

LMX, thriving at work and creative performance: Mediating effect of knowledge hiding

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Abstract

Creative performance is the conduct of employees in which they produce unique ideas and explore new approaches to problem-solving. In the IT industry setting, the task's relevance becomes more vital due to its complexity. This study aims to investigate the origins of creative performance. This is a quantitative study employing a cross-sectional design. 227 IT-sector employees in Malaysia provided the primary data collected. Our analyses revealed that LMX decreases employees' knowledge-hiding behavior while flourishing at work increases employees' creative performance. The data also indicate that knowledge concealment modulates the connection between LMX and job satisfaction. Our research revealed new factual facts and offered fresh perspectives on HRM. This study has significant practical consequences for managers.

Keywords: LMX, thriving at work, knowledge hiding, creative performance

1. Introduction

Malaysia's IT industry has the highest growth rate, accounting for 22.65 percent of the country's gross domestic product ([International Trade Administration, 2022](#)). The government placed significant emphasis on the IT sector and created MyDigital to become a regional leader in the digital economy by 2030. In this age of rapid change, IT companies face numerous obstacles due to the sector's explosive growth. Complex technology-based problems necessitate innovative solutions, which is one of the difficulties IT companies in Malaysia face. Malaysia's expenditures on technology products and services reached USD 15.86 billion in 2021, with an expected growth rate of 8.1% through 2026 ([GlobalData, 2022](#)). Hence, IT organizations require a significant investment in the growth and development of their personnel, as well as a clear and specific plan that encourages employee creativity. Creativity is the production of original and useful ideas ([Amabile & Pratt, 2016](#)). Creativity is associated with the invention, freshness, and uniqueness ([Zhou et al., 2019](#)). [Martins and Terblanche \(2003\)](#) defined creativity as "the development of new and innovative ideas for products, services, processes, and procedures by individuals or groups within a specific corporate setting."

Current research streams have spawned various subdisciplines that examine creativity and its facilitation by technology. One perspective relates to the characteristics of persons linked with creative individuals, contributing to their classification ([Salmon-Mordekovich & Leikin, 2022](#)). Another objective of the research is on the planning and formulation of collaborative technology, also known as information and communication technology, and the impact of such technology on employee creativity ([Karakaya & Demirkan, 2015](#); [Seo, Chae, & Lee, 2015](#)). [Nevo, Nevo, and Pinsonneault \(2020\)](#) observed that IT has the potential to foster creativity in multiple ways and on at least two distinct levels. First, IT can be seen as a potent instrument in the creative process through computer-aided product design. Secondly, with knowledge management systems, creative employees can scan, discover, gather, exchange, and assimilate knowledge while generating innovative ideas.

[Amabile and Pratt \(2016\)](#) argues that any challenging circumstance requiring a solution may stimulate creativity, causing individuals to become inquisitive and

interested in finding a suitable resolution. These types of impediments compel people to seek alternative solutions to their difficulties. Yet, an obstacle is not always required for creative performance, and some kind of event could be helpful in accelerating the development of new ideas. However, by doing high order jobs, information technology relics potentially boost creative performance (Mohammed & Kamalanabhan, 2020). Many thinkers have analyzed the factors that foster creative performance. Gruber and Davis (1988) proposed an emerging systems approach to creativity, asserting that social relationships influence creative individuals intricately intertwined with historical, sociological, and institutional contexts. Another method widely cited in organizational literature is Amabile's (1996), which shares many characteristics with related theories of creativity and provides a single useful approach. She indicated that the three essential components of creative performance are domain-specific abilities, creativity-specific processes, and task motivation after observing the impact of information technology on creativity. Eventually, it would be indicated that IT may have a significant impact on domain-specific abilities and could greatly impact employee motivation by fostering autonomy.

In the modern day, innovation or the capacity to create new value in the market or environment is essential for the growth of any business (De Sousa, 2006). Hence, innovation is a critical factor for enhancing a company's ability to maintain a competitive advantage and remain ahead of its rivals (Ferreira, Coelho, & Moutinho, 2020). Moreover, successful companies encourage creative performance by stimulating employees' creative potential (Hennessey & Amabile, 2010). Leading firms rely on employee-driven innovation to develop new and valuable goods, processes, and procedures, yet research indicates that employee-facilitated innovation is a rare source (De Vasconcellos, Garrido, & Parente, 2019). Organizations must be able to recognize and then cultivate an atmosphere that fosters creativity to exploit it (Zhang et al., 2018).

Knowledge management actions are invested in addressing the creative performance issues other businesses face. Which requires encouraging the transmission of knowledge among employees? (Zhao et al., 2016). IT companies, like other industries, need a knowledge transfer system for rapid growth. Due to some

personal reservations, the difficulty increases when core employees are afraid to share expertise and intentionally conceal knowledge requested by coworkers (Connelly et al., 2012). This behavior affects the employees' creative performance, the most essential part of employee performance in the IT business. Knowledge concealing is the inclination to respond coldly to colleagues' questions, provide non-relevant knowledge when requested, and seem ignorant. Hence, knowledge concealment has gained considerable attention from numerous researchers (Černe et al., 2017). A recent study has identified the harmful effects of knowledge concealment as eliminating employee creativity (Černe et al., 2017), impeding the transfer and production of new knowledge (Černe et al., 2014), and increasing quitting intent (Černe et al., 2017; Connelly et al., 2012).

There are fewer studies on the causes of knowledge concealment compared to those on negative outcomes. The research on interpersonal antecedents has emphasized the quality of coworker relationships (e.g., interpersonal distrust and workplace ostracism; Zhao and Xia (2017)). It is essential to recognize the connection between colleague connections, knowledge concealing, and the predictors of supervisor-subordinate interactions. The manager-employee relationship is of the utmost importance due to the interpersonal relationships established at work (Montani et al., 2020; Tepper et al., 2009). Leader-member exchange (LMX) is a phenomenon that emphasizes the dyadic relationship between superiors and subordinates (Graen & Uhl-Bien, 1995). Leader-member exchange is characterized as basing interactions with managers-subordinates on mutual trust, looking out for managers-subordinates' best interests, and keeping a careful eye on what the subordinate receives in exchange for their participation.

Leader-member exchange (LMX) predicts workplace outcomes such as employee happiness and job performance (Banks et al., 2014). In addition, the leader-member exchange is crucial in preventing employees from engaging in detrimental improper behaviors (Martin et al., 2016), such as withholding information when coworkers request (Ladan, Nordin, & Belal, 2017). Unfortunately, nothing is known about whether leader-member exchange influences employee knowledge concealment behavior. This study tries to determine how leader-member interaction

affects knowledge concealment. Prior reviews and meta-analyses have emphasized the importance of good leader-member exchange connections (Chang et al., 2020), providing essential insights into the advantages of having a high-quality leader-member exchange relationship.

On the other hand, the primary literature provided a limited grasp of the economic dimension of manager-colleague relationships in LMX.

Consequently, the current research has examined both aspects of leader-member exchange that can influence knowledge concealment and workplace success. Due to time and resource constraints, LMX establishes relationships with subordinate personnel (Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997). Good leader-member exchange relationships are characterized by an optimal level of mutual respect, trust, and liking; followers have access to abundant resources, timely support, difficult duties, and the privilege of accessing the manager's social network (Xu, Loi, & Lam, 2015). In contrast, employees with weak ties with their managers do not obtain these benefits. Their relationships with their managers are based on economic transactions that demonstrate a low level of trust, minimal engagement, and little support (Dienesch & Liden, 1986).

Similarly, LMX can source thriving at work, defined as an individual's ongoing efforts to develop by remaining conscious and vigilant while continuously finding opportunities to learn. Many mechanisms exist in which high-quality LMX relationships with supervisors promote employee learning and vitality at work. First, the leader shares vital information and gives high-LMX members opportunities for growth and learning (Xu, Loi, & Chow, 2019)). This will result in the acquisition of undiscovered knowledge and help people to develop creative solutions to workplace problems. Moreover, essential and complex possibilities are assigned to high-LMX individuals (Graen & Uhl-Bien, 1995), eliciting deep thought and applying new information and abilities. These tasks accelerate the learning and energy of employees while at work. Managers' timely assistance encourages employees to be devoted to their jobs and to perform with vigor (Jaiswal & Arun, 2020). Social-emotional support from leaders, such as encouragement and concern, provides steady effective resources for employees at work (Wilson, Sin, & Conlon, 2010). Therefore, the opportunity to be

a part of leading social networks (Liden et al., 1997) enables employees with high LMX to form meaningful interpersonal relationships within the company, which boosts their emotional and physiological energy. This demonstrates thriving at work, an essential psychological indicator for personal growth and development (Spreitzer, Porath, & Gibson, 2012) that requires continued consumption of knowledge resources (Day et al., 2014).

In contrast, it is typically forbidden when knowledge is concealed. This is the one potential research gap identified by a literature review; hence, this study focuses on how knowledge-hiding behaviors can impact employee success at work. Existing empirical evidence suggests that knowledge hiding potentially threatens an individual's positive outcomes. For instance, employee creativity (Rhee & Choi, 2017), innovative behavior (Černe et al., 2017), and relationships with coworkers (Connelly & Zweig, 2015) may be negatively affected by knowledge hiding. In addition, the interpersonal process via which the knowledge hider suffers mistrust from the knowledge requester diminishes the employee's creative performance (Černe et al., 2014). To generate innovative ideas while at work, people must be aware of the problems and tasks (Amabile, 1983). So, employees seek expertise from numerous information sources, such as their coworkers (Ford & Staples, 2010). Černe et al. (2017) argued that when coworkers intentionally withhold knowledge from one another when sought by another coworker, colleagues' creativity is inhibited due to a lack of access to information and ideas.

This study intends to investigate the impact of social and economic leader-member interchange on workplace success. In addition, we hypothesize that employees' knowledge-hiding behavior may harm workplace success. And social and economic leader-member interaction influences employees' knowledge-hiding behavior, which may affect their ability to thrive at work. There is a shortage of evidence on creative performance in the context of the IT sector in worldwide contexts and settings, as well as a scant study on how to increase the innovative implementation of IT sector personnel in Malaysia. Due to a lack of evidence in previous research, this study sheds light by examining these correlations.

2. Literature Review and hypotheses development

2.1 Leader-member exchange and Thriving at Work

In contrast to focusing on leaders' behavior, leader-member interchange is exclusive due to its analytical level emphasis on the dyadic relationship between leader and follower (Gerstner & Day, 1997). High-quality leader-member exchange relationships are characterized by respect, trust, and responsibility (Graen & Uhl-Bien, 1995). Its supervisors assign more challenging tasks to employees in high dyads, maximizing their learning opportunities while at work. Bezuijen et al. (2010) concluded that coworkers with high-quality relationships with their leaders are more involved in learning activities than coworkers with low-quality relationships with their leaders. Because vitality increases due to positive social communications (Spreitzer et al., 2005), fostering an environment of mutual respect and trust between managers and coworkers promotes the vitality of coworkers at work.

According to exchange theory (Blau, 1964), the leader-member exchange is a crucial aspect of thriving at work because an employee's relationship with their supervisor can be viewed as the primary filter through which an employee perceives their work experience (Lord, Brown, & Freiberg, 1999), and is, therefore, a significant and appropriate cause for forming attitude and learning (Sluss & Ashforth, 2008). Specifically, Spreitzer et al. (2005) theorized that assisting others and providing assistance may promote education and increase emotional and physical vitality in the workplace. In numerous situations, the view that high-quality LMX relationships are advantageous for businesses to increase employee competence and motivation to work at a high level has garnered strong support (Martin et al., 2016; Rockstuhl et al., 2012). Previous research supports the premise that employees with high-quality leader-member exchange relationships exhibit superior performance because they receive additional attention, supervision, advice, feedback, assets, and opportunities (Chen, Lam, & Zhong, 2007).

Based on the leader-member exchange theory, it is believed that when workers have access to resources, they view challenges as manageable and can find answers, which improves the learning and vitality required for success at work (Spreitzer et al.,

2005). In addition, a high-quality leader-member exchange connection demonstrates that employees are treated positively, including admiration, positive messages, loyalty, and a sense of obligation from their boss (Uhl-Bien & Maslyn, 2003). This promotes feelings of mutuality, boosting employees' vitality and encouraging them to work hard, making them eager to learn so that both the leader and the firm achieve productive results. In addition, the possibility of having a high energy level is emphasized, which encourages employees to pursue learning opportunities that result in constructive contributions to the firm (Walumbwa, Cropanzano, & Hartnell, 2009). Based on previous research, we expect that high-quality leader-member exchange relationships foster workplace success and construct the following hypothesis:

Hypothesis 1: *There is a significant impact of leader-member exchange on thriving at work.*

2.2 Thriving at Work and Creative Performance

According to previous research, when people thrive at work, they perform productively, resulting in greater satisfaction with and dedication to the firm (Walumbwa et al., 2018). Furthermore, research reveals that persons with high success at work are viewed as more creative (Carmeli, McKay, & Kaufman, 2014). When people are thriving, they are encouraged to learn and improve, simplifying problem detection and facilitating solutions naturally (Walumbwa et al., 2018). Creativity necessitates domain-specific knowledge (Amabile & Pratt, 2016), and learning can be a basis for building expertise. Employees are incentivized by learning to experiment with novel and useful approaches to advancing their skills and abilities to challenge the status quo (Carmeli & Spreitzer, 2009).

Moreover, when employees sense vitality at work, they are motivated to exhibit behavior crucial for innovation. Vitality, defined as feeling alive, alert, and awake, supplies coworkers with the energy necessary to exert the cognitive resources required for creativity. Vitality modifies a person's cognitive abilities so that employees can think in a broader sense, allowing them to combine diverse perspectives, which encourages creative thought patterns and replies.

Based on self-determination theory (Ryan & Deci, 2000), we suggested that thriving at work is an important idea that can extend the influence of receiving feedback from team members on developing employee creativity. Prior research indicates that relational work and good emotions can predict self-directed working behaviors, thereby driving workers to establish themselves (Kira & Balkin, 2014). The self-determined motivating aspects of thriving at work are founded on social determination theory, which asserts that humans desire self-development (Deci & Ryan, 2000, 2012). Thriving at work helps workforces achieve working conditions that might improve individuals' personal growth, fostering more incredible employee innovation (Wallace et al., 2016).

In addition, self-determination theory allows for the connection between flourishing at work and greater creativity. Success at work is considered a positive experience promoting employee comprehension of job duties. Vitality demonstrates that employees remain cognitively and physically active, feel energized and competent, and discover new problem-solving strategies, supporting creative paths (Kark & Carmeli, 2009). Learning also enhances creative performance, a second element of thriving at work. It requires a high concentration and focus, as well as a consistent input of determination and resources while working. By analyzing how an individual performs their job, thriving at work is associated with increased performance and individual adaptation. Often, these people are enthusiastic about gaining knowledge and efficient job practices through various means. Knowledge and technological resources increase the likelihood that diverse techniques can be used to adapt to regularly shifting work requirements (Cross, Parker, & Sasson, 2003; Wallace et al., 2016). It is necessary to acquire expert knowledge to promote creative behavior, which guarantees the success of any creative endeavor (Carmeli & Spreitzer, 2009). Even though creative performance may be affected by other legitimate factors (Tierney & Farmer, 2004), we postulated the following.

Hypothesis 2: *There is a significant impact of thriving at work on the creative performance of employees.*

2.3 Leader-Member Exchange and Knowledge Hiding

Knowledge concealment is seen in leader-member interactions. Employees are found to engage in selective hiding and defensive quiet as a strategy for thriving and maintaining their positions in firms (Issac & Baral, 2020). Social exchange theory can be used to describe the relationship between both types of leader-member interaction and knowledge concealing. As stated previously, regarding social leader-member exchange, partnerships with a long-term orientation and an emphasis on socio-emotional aspects foster a sense of belonging that encourages internalization with leader targets (Dysvik, Buch, & Kuvaas, 2015). This enables coworkers to correlate such emotions with beneficial behavior, such as avoiding actions that violate the leader's morals (Blau, 1964). Hence, it is likely that employees would not engage in unethical or inappropriate behavior, such as knowledge concealment, that is not in line with overall objectives and values. Owing to their position, leaders have access to several organizational resources (Yu, Duffy, & Tepper, 2018), such as performance ratings, job initiatives, and promotion/raise announcements (Kim, O'Neill, & Cho, 2010). Organizations can be viewed as social situations in which people try and work hard to obtain rewards, and every employee wants to possess them. Additionally, Connelly et al. (2012) suggested that interpersonal relationships can influence people's willingness to collaborate, share knowledge, and respond favorably to each other's pleas. Including leader-member exchange, it is argued that employees may not control their knowledge-hiding behavior; consequently, the following hypothesis is proposed.

The leader-member interchange has a substantial impact on the knowledge-hiding conduct of employees.

2.4 Knowledge Hiding and Thriving at Work

Researchers have recently begun to identify adverse outcomes of knowledge hiding in organizations, such as less psychological safety; less thriving, creative, and innovative individual and team behavior; high turnover intentions; damaged relationships; and reciprocal knowledge hiding (Bogilović, Černe, & Škerlavaj, 2017;

Černe et al., 2017; Fong et al., 2018; Jiang et al., 2019). Although the studies focused on information hiding between two coworkers, "this does not mean that supervisors never hide knowledge from supervisees" (Connelly & Zweig, 2015); yet, the outcomes of knowledge hiding are still unknown. However, for various reasons, bosses conceal information from their subordinates. For example, managers are in charge because they possess work-related expertise that their subordinates lack. Based on prior studies indicating that supervisors/managers do indeed conceal knowledge, we developed the following hypothesis:

Hypothesis 4: *There is a significant impact of knowledge hiding behavior of employees on thriving at work.*

2.5 Mediating Effect of Knowledge Hiding between Leader-Member Exchange and Thriving at Work

Leader-member interchange can have a significant impact on the level of employee satisfaction at work. Employees with leader-member solid exchange relationships can engage in more demanding activities that increase and enhance their learning, as opposed to employees with low leader-member exchange relationships, whose development may be diminished or jeopardized. Learning and vigor are two crucial aspects of succeeding at work. The following hypothesis is presented in light of the lack of empirical support for the mediating effect or role of knowledge concealment behavior between LMX and TAW.

Hypothesis 5: *There is a significant mediating effect of knowledge-hiding behavior between leader-member exchange and thriving at work.*

2.6 Mediating Effect of Thriving at Work between Leader-Member Exchange and Creative Performance

Peers with positive relationships with their superiors contribute to the innovative completion of a particular assignment (Sparrowe & Liden, 1997). According to the social exchange process, the reciprocity norm indicates that when employees receive an advantage from their boss, they feel obligated and desire to

repay by demonstrating positive organizational behaviors, such as innovation (Liao et al., 2017). Moreover, as mutual trust is the foundation of high-quality relationships, the unwavering support of the leader and the supply of multiple perks encourages career advancement, which eventually increases performance when combined with innovative and creative ideas for accomplishing a given job (Raghuram et al., 2017; Son, Cho, & Kang, 2017). In addition, coworkers appreciate demanding tasks that align with their professional ideals. Difficult activities make work more meaningful and provide learning opportunities through experimentation, thereby boosting the extent to which employees engage in tasks that can enhance creativity (Liao & Chen, 2018). We formulate the following hypothesis for empirical investigation by drawing conclusively from previous research.

Hypothesis 6: There is a significant mediating effect of thriving at work between leader-member exchange and the creative performance of employees.

In the context of the discussion above, the conceptual framework is presented in figure 1.

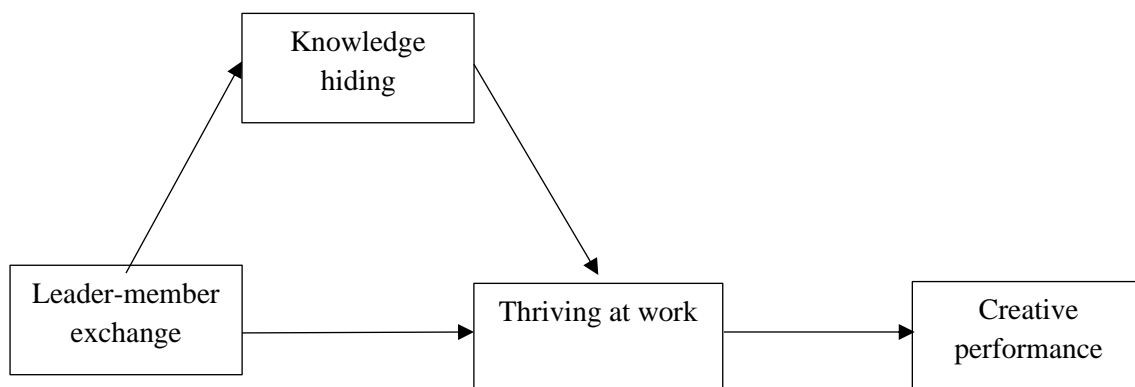


Figure 1. Conceptual framework

3. Method

3.1 Participants and Procedure

Workers in the IT industry were requested to collect primary data. The inclusion criteria comprised age 21 or older, present affiliation with an IT organization, and more than one year of work experience with the current IT firm. A Google Forms link was provided to the selected responses. The web link was distributed to 500 employees via

social media and email. The total acceptable sample size was 227 after excluding non-responses and incomplete data. There were around 78.9% male respondents and 21.1% female responders. 89% of the participants were between the ages of 21 and 30, 10.1% were between the ages of 31 and 40, and 0.9% were between the ages of 41 and 50. 74.9% of the participants hold a Bachelor's degree, 20.3% have a Master's and 4.8% have other qualifications. Amongst survey respondents. The IT company where the participants' work has 94.7% international and 5.3% domestic clients. 81% of respondents were full-time workers with one to fifteen years of experience. Using SmartPLS software, the PLS approach was utilized to test the hypotheses.

3.2. Scales and Measures

The constructs' data were collected on a 7-point Likert-type scale, ranging from 1 (strongly disagree) to 7 (strongly agree) unless otherwise specified.

3.2.1. Leader-member exchange

LMX was operationalized as a reflective construct, as managers-subordinates relationships based on trust, interest, and exchange. We measured LMX's social and economic aspects through sixteen items, as suggested by [Shore et al. \(2006\)](#). Overall, the internal consistency of the construct was high, with $\alpha = 0.954$.

3.2.2. Knowledge hiding

As a lower-order reflective construct, knowledge hiding was operationalized as a tendency of cold response to colleagues' inquiries. It was measured using [Jiang et al. \(2019\)](#) 11-item instrument. Internal consistency of the scale was high with $\alpha = 0.949$.

3.2.3. Thriving at work

We operationalized flourishing at work as a first-order reflective construct measured by participants' continual attempts for development by keeping conscious and vigilant while actively pursuing learning opportunities. The 9-item scale developed by [Porath et al. \(2012\)](#) was used to collect subject responses. With $\alpha = 0.95$, the internal consistency of the construct was highly dependable.

3.2.4. Creative performance

Creative performance is operationalized as a first-order reflective construct measured by participants' discretionary behavior to produce unique ideas, identify new possibilities, take risks, explore new techniques to solve challenges and inspire other workers. The 9-item scale developed by [Ettlie and O'Keefe \(1982\)](#) was used to gather responses. The construct's internal consistency was trustworthy, with $\alpha = 0.945\%$.

4. Results

The information was collected from IT sector employees. Collecting data from a single source may generate systematic volatility, leading to erroneous variance in the estimated connections between variables ([Jakobsen & Jensen, 2015](#)). Before assessing the assumptions of this study, we employed a statistical method to address the possibility of single-source bias. Kock's (2015) comprehensive collinearity methodology was utilized to test the collected data for common method bias. Table 1 displays that the examination of all variables provided VIF values less than the cautious threshold of $VIF < 3$, indicating that the data utilized in this study were free of noise.

Table 1. Full Collinearity Approach

LMX	KH	TaW	CP
1.214	1.052	1.277	1.162

4.1 Measurement Model

Using the [Sarstedt et al. \(2019\)](#) approach, the quality of measures, reliability, and construct validity at lower and higher-order constructs were checked. [Hair et al. \(2019\)](#) and [Sarstedt et al. \(2019\)](#) suggested measuring the standard convergent and discriminant validity, which we measured in this research to check reliability and validity at both measurement levels. Table 2 reported results for item loading, composite reliability (CR), and average variance extracted (AVE). The convergent validity was established as all item loadings were ≥ 0.5 , all CR values were > 0.7 , and AVE values were ≥ 0.5 ([Hair et al., 2019](#)). As for discriminant validity, the conservative threshold value of ≤ 0.85 ([Henseler, Ringle, & Sarstedt, 2015](#); [Zaiř & Berteau, 2011](#)) (was observed to be met by all constructs results from Table 3 indicate that all constructs were conceptually distinctive with HTMT values < 0.85).

Table 2. Item Loadings, Convergent Validity, and Reliability

Constructs	Items	Loadings	CR	AVE	Alpha
Leader-member exchange	LMX1	0.797	0.960	0.688	0.954
	LMX2	0.820			
	LMX3	0.776			
	LMX4	0.823			
	LMX5	0.846			
	LMX6	0.811			
	LMX7	0.878			
	LMX8	0.839			
	LMX9	0.860			
	LMX10	0.828			
	LMX11	0.840			
Knowledge Hiding	KH1	0.782	0.956	0.665	0.949
	KH2	0.825			
	KH3	0.796			
	KH4	0.832			
	KH5	0.809			
	KH6	0.773			
	KH7	0.836			
	KH8	0.852			
	KH9	0.852			
	KH10	0.843			
	KH11	0.765			
Thriving at work	TAW1	0.760	0.961	0.735	0.955
	TAW2	0.876			
	TAW3	0.871			
	TAW4	0.836			
	TAW5	0.878			
	TAW6	0.840			
	TAW7	0.887			
	TAW8	0.892			
	TAW9	0.869			
Creative performance	CP1	0.831	0.953	0.695	0.945
	CP2	0.781			
	CP3	0.834			
	CP4	0.856			
	CP5	0.772			
	CP6	0.870			
	CP7	0.861			
	CP8	0.860			
	CP9	0.831			

Table 3. Discriminant Validity

Variables	CP	KH	LMX	TAW
CP	0.834			
KH	0.909	0.816		
LMX	0.900	0.898	0.829	
TAW	0.897	0.893	0.830	0.858

4.2 Structural Model

After validating the model's explanatory and predictive capabilities, we moved on to the subsequent phases of determining, via path analysis, to what extent distinct elements influence creative performance. A multivariate data analysis technique that simultaneously relates latent constructs in a path model was used to assess the model (Hair et al., 2019). One advantage of the PLS-SEM method is that it makes no distributional assumptions. We used p and t values, which are extensively employed, as evaluating criteria.

First, the effect of predictors on the outcome variables is reported. The R² value of 0.805 shows that the predictors explain 80% variance in the creative performance, see figure 2. Three hypotheses are found to be significant, and one hypothesis was found insignificant. The hypothesized relationship of thriving at work (TAW>CP) ($\beta=0.897$ p=0.00), leader-member exchange (LMX>KH) ($\beta=0.898$, p=0.000), and knowledge hiding (KH>TAW) ($\beta=0.760$, p=0.000) are accepted. However, the hypothesis of leader-member exchange (LMX>TAW) ($\beta=0.149$, p=0.102) was statistically insignificant and hence rejected. Moreover, the level of relationship among accepted hypotheses is also high. Further details are provided in table 4.

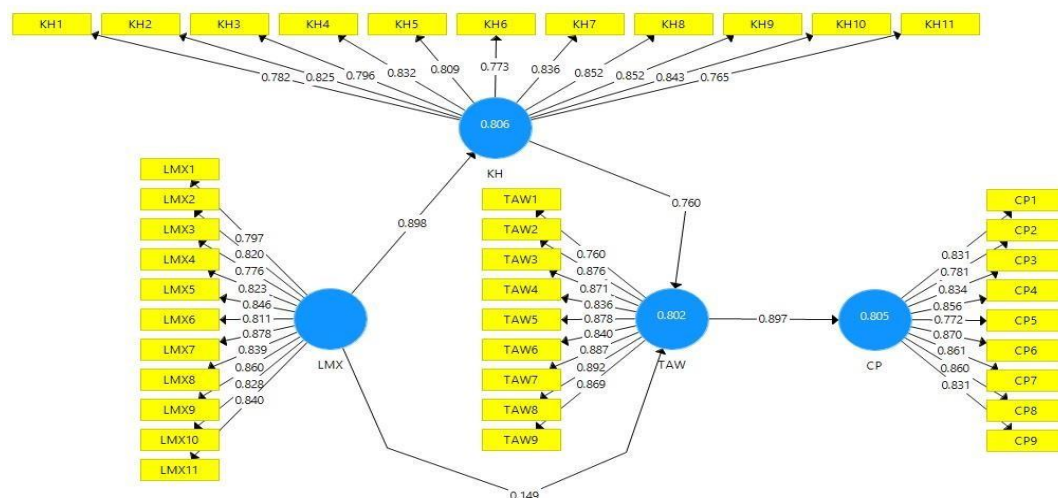


Figure 2. Path coefficient

Table 4. Results of SEM Model

Hypothesis	Relationship	Std. Beta	Sample mean	Standard Deviation	T values	P values	Decision
H1	LMX -> TAW	0.149	0.155	0.091	1.639	0.102	Not supported
H2	TAW -> CP	0.897	0.900	0.014	65.227	0.000	Supported
H3	LMX -> KH	0.898	0.900	0.014	65.756	0.000	Supported
H4	KH -> TAW	0.60	0.753	0.081	9.363	0.000	Supported

The five and six hypotheses show the mediating effect of knowledge hiding on the relationship between LMX and thriving at work and the mediating effect of thriving at work on the relationship between LMX and creative performance, respectively. For the overall sample, a significant indirect impact in hypothesis five was observed ($\beta=0.682$, $p=0.000$). However, hypothesis six's indirect effect was to be insignificant ($\beta=0.133$, $p=0.106$). Thus, these results confirm hypothesis five and reject hypothesis six, as shown in Table 5.

Table 5. Results of Mediation

Hypothesis	Relationship	Std. Beta	Sample mean	Standard Deviation	T values	P values	Support
H5	LMX -> KH->TAW	0.682	0.678	0.073	9.286	0.000	Supported
H6	LMX->TAW -> CP	0.133	0.140	0.082	1.620	0.106	Not supported

Lastly, PLS Predict was run to conclude the PLS-SEM analysis. [Shmueli et al. \(2016\)](#) recommended running PLS Predict with a 10-fold procedure when the sample size is greater than 200 ($n=277$) to test the predictive relevance of the model. Table 6 shows strong predictive power as Q^2 is less than zero and PLS RMSE differences for all items of creative performance are less than LM RMSE. Hence results indicated the strong predictive power of our model.

Table 8. PLS Predict

Items	Q ² Predict	PLS RMSE	LM-RMSE
CP1	0.058	1.189	1.195
CP2	0.077	1.051	1.056
CP3	0.061	1.158	1.164
CP4	0.196	0.895	0.899
CP5	0.178	1.042	1.046
CP6	0.033	0.957	0.962
CP7	0.037	1.109	1.116
CP8	0.075	0.969	0.972
CP9	0.073	1.087	1.096

5. Discussion

Creative performance is considered an essential part of employee performance in the literature. To achieve this understanding, one may examine employee behavior and job experiences. In this regard, thriving at work is acknowledged as a means of enhancing the creative performance of an individual (Christensen-Salem et al., 2021). Although LMX improves individual, organizational success, the effect may not be as straightforward as it appears. A previous study has linked LMX to learning (Wong et al., 2022) and increased emotional (Gooty et al., 2019) and physical health (Gooty et al., 2019; Kaluza et al., 2021). We claim that the attitude of employees toward knowledge concealment is a crucial factor in enhancing creative performance. Using social exchange theory and self-determination theory, this study demonstrates that the frosty response from colleagues (knowledge concealment) and continued attempts for development (thriving at work) is a mechanism via which LMX might influence creative performance.

The first contribution of our work is determining how the role of TaW in creative performance relates to problem-solving behavior. It became an essential element of employee creative performance by providing an advantage in achieving organizational objectives. This study demonstrated that LMX may amplify the role of job satisfaction in explaining creative performance. In organizations where managers

prioritize employee relations and extend the scope of HR practices to the individual level, creative performance is efficiently handled.

The second contribution discusses the significance of knowledge concealment in occupational success. The strong correlation between TaW and creative performance in this study may need to be interpreted with caution due to the influence of measurement variance in an industry where creativity is a primary performance indicator, namely the IT sector.

This study's third addition was considering knowledge concealing as a mediator between LMX and job satisfaction. This study identifies knowledge concealment as the mechanism underlying the LMX effect on job satisfaction. While HR professionals may be tempted to increase creative performance by fostering good employee relations and providing opportunities for continued self-development, they should instead focus on fostering an organizational culture where employees are closely engaged with leaders and freely share their knowledge.

6. Conclusion

This study was conducted to determine the effect of leader-member interchange, knowledge concealing, and job satisfaction on employee creativity. Creativity and innovation are essential for a business to acquire a competitive advantage over its rivals. In the context of an IT-based company, creativity and innovation become even more crucial. Thus, it is necessary to comprehend the mechanics of employees' creative performance. Prior research has emphasized the importance of high-quality interpersonal relationships because when employees share a good bond and are given challenging tasks to complete, it boosts their feelings of learning and vitality. As a result, they thrive more, encouraging them to think creatively and develop novel ideas. Prior research has revealed that when employees feel a feeling of learning urgency, their creative performance ultimately improves, and the results of the present study confirm these findings. Similarly, employees' knowledge-hiding behaviors can be lessened if they have positive ties with their bosses, boosting their likelihood of thriving and creative performance. New insights have been added to the existing literature due to the current study's examination of novel antecedents accountable for promoting employee creativity.

6.1 Practical implications

The study has practical ramifications for employees and managers alike. First, our findings revealed that employees who flourish continuously attempt self-development, seek opportunities to learn, and are creative; hence, the thriving component should be prioritized inside the organization. Second, the current research results enable managers and employees to engage in activities that foster the development of high-quality connections to share information and foster thriving, thereby enhancing creative performance. When employees have positive interactions with one another, they engage in less information concealment, which promotes self-development. To dissuade employees from engaging in information concealment, managers must watch out for their subordinates' best interests and demonstrate the benefits of revealing knowledge when necessary.

6.2 Limitations

Our contribution to the body of knowledge is insufficient without the constraints that provide options for future investigation. First, the research methodology was cross-sectional. Therefore longitudinal research may be undertaken in the future for more comprehensive results. With a small sample size, it may be difficult to generalize the results to other sectors. Hence, in the end, it will be necessary to test our model in different industries and with a larger sample size to produce a more accurate generalization. Thirdly, variables such as workplace meaning, empowerment, job crafting, and engagement can be investigated in the context of creative performance to give new insights.

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