

The Influence of Knowledge Sharing on Employees' Creativity in Small and Medium-Sized Korean Enterprises: The Mediating Effect of Job Variety and the Moderating Effect of Intrinsic Motivation

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This is an empirical study which aims to improve employee's creativity in small and medium-sized Korean enterprises. Organizations are increasingly demanding that employees display higher levels of creativity, and today's global society is constantly seeking the development of technology and innovation. It suggested that improving employee's creativity play a key role for organizations. It emphasizes knowledge sharing among employees or between supervisor and subordinates could enhance employee's creativity. In addition, knowledge sharing is able to induce seamless communication between employees, a process which also increases job variety. In turn, increased job variety leads to high levels of employee creativity. According to this, this study identified and verified the mediating role of job variety and also focused on intrinsic motivation as a way to increase the influence of job variety on creativity in order to improve creativity. It emphasizes that if job variety and a higher level of intrinsic motivation interact with each other, then employee's creativity will be higher. It also suggests ways to enhance employee's creativity and sets out practical implications for small and medium-sized Korean enterprises. Finally, future study directions for improving the performance of small and medium-sized Korean enterprises were suggested.

Key words: *Knowledge Sharing, Creativity, Job Variety, Intrinsic Motivation.*

Introduction

In today's competitive society, characterized by constant technological change and an increasing degree of competition, the innovative capacity of a corporation has been viewed as playing a decisive role in determining that corporations' current and future competitiveness (Petruzzelli et al., 2015), (Soto-Acosta et al., 2017), (Soto-Acosta et al., 2018). Radical innovations require employees' creativity, which is associated with high levels of uncertainty (Blauth et al., 2014). Creativity is seen as a salient dimension of professional skill (Von Nordenflycht, 2007) and there is a growing perception that organizational creativity is a key element to innovation (Alencar & Bruno-Faria, 1997). Furthermore, human creativity is a vital factor and a major asset for the development and growth of a company (Milan et al., 2014). Considerable evidence has been accrued which suggests that employee's creativity can make an important contribution to an organization's effectiveness, survival, and levels of innovation (Amabile, 1996), (Madjar et al., 2002). Furthermore, employee's creativity is a resource that can solve environmental problems, something which is also related to organizations (Beard & Hartmann, 1997). The importance of creativity has already been emphasized in existing research, such as (Bock & Kim, 2002), (Carmeli et al., 2013), (Van Woerkom & S&ers, 2010). As such, creativity can be regarded as an essential element in small and medium-sized Korean enterprises, particularly in situations where the pace of technological and environmental change is rapid. The most important thing in this regard is that organizations should try to develop employee's creativity. In order to enhance employee's creativity, Knowledge sharing is a key factor, for the simple reason that creativity needs new knowledge (Mittal & Dhar, 2015). According to this, the enhancement of employee's creativity involves intensifying the role of knowledge sharing. Furthermore, Creativity itself is a consequence of knowledge formation (Wang, 2010). Therefore, knowledge sharing can be considered as an element that can enhance employee's creativity. The importance of knowledge sharing has already been emphasized in existing research such as that undertaken by Ismail Al-Alawi et al., (2007), Schepers & Van den Berg, (2007), Caniëls et al., (2017). This research focuses on enhancing employee's creativity in small and medium-sized Korean enterprises. As such we clarify the level of creativity according to the degree of knowledge sharing. To date, empirical studies on the mediating role of job diversity have been lacking. We posit and test theories related to the mediating role of job diversity and examine the mediating effects of job diversity. Furthermore, we focus on intrinsic motivation as a way to increase the influence of job diversity on creativity, and examine its moderating effect to reveal its influence. Our research suggests practical implications for small and medium-sized Korean enterprises based on empirical analysis. Finally we discuss future research directions that may improve organizational performance in small and medium-sized Korean enterprises.

Literature review

A. Knowledge Sharing

Knowledge sharing is a key part of building the advantage of knowledge-based competition (Argote & Ingram, 2000); (Cohen & Levinthal, 1990), (Foss et al., 2009), (Kogut & Z&er, 1992). It refers to the process of communication where two or more participants engage in the acquisition and provision of knowledge (Usoro et al., 2007). Knowledge sharing is considered a key process in organizations. This is because knowledge sharing can create new ideas and develop new business opportunities through the knowledge learning process itself and the socialization of workers (Grant, 1996); (Lin, 2007). Knowledge sharing is a team process and it refers to team members sharing task-relevant information, ideas, and suggestions among themselves (Srivastava et al., 2006). The authors suggested that Knowledge sharing improves team performance in at least two ways, namely improved decision making and coordination. Knowledge can play a key role in an organization, because it can enhance employee performance, decision making, problem solving, and learning (Beckman, 1999). From this perspective, knowledge sharing involves decision-making and collaborative action, which can lead to better overall team performance (Srivastava et al., 2006). Importantly, knowledge sharing among team members demonstrates cooperative behavior and the ability to solve problems together. Thus, Knowledge sharing is seen as an extremely important element for organizations in general as well as their members.

B. Job Variety

Job characteristics are the properties of a job that can provide a motivational function to employees (Chiu & Chen, 2005). Five job characteristic factors were suggested by Hackman & Oldham, (1975), which are job variety, job identity, job significance, autonomy, and feedback. As such, job variety can be viewed as a component of job characteristics. Job variety is defined as the extent to which employees can use a variety of different skills while they are performing their jobs (Hackman & Oldham, 1980). It also refers to the range and scope of tasks performed by organizational members in the course of their work (Zhang & Snizek, 2003). A high level of job variety can lead to a higher level of job satisfaction, for the reason that organizational members perceive a higher level of autonomy (Griffin et al., 2001). Hence, job variety has a positive relationship with job satisfaction (Chiu & Chen, 2005). According to (Griffin et al., 2001), job variety may be improved according to a job rotation program or arises from a team structure in which organizational members share all tasks in the team. Furthermore, a high level of job variety may occur in those organizations where supervisors, managers, and team leaders support and encourage the skill development of employees (Griffin et al., 2001). Thus, job diversity requires diverse work-related skills, and a high level of work-related skill can be seen as a key role for organizational members in performing their tasks satisfactorily.

C. Knowledge Sharing and Job Variety

Knowledge sharing is an important component of knowledge management that helps knowledge grow over time (Liebowitz, 1999). The concept of knowledge sharing includes sharing task related information, suggestions, and ideas (Srivastava et al., 2006). In organizations, Knowledge sharing may give rise to developing, building, and maintaining social ties with coworkers (Reinholt et al., 2011). Thus, we consider that knowledge sharing among organizational members may improve the level of knowledge and skills related to work and lead to cooperative behaviors that encourage problems to be solved together. Resultantly a high level of various skills related tasks will be utilized for various job demands. Llopis & Foss, (2016) suggested that task related variety involves the use of more diverse skills and knowledge, hence leading to improvements in the degree of knowledge sharing (Coelho & Augusto, 2010). In short, the more job variety there is, the more knowledge and skills are needed. Therefore, in order to acquire more knowledge and reach a higher technological level, knowledge sharing among members should be frequently performed. Furthermore, sharing knowledge activities are likely to enhance those skills and abilities related to worker's tasks or jobs. Ultimately, such a process is expected to help organizational members perform a diverse range of tasks. In summary, knowledge sharing may have a positive influence on job variety. Thus, we set the following hypothesis.

H 1: Knowledge sharing will have a positive influence on job variety.

D. Creativity

In general, research related to creativity in the workplace has focused on the function of work factors, such as support for innovation, empowerment, and encouraging employees to promote new ideas (Unsworth et al., 2005). Nowadays a great number of companies appreciate the importance of organizational member's creativity (Van Dijk & Van Den Ende 2002). Creativity is defined as "the production of novel and appropriate ideas, solutions, and work processes." (Shalley & Perry-Smith, 2001). In terms of innovation, employee's creativity is expected to be related to organizational innovation. The reason for this is that an organizational member's creativity is frequently the starting point for innovation (Zhou & George, 2001). Thus, employee's creativity can be regarded as a factor that contributes to the innovation of organizations. Furthermore, according to Kim et al., (2009), an employee's creativity can enhance their attitudes towards their careers, the extent to which they recognize themselves as valued and the perception that they are contributing to the organization as insiders. In addition, creative behavior can help new employees to better adapt to their jobs and potentially also leads to higher levels of career satisfaction (Kim et al., 2009); (West & Farr, 1989). The suggestion that employee's creativity is positively related to career

satisfaction was verified by Kim et al., (2009). Ultimately, an employee's creativity is a positive factor that improves organizational innovation and levels of job satisfaction.

E. Job Variety and Creativity

Job rotation, which can provide employees with different job assignments and diverse work related experiences, can improve knowledge learning (Campion et al., 1994), (Chen et al., 2011), (Morrison & Brantner, 1992). As such, in terms of skills related to creativity, job rotation may improve the opportunities for experiencing a range of issues related to a job, further increasing employee's problem solving and identification skills (Allwood & Lee, 2004), (McCreery & Krajewski, 1999), (Deegahawature, 2014). Thus, we consider that job rotation requires and hones a diverse range of skills related to a task or job. According to (Deegahawature, 2014), skill variety is positively related to task variety. Based on this viewpoint, (Chen et al., 2011) suggested that employees can increase their creativity performance if they possess and develop these decisive skills through job rotation and training programs. Furthermore, (Woodman et al., 1993) provided six functions of creativity and knowledge is one of them. Therefore, we conclude that job variety requires more knowledge and a greater range of skills and expect that job variety has a positive influence on creativity. Based on these theories, we set the following hypothesis.

H2: Job variety will have a positive influence on employee's creativity.

F. The Mediating Effect of Job Variety

Explicit knowledge means a comprehensive or in-depth understanding of a specific job, domain, field, or industry, and the prerequisite for someone to be creative is to have explicit knowledge related to the task, job, and domain at hand, see (Gilson et al., 2013), who also emphasized that explicit knowledge is conceptualized as the raw material necessary for creativity. In addition, knowledge sharing plays an important role for innovation performance (Lin, 2007). Creativity is the foundation and facilitator of innovative behavior (Kanbur, 2015). The author of this research also suggested that creativity is a fundamental element that can cause innovative behavior. As such, creativity is expected to increase when organizational members have an explicit knowledge related to the tasks they are performing. Moreover, knowledge can be increased if organizational members share work related knowledge, and higher knowledge levels are expected to gradually improve their creativity. Thus, knowledge sharing will have a positive influence on creativity.

If organizational members share their knowledge, conditions must then enable relational exchanges in which organizational members willingly disclose their acquired wisdom and insights to others (Golden & Raghuram, 2010). Thus, we consider that knowledge sharing

may increase organizational members' knowledge and skills related to a task or job. According to this process, increased skills and knowledge are expected to broaden the scope of their work and are expected to play a key role in carrying out various tasks or jobs. Therefore, knowledge sharing may have a positive influence on job variety. In addition, job variety may lead to creativity. This is because under conditions of integrated and equitable work environments, diversity gives rise to innovation, creativity, positive reputational effects, and productivity (Smith-Doerr et al., 2017). Further, diversity may have positive influences on innovative tasks and negative influences on routine tasks (Hicks-Clarke & Iles, 2003), (Iles & Hayers, 1997). Thus, when organizational members share their work related knowledge, it is likely that they will better perform various tasks due to their increased knowledge or skills. In addition, it is expected that if organizational members perform a range of tasks as opposed to the same routine tasks, there is a high possibility of increasing creativity, and it is highly likely to result in creativity related performance. Based on these theories, we set the following hypothesis.

H3: Knowledge sharing will have a positive influence on creativity.

H4: Job variety will mediate the relationship between knowledge sharing and creativity.

G. Intrinsic Motivation

Intrinsic motivation has been defined as performing a behavior for an individual's inherent satisfaction derived from the behavior itself (Ryan & Deci, 2000). Intrinsic motivation has been suggested as having a large influence on employee performance and attitudes (Cho & Perry, 2012), (Deci & Ryan, 2004). Furthermore, according to Zhang & Bartol, (2010), intrinsic motivation is positively associated with creative process engagement and employee creativity. Thus, intrinsic motivation is seen as a key element of creativity and it is important for employees and organizations to improve intrinsic motivation. Related to this, the factors that reduce and increase intrinsic motivation can be summarized. Imposed goals, pressured evaluations, directives, threats, and deadlines reduce intrinsic motivation as such factors encourage the recognition of an external locus of causality (Cho & Perry, 2012). On the contrary, acknowledgment of feelings, opportunities for self-direction, and greater choice were found to improve intrinsic motivation as these factors allow individuals a greater feeling of autonomy (Deci & Ryan, 1985), (Cho & Perry, 2012). Additionally, the construct of intrinsic motivation provides an explanation for the natural inclination toward spontaneous interest, mastery, exploration, and assimilation that is extremely necessary to social and cognitive development, and that represents a primary source of vitality and enjoyment throughout life (Csikszentmihalyi & Rathunde, 1993), (Ryan, 1995), (Cho & Perry, 2012).

H. Moderating Effect of Intrinsic Motivation

According to Amabile et al., (1994) and Zhou, (1998), intrinsic motivation gives rise to creativity as intrinsically motivated individuals are inclined to prefer novel approaches to problem solving (Jung et al., 2003). Additionally, freedom or autonomy is a key element of organizational creativity because organizational members perform more creatively when they recognize a high level of personal control over how they may complete given tasks (Amabile et al., 1996). As such, organizational members who are empowered are more likely to be intrinsically motivated, and this process in turn leads to creative endeavors (Jung et al., 2003), (Jung & Sosik, 2002). Thus, it is expected that intrinsic motivation may increase employee's creativity.

Intrinsic motivation leads individuals to pursue behavior for personal enjoyment or interest. It is seen as the most self-determined/autonomous form of motivation (Kusurkar et al., 2011). Additionally, intrinsic motivation also encourages individuals to do activities as they find the activity interesting and derive spontaneous satisfaction from its performance (Gagné & Deci, 2005). Thus, the more people prefer challenging and complicated problems, the more they may use creative ways to solve problems (Cho et al., 2005). The authors of this research also suggested that the higher the level of intrinsic motivation, the greater is the tendency to solve problems in a creative way. Based on this logic, we consider that more individual motivating work requires diversity and involves more complex and challenging aspects than monotonous or routine work, and that more intrinsic motivation may lead to higher levels of creativity as intrinsic motivation interacts with job variety. According to these theories, we set the following hypothesis.

H5: Intrinsic motivation will have a positive influence on creativity.

H6: Intrinsic motivation will positively moderate the influence of job variety on employee's creativity.

Math

A. Sample and Procedures

The data for this research were collected from organizational members in Korea, in order to verify the hypotheses in this research. The participants were from small and medium-sized Korean enterprises. The survey was conducted voluntarily and participants were promised that the questionnaires would be used only for this research paper and that the contents of any responses would be kept confidential. The data were collected between October 17, 2018 and October 30, 2018. A total of 280 employees working in small and medium-sized Korean enterprises participated in this research. However, 28 questionnaires were not completed

appropriately or correctly and were discarded. Therefore, a total of 252 questionnaires were used for the current research. The demographic characteristics of the respondents were as follows. 141 (54.2%) participants were male and 119(45.8%) were female. In terms of age 57 (21.9%) were in their 20s, 65 (25.0%) were in their 30s, 81 (31.2%) were in their 40s, and 57 (21.9%) were over 50. The participant's years of service at their current places of employment were as follows: 17 (6.5%) participants had worked for less than 1 year, 73 (28.1%) had worked for between 1 ~ 5 years, 50 (19.2%) had worked for 6 ~ 10 years, 29 (11.2%) had worked for between 11 ~ 15 years, 41 (15.8%) had worked for between 16 ~20 years, and 50 (19.2%) had worked for more than 20 years at their current places of employment. Finally, in relation to occupation types, 124 (47.7%) were in management, 16 (6.2%) were in manufacturing, 7 (2.7%) were in sales, 16 (6.2%) were in service, 12 (4.6%) were in information technology, 70 (26.9%) were in study, and 15 (5.7%) were in other, uncategorized occupations.

B. Measures

Knowledge sharing was defined as organizational members sharing their work-related expertise, contextual information, know-how, and experience with other organizational members through formal and informal interactions (Kim & Lee, 2006). For measuring knowledge sharing, this research used the method developed by Kim & Lee, (2006), which includes 3 items. A sample item is "I can freely access documents, information, and knowledge held by other divisions within the organization.". The items were measured by a 7 point Likert-type scale. and all measurements ranged from 1 (completely disagree) to 7 (completely agree).

Job variety was defined as the extent to which employees can use a variety of different skills when they perform their jobs (Hackman & Oldham, 1980). In order to measure job variety, this research used the tool developed by Cluse-Tolar, (2004), which includes 5 items. A sample item included: "I feel emotionally drained from my work.". The items were measured by a 7 point Likert-type scale, and all measurements ranged from 1 (completely disagree) to 7 (completely agree).

Intrinsic motivation was defined as performing a behavior for an individual's inherent satisfaction derived from the behavior itself (Ryan & Deci, 2000). Intrinsic motivation was assessed with 7 items developed by Van Herpen et al., (2005). A sample item included "My job is worth the effort.". The items were measured by a 7 point Likert-type scale, and all measurements ranged from 1 (completely disagree) to 7 (completely agree).

Employee's creativity was defined as the production of solutions, work processes, and novel ideas (Shalley & Perry-Smith, 2001). In order to measure employee's creativity, this research

used the tool developed by Jaiswal & Dhar, (2015), which includes 4 items. A sample items included “I seek new ideas and ways to solve problems.” The items were measured by a 7 point Likert-type scale, and all measurements ranged from 1 (completely disagree) to 7 (completely agree).

Results

In this study, we used a structural equation modeling analysis. First, confirmatory factor analysis(CFA) processing was done with AMOS software. The results of the CFA are as follows: for goodness of fit model, absolute fit index showed $X^2(p)=267.065(.000)$, $X^2/df=1.868$, GFI=0.906, RMSEA=.058, incremental fit index showed AGFI=.875, TLI=0.956, CFI=0.963, IFI=0.963, NFI=0.924, and parsimonious adjusted index showed PNFI=0.773, PGFI=0.682. Thus, the model used is acceptable. Furthermore, it indicates that it is an acceptable fit as per (Purwana & Saptono, 2017).

The results of the average variance extraction of all variables showed knowledge sharing=.715, job variety=.555, intrinsic motivation=.628, and creativity=.751. Thus, these results are all higher than .5. The results of the composite reliability of all variables showed knowledge sharing=.829, job variety=.715, intrinsic motivation=.859, creativity=.904. Thus, these results are all higher than .7. According to these results, the values of average variance extraction and composite reliability are an acceptable fit as per (Lee et al., 2005). Therefore, all indexes are acceptable and all measurements indicate significant validity. Table I sets out the results of the goodness of fit model.

Second, the results of means, standard deviations, correlations, and reliability analysis are set out in Table II below. The variables of Cronbach's Alpha value showed knowledge sharing=.899, job variety=.869, intrinsic motivation=.897, creativity=.920. Nunnally, (1978) suggested that reliability is significant if the value of reliability is higher than .7. In this regards, all variables of Cronbach's Alpha are higher than .7, and as such the results show a high level of reliability. The results of the correlation analysis showed that knowledge sharing was positively related to job variety($r=.302, p<.001$), intrinsic motivation($r=.394, p<.001$), and creativity($r=.273, p<.001$). Job variety also had a positive relationship with intrinsic motivation($r=.570, p<.001$), and creativity($r=.488, p<.001$). Finally, intrinsic motivation was also positively related to creativity($r=.516, p<.001$).

Table I : Results of the goodness of fit model

	AVE	C.R
Knowledge sharing	.715	.829
Job variety	.555	.715
Intrinsic motivation	.628	.859
Creativity	.751	.904
Absolute fit indexes	$X^2 (p) = 267.065(.000)$, $X^2/df = 1.868$, RMSEA=.058, GFI=0.906	
Incremental fit indexes	AGFI=.875, TLI=0.956, CFI=0.963, IFI=0.963, NFI=0.924,	
Parsimony adjusted indexes	PNFI=0.773, PGFI=0.682.	

Table II : Descriptive statistics, reliability, and correlation analysis

	Cronbach's Alpha	Mean	Std. Deviation	1	2	3	4
1	.899	5.088	1.197	-			
2	.869	4.719	1.261	.302***	-		
3	.897	5.067	0.998	.394***	.570***	-	
4	.920	5.088	0.939	.273***	.488***	.516***	-

1=Knowledge sharing, 2=Job variety, 3=Intrinsic motivation,
4=Creativity

***= $p < .001$ **= $p < .01$ *= $p < .05$

In this research, we used the SPSS program for verifying the hypotheses. Firstly, we verified the influence of knowledge sharing on job variety. The results showed that knowledge sharing had a positive influence on job variety ($\beta = .302$, $p < .001$). Hence, H1 was accepted. Secondly, we verified the influence of job variety on creativity. The results showed that job variety had a positive influence on employee's creativity ($\beta = .488$, $p < .001$). Hence, H2 was accepted. Thirdly, we verified the mediating effect of job variety and the results of this are set out below in Table III. In the first step, we verified the influence of the independent variable on the dependent variable. The results showed that knowledge sharing had a positive influence on employee's creativity ($\beta = .273$, $p < .001$). Hence, H3 was accepted. In the second step, we verified the influence of the independent variable and the mediating variable on the dependent variable. The results showed that knowledge sharing had a positive influence on employee's creativity ($\beta = .138$, $p < .05$). Job variety also had a positive influence on employee's creativity ($\beta = .447$, $p < .001$). Comparing the first and second step, the influence of knowledge

sharing on employee's creativity in the second step ($\beta=.138, p<.05$) is weaker than in the first step ($\beta=.273, p<.001$). Furthermore, the significant value (p value) in the second step ($p<.05$) is also weaker than in the first step ($p<.001$). According to these results, H4 was accepted and job variety had a partial mediating influence on employee's creativity. Furthermore, a Sobel test was conducted to verify the validity of the mediation effect. The results showed that $z=4.258, p<.001$. Therefore, the mediating influence is significant. Table III sets out the results for the mediating effect of job variety.

Table III: The result of the mediating effect of job variety

Dependant: Creativity					
	Step 1		Step 2		VIF
	β	t	β	t	
Knowledge sharing	.273***	4.559	.138*	2.451	1.100
Job variety			.447***	7.915	1.100
R^2 (Adj- R^2)	.075(.071)		.256(.250)		
ΔR^2 (Adj- R^2)	-		.181(.179)		
F	20.783***		44.198***		

***= $p<.001$ **= $p<.01$ *= $p<.05$

Table IV displays the results for the moderating effect of intrinsic motivation on the relationship between job variety and employee's creativity. Step 1 showed job variety ($\beta=.488, p<.001$) had a positive influence on creativity. Step 2 showed job variety ($\beta=.288, p<.001$) and intrinsic motivation ($\beta=.352, p<.001$) both had a positive influence on employee's creativity. Hence, H5 was accepted. Step 3 showed that intrinsic motivation ($\beta=.140, p<.01$) positively moderated the relationship between job variety and employee's creativity. Hence, H6 was accepted.

Table IV: Results for the Moderating Effect of Intrinsic Motivation

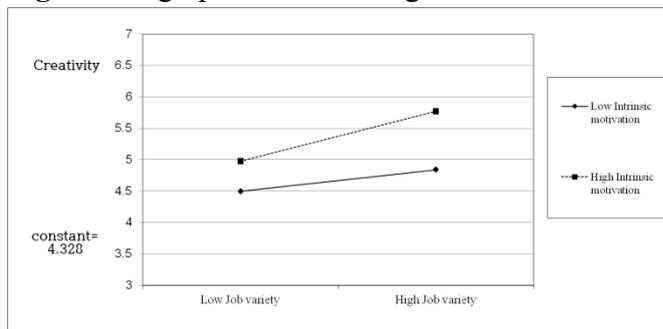
Dependant : Creativity							
	Step 1		Step 2		Step 3		VIF
	β	t	β	t	β	t	
Job variety	.488***	8.990	.288***	4.602	.304***	4.895	1.496
Intrinsic motivation			.352***	5.634	.375***	6.011	1.510
Moderating effect					.140**	2.664	1.066
R^2 (Adj- R^2)	.239(.236)		.322(.317)		.341 (.333)		

ΔR^2 (Adj- R^2)	-	.083(.081)	.019(.016)	
F	80.823***	61.095***	44.062***	

***= $p < .001$ **= $p < .01$ *= $p < .05$

Figure 1 shows a graph of the moderating influence of intrinsic motivation. It demonstrates that employee's levels of creativity increase when they experience higher levels of job variety. Moreover, employee's creativity is further increased when they have a higher as opposed to lower level of intrinsic motivation.

Fig. 1. The graph of moderating effect of intrinsic motivation



CONCLUSION

A. Conclusion, Theoretical Contributions, and Research Implications

This research sets out a way to improve employee's creativity and examined several hypotheses based on the research model. The results showed that all hypotheses were accepted. Based on these results, the following conclusions and some practical implications can be presented.

First, knowledge sharing has a positive influence on job variety and employee's creativity. If organizational members share their work-related knowledge amongst themselves, they will learn more knowledge and skills. This should lead to behaviors that contribute to improving know-how, new skills, and finding novel solutions to problems. Therefore, increased knowledge or skills can assist with the successful performance of a wide range of tasks. This process should also increase employee's creativity. We suggest that job variety plays a mediating role on the relationship between knowledge sharing and employee's creativity. We also imply that small and medium-sized Korean enterprises should create an environment of knowledge sharing among their organizational members which facilitates the free interchange of their work knowledge, information, and methods.

Second, job variety has a positive influence on employee's creativity. In those organizations which require members to perform a variety of tasks, the organizational members tend to find

new ways to do their work and to do their work more easily or conveniently. This implies that actions that encourage workers to perform tasks in new ways eventually lead to greater employee creativity.

Third, the most important contribution in this research is our detection of an interactive influence between job variety and intrinsic motivation. Intrinsic motivation has a positive influence on employee's creativity. It also plays a positive moderating role on the relationship between job variety and employee's creativity. When members have intrinsic motivation, they tend to enjoy what they are doing more. Therefore, if organizational members are faced with challenging tasks or diverse problems, they are more likely to find novel and diverse ways to solve them. We imply that organizational members in an environment which requires job variety, and who have higher intrinsic motivation, will also have higher levels of creativity.

B. Limitations and Directions for Future Research

The limitations of this research and some suggested directions for future research are as follows.

First, the primary limitation of this research is that the survey relied only on self-reported measures. Thus, this research has the limitations inherent in the common method bias. In future studies, surveys should be conducted in such a way that supervisors or leaders can also directly evaluate their subordinates or subordinates can also evaluate their supervisors or leaders.

Second, the samples of this research were from a range of small and medium-sized Korean enterprises. Future research should be conducted based only on organizations which emphasize and focus on creativity. Moreover, we will need to verify the levels of creativity by applying the creativity improvement method presented in this research.

Third, this research focuses only on knowledge sharing as an independent variable. In future research, it will be necessary to investigate both the positive and negative variables of creativity. Related to this, the antecedent variables of creativity should also be examined.



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