment in an organizational life and individuals as well. To gain competitive edge over others, it is necessary to nurtured creativity in an organization. If an organization wants to stay different and it should be necessary to make the culture of that organization as flexible as they can (Blomberg & Kallio, 2017). It is a way to provide a comfortable and flexible environment to their employees so they could find peace of mind and their attachment toward the organization (Blomberg & Kallio, 2017; Process & Culture, 2018). The favorable organizational culture is a key to support employees to think creatively. Creativity can enhance by interacting with other individuals thus, the OC here plays the role to support interactions and sharing thoughts. This process leads to human minds to ignite their creative thoughts and trigger their brains to work in a better and formative way. Literature supports that OC has a positive relationship with EC (Jeong, McLean, McLean, Yoo, & Bartlett, 2017; Kaeamiour, Monireh, & Sodabeh, 2015; Karamipour et al., 2015; Liu et al., 2016).

H1: Organizational culture has a significant relationship with employee creativity.

IM is a concept to see employees of an organization as the client of that organization and keep them at the first priority for decision making (Ballantyne, 2003; Varey, 1995). IM is a process to hire skilled talented and creative members, motivation, training and development is the part of it. By doing so, employer can trigger the creativity inside their heads. Importantly by this way organizations can identify the organizational needs and explore unique solutions what amendments are required to augment EC (Gjurasic & Markovic, 2017; Varey, 1995). Implementation of IM can helps to interact more between employees and employer, as the level of interaction arose directly have impact to enhance the level of sharing ideas, experiences, thoughts that leads to creativity of employees in an organization (Gjurasic & Markovic, 2017). Creativity is an skill to think about diverse ideas that shows the needs and want of the market in a way to gain competitive advantage for organization (Gjurasic & Markovic, 2017; Hon & Leung, 2011). Studies shows that IM is away that can help to escalate the level of EC. Empirical and conceptual literature proved Ahmed and Rafiq (2013); Martensen and Gronholdt (2006), a positive relationship of IM and EC.

H2: Internal marketing has a significant relationship with employee creativity.



Researches of behavioral studies found that culture of an organization have a strong influence on KS (Alvesson, 2016). Knowledge is the most important factor in the organizations even proves its importance over capital, labour and land (Boateng, Dzandu, & Tang, 2016). In this modern and growing era successful organizations are the organizations that create, share and store the information and expertise that requires for decision making, planning, creativity and innovation, and organizational success (Witherspoon, Bergner, Cockrell, & Stone, 2013). OC is the key element to support KS in the organization. It is found that OC not only have its influence on the successful achievement of KS but also plays its role to lead an organization successfully (Naim & Lenkla, 2016). KS in an organizations is widely considered as a fundamental component in the organizations thus it proved that OC have positive relationship with knowledge sharing. An organized and strong culture in an organization gives space and support to their employees to share their knowledge (Boateng et al., 2016; Pushpamali, 2015; Zhang, 2018).

H3: Organizational culture and knowledge sharing has positive relationship.

IM is the process of perceiving employees of an organization as internal customers and it's involve employees at all level in effective marketing programs (Haider & Akbar, 2017; Varey, 1995). The programs of IM consists of employees training and development effective internal communications and integrated schemes designed to enhance KS and understanding of market orientation within organization (Boateng et al., 2016). This process is seen very interactive to allow employees to share and obtain about their expertise, experience and diversified knowledge. IM helps organizations to motivate their employees so that they can respond better to the organization. IM a way increase the ability of KS by providing them useful resources. Literature supports that IM has a positive relationship as KS is the key factor in organizations so, IM works to improve this process (Ahmed & Rafiq, 2013). In this way employee can acquire knowledge related to work so that they can perform in a creative and novel way (Dewett, 2004; Gjurasic & Markovic, 2017).

H4: Internal marketing has a positive relationship with knowledge sharing.

The relationship of employee creativity, OC as a mediator of KS and other organizational variables such as the method of leadership, job satisfaction, organizational structure, organizational environment, efficiency, organizational commitment, etc. has been the main focus of many types of research (Ramly, 2018; Rastgoo, 2017). Previous study shows that the relationship between organizational culture, EC can shows in different manners like: Karamipour, Mehraban, and Jahani (2015) (shows that there is a significant relationship between EC and organizational culture); Akgunduz, Alkan, and Gok (2018) (OC is the reason to support EC in organizations); Some of the researches are the studies of Koberg and Chusmir (1987); Zhou and Shalley (2007), and each one studied the relationship between OC and creativity in

a way and concluded that there is significant relationship between. There are some other studies that investigate the relationship between KS and EC(Rahman, De Clercq, Wright, & Bouckennooghe, 2016), KS is an important factor in EC and intellectual are important factors in creativity. Literature review supports that KS as mediator can play a significant positive role in between of OC as well as employee creativity (Ramly, 2018; Rastgoo, 2017).

H5: Employee creativity and organizational culture supports knowledge sharing as significant mediator.

Literature supports that KS as mediator with IM to EC has emerged and grab attention of researchers. Therefore lot of studies have focused that KS can positively plays its role to trigger EC (Masouleh & Allahyari, 2017), few studies states that IM positively supports KS to enhancing EC(Boateng, Agyemang, & Boateng, 2015; Masouleh & Allahyari, 2017). EC has a great influence by IM and KS as the combination of both of variables in the organization is the sign that it will lead toward very informative interaction between all the employees, sharing and obtaining diversified ideas (Europe, 2017). The best way to build intimacy in internal customers is IM that helps to make the favourable to employees so it can make them feel better and realize that they have freedom of thoughts at work (Ahmed & Rafiq, 2013) Basic function of IM in an organization is managing the communications and connectivity to make sure that maximum talent and creativity can nurtured by all employees of organization. IM helps to motivate and encourage internal customers and enables them to share knowledge to find right resources for creative things at right time. Literature supports that KS works as a positive mediator with IMand EC(Gjurasic & Markovic, 2017; Hassan & Din, 2019; Karamipour et al., 2015; Martensen & Gronholdt, 2006).

H6 Employee creativity and internal marketing supports knowledge sharing as significant mediator.

III. A PROPOSED FRAMEWORK

An amalgamation of different literature may input to facilitate a better understanding of this framework. So that, the rigorous review of literature presented here, a cohesive framework of management studies is proposed for employee creativity. Major focus in this paper is on EC later KS as mediating OC and IM as independents selected and combined to see how these elements works in Islamic banking industry(Bai, Lin, & Ping, 2016a, 2016b; Bojarskyte, 2017; Europe, 2017; Jeong et al., 2017; Jiménez, 2016; Liu et al., 2016). Through literature, it is found that given framework is well suited for this study in Islamic banking. Hence, EC can foster by IM, KS and OC along with its dimensions Power distance, Individualism/ collectivism, Masculinity/femininity, Uncertainty avoidance, future orientation and performance orientation(Bai et al., 2016a, 2016b; Bojarskyte, 2017; Europe, 2017; Jeong et al., 2017; Jiménez, 2016; al., 2017; Jiménez, 2016;



Liu et al., 2016; Rodriguez & Hechanova, 2014). Literature to EC for Islamic banking, shows that it is worthwhile to view how KS as mediator between OC and IM to the employee creativity in Islamic banks. Two independent variables

selected for this study along with single dependent and a mediating variable. OC is the first variable of this study and the second one is IM, EC is viewing as dependent variable, KS is a mediating variable.

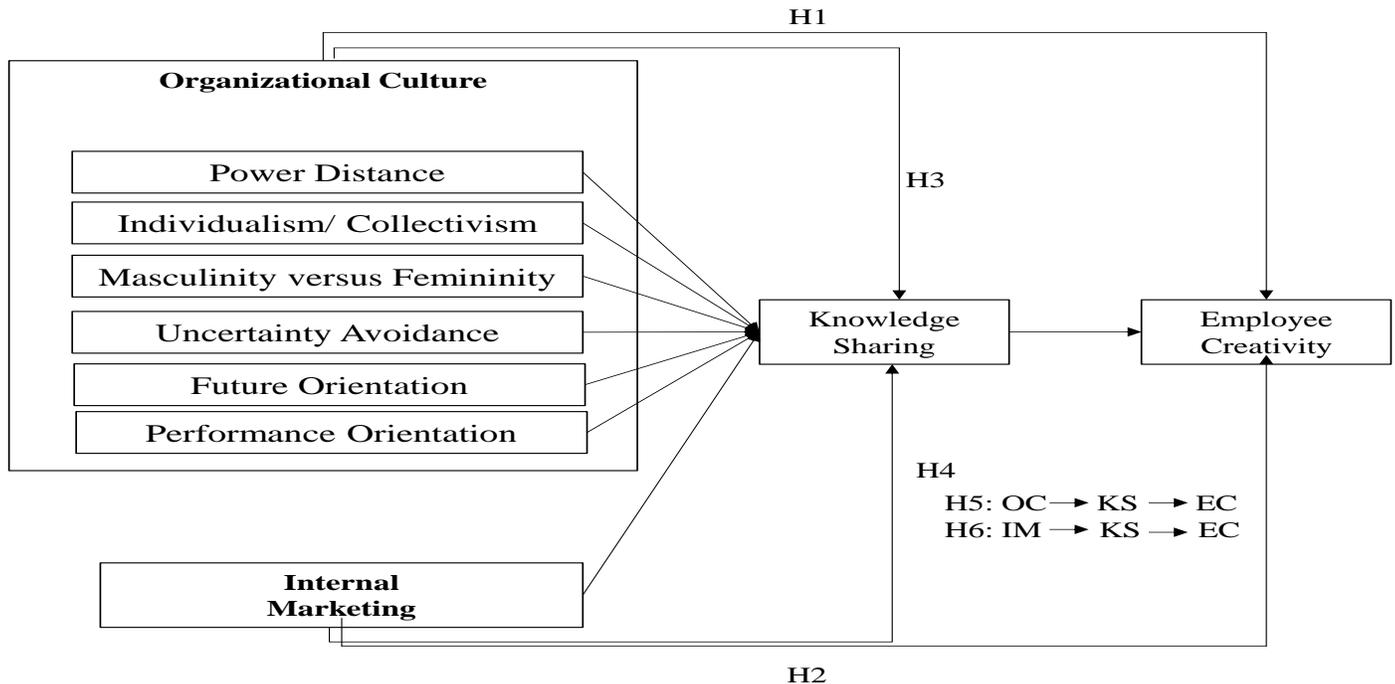


Fig. 1 Proposed conceptual Framework

IV. IMPLICATIONS OF THE STUDY

The designed framework of current study in the coming future would be beneficial for both Islamic banking and its customers as this study demonstrate the combination and relationships of different variables for this paper OC with IM along with EC as dependent and KS as mediator, generally it’s a terms that grab the attention of researchers and academicians especially, where creativity is truly required for success.

For that academician, this study will contribute in the body of knowledge. This study will also put the contribution in the enhancement of the literature regarding all variables of this proposed framework. Furthermore it will also contribute in the empirical result in future while providing empirical findings. Banking industry will also be benefited from by this study as to develop strong OC and proper IM strategies so which can act as a platform to sharing knowledge, employee’s interactions resulted EC can enhance. It will also help to interact in an effective way to communicate with others like employee and customers that helps to trail long term relationships. This study will also play its very important role regarding government perspective to design policies, roles and regulations to formulate overall instruments and mechanism for an organization and also offers some recommendations to improve product, services and procedures in different states of

the world. This study is a global activity and can be a milestone for government. Islamic Shariah point of view this study will also plays a significant role as a guide in shaping and implementing economic and financial systems while having focus on employee creativity.

V. CONCLUSION

A framework for EC has been proposed for this paper conceptualizing the role of OC and IM with mediating effect of employee creativity. There is a new concept for EC is generated for this paper by refining OC and IM with advancement of knowledge sharing as considering mediator KS in Islamic banking of Pakistan, it would activate the critical role to lead banking organizations around the world and would increase the employment and can play active role to revitalize national economy. However, there is a lack of research found on all variables of selected framework for Islamic banking, after a rigorous examination of literature this framework has been proposed for this study.

Further in coming future empirical study will lead to determine validity of given framework. Suggested implications will also pay contributions to academicians and



serve Islamic banking industry as a platform. This framework will assist the policymakers in formulation of rules and regulations and formulation of laws to advance the mechanism and will be helpful to Islamic Shariah as a director to establish new systems.

ACKNOWLEDGMENT

Universiti Tun Hussein Onn Malaysia (UTHM) is supposing body of this work.

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