



EFFECTS OF ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL SAFETY ON KNOWLEDGE HIDING AND EMPLOYEE CREATIVITY

Tran The Nam^{1*}, Che Thi Thanh Mai¹, Ho Thi Thanh Thuy¹,
Phan Thi My Ca¹, Vo Hoang Kim Uyen¹

¹University of Finance – Marketing, Vietnam

ARTICLE INFO	ABSTRACT
<p>DOI: 10.52932/jfm.v15i5.487</p> <p><i>Received:</i> February 07, 2024</p> <p><i>Accepted:</i> April 22, 2024</p> <p><i>Published:</i> July 25, 2024</p> <p>Keywords: Employee creativity; Knowledge hiding; Organizational justice; Psychological safety.</p> <p>JEL codes: O15, O35, M10, M12</p>	<p>In the era of a knowledge-based economy, the innovative behavior of employees is essential to lead to the success of any organization, including banks. However, after COVID-19, all businesses are facing difficulties and must decrease the number of workers. Therefore, employees feel insecure and hide knowledge from others to keep their jobs. How to reduce knowledge hiding and increase employee creativity is an interesting question for both researchers and managers. Based on the conservation of resources theory and social exchange theory, the authors build the research model to analyze the influences of employees' perceptions of organizational justice and psychological safety on employees' knowledge hiding and creativity. The mixed method is used with PLS-SEM analysis to analyze the data of 195 respondents. The results of research confirmed the great impacts of perceived organizational justice and psychological safety on staff's knowledge hiding and innovative behaviors. In practice, managers should provide more justice in all three aspects (procedures, communication, income). Moreover, open communication between all members of an organization is a good way to increase the mind's creativity.</p>

*Corresponding author:

Email: tranthenam@ufm.edu.vn

1. Introduction

It is commonly known that ‘Knowledge is power’ and is a pivotal asset on the journey to success. Pan et al. (2018) state that knowledge is the core resource for organizations to achieve and maintain competitive advantage. To achieve optimum performance of the knowledge base, the organization needs to encourage employees to share knowledge. However, in a working environment full of fierce competition, lack of organizational justice, and psychological safety, knowledge hiding among employees has still become pervasive. Knowledge hiding is defined as “A deliberate attempt by an individual to withhold or conceal knowledge that has been claimed by another” (Connelly et al., 2012, p.65). People tend to hide their knowledge because their motivations are controlled by external influences, such as fear of being judged by others, or fear of losing their current position in the jobs they have (Nguyen et al., 2022). Besides, when individuals know that their colleagues depend on them for the information and experience they provide to get the job done, they will feel pressured to share the information skills and experiences, resulting in being very hesitant to share their knowledge, in addition to being afraid of losing their own time (Pandey et al., 2021). People often choose to prioritize their tasks over sharing knowledge, even pretending not to know about the information being asked. Webster et al. (2008) remark that employees try to protect themselves from being taken advantage of by others whom they do not trust in an uncertain work environment; knowledge is considered to be a source of power in the knowledge economy, so employees hide knowledge to gain political advantage; employees may hide knowledge as a defensive behavior. Knowledge hiding hinders employees from sharing their information, skills, experiences, etc; which leads to a reduction of individuals’ creativity. When working together, employees share and

exchange information, which leads to spreading knowledge. That is, such fresh creative ideas, new ways and new solutions are generated, moving the business forward with development and prosperity. The nature of knowledge should be shared as much as possible instead of being hidden as Drucker (1995) affirms ‘power comes from transmitting information to make it productive, not from hiding it’. Any business that likes to enjoy development and prosperity should create a working environment with organizational justice and psychological safety so that employees minimize knowledge hiding and enhance employee creativity. It is essential to understand that creativity involves the generation of new and useful ideas, which is vital to organizational survival and effectiveness (Amabile, 1988; Perry-Smith & Shalley, 2003)

From 2020 onwards, the Covid-19 epidemic has severely affected businesses by increasing operating costs, reducing revenue and thereby reducing profits. Crises and difficulties in the organization will make workers feel insecure at work and lead to the act of hiding knowledge (König et al., 2020). Recently, there have been several studies on knowledge hiding behavior with the foundation of conservation of resources theory and social exchange theory. The study of Oubrich et al. (2021) is an example. The authors investigated the impact of leadership style, organizational design, and practices in human resource management on knowledge hiding. Most recently, Nguyen et al. (2022) jointly developed research to examine knowledge-hiding behavior as well as its antecedents and consequences through independent factors such as role conflict, feelings of job insecurity and cynicism, and the moderating effects of transformational leadership. However, in Vietnam, most studies still focus on knowledge sharing and employee creativity rather than knowledge hiding. For example, Nguyen Ngoc Nga (2017) analyzed the influence of factors: intrinsic motivation; autism at work; creative

thinking style; and new leadership style on the creativity of employees at Tan Phu District Administrative Center. Besides, Nguyen Van Chuong and Cao Quoc Viet (2023) researched the antecedents that affect the creative behavior of lecturers in Vietnam.

It can be seen that the above studies have a certain diversity in combining many different factors and understanding their impacts on employee creativity. Based on the careful study of previous research the authors found that most research articles focus on understanding organizational-related antecedents rather than employee-related factors. According to the social exchange theory, if workers receive benefits from organizations, they reciprocate by contributing more to the success of organizations. The conservation of resources theory points out that when employees feel unsafe in the workplace, they often hide their valuable resources such as knowledge and vice versa. Organizational justice is a crucial concept and organizational practice in modern organizational management (Chen et al., 2015). This issue is more important in the economic crisis when organizations often reduce employees' salaries as an effective way to minimize costs of operation. Unjustified dismissals or unfair salary cuts will increase employees' perception of unfairness in the organization and will lead to negative behaviors such as reduced productivity, intention to quit, or defense. It is essential to understand that in a work climate with psychological safety, individuals feel confident that they will not be rejected or blamed by other team members for speaking up, *thay bằng* and making their views and opinions known. So, in the period of economic slowdown, the perception of employees on safety in the organization has a greater impact on their behaviors (Alami et al., 2023). Indeed, people will hesitate to share when they fear that their sharing will be criticized by others in the organization and

that this criticism may affect the evaluation of their job performance and their promotion. Following the above-mentioned reason, the study is carried out to understand the effects of organizational justice and psychological safety on knowledge hiding and employee creativity.

After the COVID-19 pandemic, the banking industry in Vietnam also faced many difficulties like other industries. Many banks cut staff. Besides, salaries and bonuses in the banking industry are no longer as attractive as before. Unsecured job stability and a decline in income will certainly affect the work efficiency of bank employees. It is clear that the banking industry is an important industry which is related closely to other industries. The stability of banks will help to stabilize and develop the national economy. It is necessary to strengthen the stability of the banking industry (Pham Tiep, 2022). Therefore, banks are a very suitable environment to conduct this research on factors affecting knowledge hiding and the creative behavior of employees.

The aim of this study is to clarify the influence of employees' perceptions of organisational justice and psychological safety on their behavior of hiding knowledge and creative behavior at banks in Vietnam. The study also aims to provide management implications for bank managers to minimize the behavior of hiding knowledge and increase creativity through building a fairer and safer working environment.

2. Background

2.1. Theoretical framework

This research is based on the conservation of resources theory (Hobfoll, 1989) and social exchange theory (Blau, 1964). Conservation of resources theory helps explain why employees hide their essential resources, i.e. knowledge. Employees are motivated to protect the things they value. They will attempt to conserve

resources if they perceive a threat to a valuable resource. These threats can come from role conflict, job security, or cynicism, often due to crises within the organization. Employees tend to feel safe by hiding knowledge because they can withhold their resources.

According to social exchange theory, employees will communicate with colleagues and leaders if this communication benefits them. Also, according to this theory, employees will seek to maintain a balance between what they bring to the organization and what they receive from the organization. Therefore, employees' perceptions of organizational fairness can regulate their actions and reactions, making them more or less likely to engage in behaviors such as being creative at work or hiding knowledge.

2.2. The research model and hypothesis

The relationship between Organizational Justice with Employee Creativity and Knowledge Hiding

The terms “justice”, “fairness” and “equity” have been used interchangeably in the literature (Adams, 1965; Moorman, 1991). According to Konovsky (2000), ‘fairness’ is a core value in organizations. In an organizational setup, justice is about the rules and social norms governing how outcomes (e.g. rewards and punishments) should be distributed, what the procedures used for making such distribution decisions, and how people are treated interpersonally (Bies & Tripp, 2005). Therefore, it could be said that the perceived justice by employees includes three aspects: (1) procedures justice; (2) communication justice; (3) income justice (Niehoff & Moorman, 1993). Organizational justice is concerned with “the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables” (Moorman, 1991, p.

845). It influences the attitude and behavior of employees and consequently their performance and the organization's success.

As a result, once employees enjoy organizational justice in their professional working environment, that means they obtain the assurance of equity, equality and need and voice their ideas without fear of prejudices. Moreover, they do realize they achieve respect and propriety from their leaders and co-workers and understand their values. It is clear that when employees realize their interests, efforts, and devotion are assured equally, they become encouraged and motivated to enhance their creativity and come up with new ideas, and concepts for organizational benefits. When employees find justice in the workplace, they will try to overcome job obstacles, develop, and motivate themselves to generate and seek new information, knowledge and new ways to do things (Jaboob et al., 2023).

In addition, when working in a company where organizational justice is carried out and fully appreciated, employees consider the workplace as “the second home” to share their understanding, spread knowledge to their colleagues, make close connections, create cooperative and constructive teamwork, and bring corporate prosperity. With an advantageous equal working environment, knowledge hiding among employees will considerably be reduced. When employees share knowledge, they aren't afraid of their contributions and efforts being scammed, or being tricked, or information being leaked to rivals by their co-workers (Mahmood et al., 2023). Therefore, it can be inferred that in the workplace where employees enjoy organizational justice, knowledge hiding will considerably be mitigated. From these analyses, two hypotheses are drawn as follows:

Hypothesis 1 (H1): Organizational justice hurts knowledge hiding.

Hypothesis 2 (H2): Organizational justice has a positive impact on employee creativity.

The relationship between Psychological Safety with Employee Creativity and Knowledge Hiding

Based on Edmondson (1999) opinion, psychological safety describes a psychological state characterized by mutual respect and interpersonal trust, in which individual employees are comfortable being themselves and engage in interpersonal risk-taking. Psychological safety describes an individual's perceptions of whether they are comfortable showing and expressing themselves without fear of negative consequences to self-image, status, or career. According to Kahn (1990), an individual is more likely to feel psychologically safe when he has trusting and supportive interpersonal relationships with his work colleagues.

Psychological safety plays a pivotal role in corporate culture because it generates so many remarkable benefits not only for individual employees but also the business. Jiménez (2022) states that it is psychological safety that strengthens and encourages creativity and new ideas. For creativity and ideas to flow organically, team members must feel safe expressing themselves. If a team member engages in undermining, shaming, or any behavior that discourages others from speaking up, numerous innovative and inspired ideas may never be generated and shared. Sharing the same idea, Rabiul et al. (2023) remark that no one is shamed for making a mistake or asking a question in a psychologically safe corporate culture. Employees will not receive penalties for having different ideas from the managers or generating a new one that does not work out. He or she is free to make mistakes in the interest of learning. As a result, psychological safety is a resource with social and interpersonal essence, which can help employees boost social relationships and provide social support to

cope with the pressure and fear of destructive criticism and punishment. This enables them to engage in calculated interpersonal risk-taking and become creative and innovative, generating new ideas and information.

Related to knowledge hiding, Zhang et al. (2010) state that when an individual has high psychological safety, he will feel confident that the surrounding interpersonal context is not threatening, and he will trust his co-workers and not feel embarrassed or fear punishment for expressing himself. Having the same above-mentioned viewpoint, Liu et al. (2016), and Zhao et al. (2023) say that individuals with high psychological safety are encouraged and motivated to interact, exchange, and share work-related information, skill, and experiences with others because they feel less threatened by exposure to the assessment of recipients. Besides, Siemsen et al. (2009) agree that high psychological safety enables employees to engage in open communication and fosters a conducive environment for knowledge sharing, allowing them to exchange, share, spread, and acquire work-related knowledge. The employees with low psychological safety, by contrast, basically place little trust in others and tend to hide their knowledge, information, and experiences out of fear of being exploited or harmed by their co-workers. That is, knowledge hiding aims at 'self-defense' to avoid possible nuisance and trouble in a low psychological working climate. Therefore, the following hypotheses are proposed:

Hypothesis 3 (H3): Psychological safety hurts knowledge hiding.

Hypothesis 4 (H4): Psychological safety has a positive influence on employee creativity.

The relationship between Knowledge Hiding with Employee Creativity

Reiley (2019) states that creativity is a mental and social process that is "used to generate

ideas, concepts, and associations”, allowing people to come up with new ideas. Based on the traditional psychology-based approach by MacKinnon (1965), creativity is considerably affected by individual characteristics; however, such researchers as Amabile (1996) and Perry-Smith (2006) have significantly recognized social settings as an essential driving force of the creative process. Thus, numerous social characteristics that affect creativity have been recognized in recent years, yet the most important social characteristics that impact creativity are social interactions between individuals (Perry-Smith & Shalley, 2003). As a result, creativity often results from a social process where individuals collaborate and share ideas and knowledge with others.

Based on this belief, researchers have thought that the social exchange relationship among co-workers is a valuable source of creativity as it facilitates knowledge sharing among individuals (Wang & Noe, 2010). When employees share their information, skills

and experiences, it is possible to speed up the creative problem-solving ability of individuals, which will definitely enable employees to come up with their own new ideas. In contrast, the individuals’ knowledge-hiding behaviors can deaden their creativity while a reduction of information and knowledge exchange will mitigate their capacities to generate innovative ideas (Bartol & Srivastava, 2002). For example, thanks to knowledge sharing and exchange with different work departments, individuals can identify work related problems and improve their understanding regarding those problems to come up with new creative ideas for resolving workplace issues. Therefore, based on the social exchange theory (Blau, 1964), it can be argued that employees hide knowledge from other colleagues, which will inhibit individual creativity. From close analyses, the following hypothesis is proposed:

Hypothesis 5 (H5): Knowledge hiding has a negative effect on employee creativity.

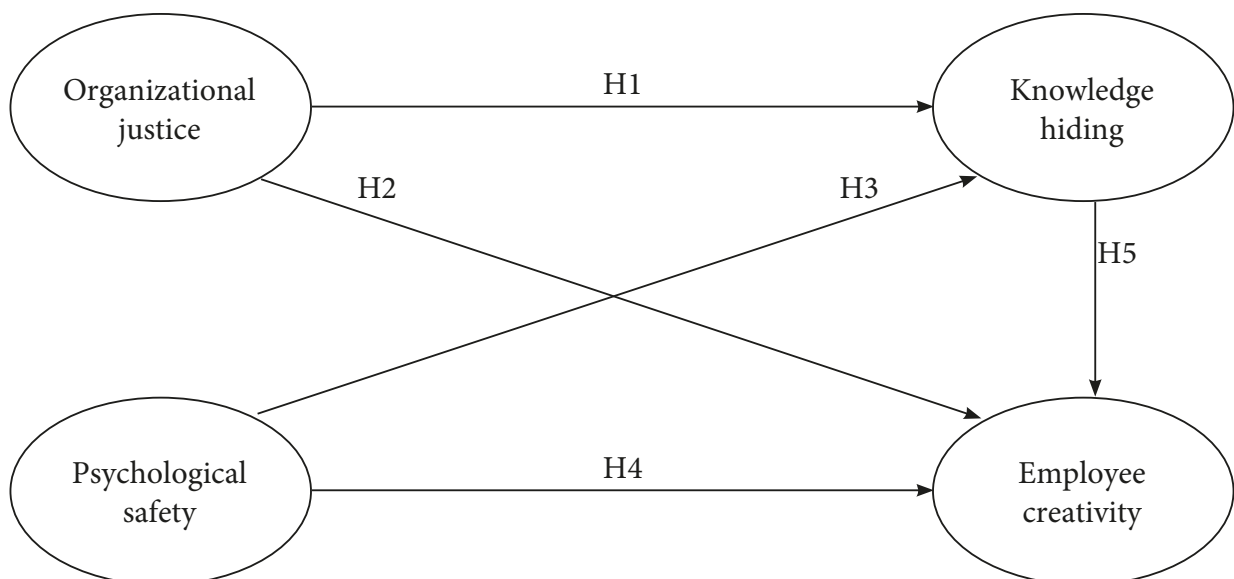


Figure 1. The proposed research model

3. Methodology

In order to confirm or reject hypotheses in the research model, the authors employed the mixed research method, which combines qualitative and quantitative approaches. The qualitative method including a careful study of previous research and discussions with experts was used to build the research model and adjust items, while the quantitative method was used to assess the hypotheses in the research model.

The authors referred to previous studies to build items. First of all, 17 items of “Organizational justice” came from the research of Moorman (1991). Secondly, the research of Liang et al. (2012) provided 4 items of “Psychological safety”. Moreover, the authors utilized the research findings of Nguyen et al. (2022) about 4 items of “Knowledge hiding”. Finally, the research of Rice (2006) offered 4 items of “Employee creativity”.

The survey included two stages: (1) an initial survey; (2) an official survey. In the earlier stage, the authors distributed the questionnaires to 40 people to assess the reliability and validity of items before making an official survey. All items exhibited outer loading value greater than 0.400, therefore, all items can be used for the official survey. According to Cohen (1992), if there are 2 independent variables and 1 mediating variable in the research model and the expected p-value of 5%, the minimum sample size should be 113 respondents. 195 questionnaires were collected in the official survey. Partial least squares structural equation modeling (PLS-SEM) was used to analyze collected data with the software SmartPLS version 3.2.8. This software was chosen for its advantages, such as being convenient for small sample sizes and suitable for high-order constructs.

4. Results

4.1. Respondents' information

The convenience method is used to collect questionnaires. Through connections with friends and relatives, the authors sent the link of online survey to people who work at banks in Ho Chi Minh City. A total of 195 questionnaires were collected. The ratio of female respondents was 64% while the ratio of male gender was only 36%. Slightly over half of respondents were under 30 years old and worked for three years at their current organization (55% and 51%). Most people held a degree of bachelor (83%). Four-fifths of respondents reported a monthly salary from 7 to under 30 million VND.

4.2. Research's result

There is one reflective-formative second order construct: “Organizational justice” in the research model. Therefore, the analysis of data includes three steps: (1) Verifying the relationships between second-order constructs and their first order constructs; (2) Verifying the relationships between other constructs and their items; (3) Verifying the hypothesis in the research model.

4.2.1. Evaluating the relationship between the second-order constructs and their first-order constructs

It is important to recognize that “Organizational justice” is reflective-formative higher-order constructs. Therefore, the assessment of the relationship between the second-order construct and its first-order constructs includes two steps:

Assessing the indicator reliability, internal consistency, convergent validity and discriminant validity of first-order constructs.

The following table illustrates the results of evaluating the indicator reliability, the internal consistency, the convergent validity, and discriminant validity of first order constructs.

Table 1. Outer loading

Variables	Outer loading	Variables	Outer loading
1A. Procedures justice		1B. Communication justice	
1A1	0.771	1B1	0.758
1A2	0.845	1B2	0.781
1A3	0.771	1B3	0.790
1A4	0.754	1B4	0.757
1A5	0.792	1B5	0.837
1A6	0.798	1B6	0.825
1C. Income justice		2 Psychological safety	
1C1	0.822	21	0.822
1C2	0.776	22	0.774
1C3	0.872	23	0.672
1C4	0.871		
1C5	0.776		
3 Knowledge hiding		4 Employee creativity	
31	0.789	41	0.836
33	0.773	42	0.505
34	0.867	43	0.819

Three items (24; 32; 44) were removed from the research model.

The outer loading value is used to assess the item reliability (see Table 1). Thanks to the advices of Bagozzi et al. (1991), authors kept items which have the value of outer loading greater than 0.7, and removed items which have value of outer loading lower than 0.4. However, the range of outer loading is from 0.4 to 0.7, the indicator should be omitted only if the value of the composite reliability (CR) or the value of average variance extracted (AVE) is improved when the omission opts (Hair et al., 2017).

The composite reliability (CR) value is used to assess the internal consistency (see in Table 2). All three first-order constructs have CR values greater than 0.7. Therefore, it is clear that all first-order constructs reached the internal consistency (Hair et al., 2017).

The value of Average variance extracted (AVE) is the criteria to evaluate the convergent validity (see in Table 2). All AVE values are higher than 0.5, thus, all first-order constructs achieve the convergent validity (Hair et al., 2017).

Table 2. CR, AVE, and HTMT ratio

	CR	AVE	HTMT ratio					
			1A	1B	1C	2	3	4
1A Procedures justice	0.908	0.623						
1B Communication justice	0.910	0.627	0.559					
1C Income justice	0.914	0.680	0.551	0.705				
2 Psychological safety	0.822	0.609						
3 Knowledge hiding	0.851	0.657				0.336		
4 Employee creativity	0.772	0.541				0.400	0.621	

The HTMT value is used to confirm the discriminant validity of first-order constructs (see in Table 2). The HTMT values are less than 0.850 which means that the discriminant validity of all first-value constructs is confirmed (Hair et al., 2017).

Assessing the convergent validity, the collinearity issues, the significance and relevance of the formative indicators of the second-order constructs (Organizational justice)

With a p-value of 5%, the maximum value of redundancy of “Organizational justice” is 0.712, which is above the recommended threshold of 0.70, thus providing support for the formative construct’s convergent validity (Aguirre-Urreta & Mikko Rönkkö, 2018; Hair et al., 2017).

Thanks to all VIF values lower than 5, the second-order constructs do not have collinearity issues (see Table 3).

To assess the significance and relevance of first-order constructs, firstly, outer weight and

its p-value are used. It is clear that two factors: “Communication justice” and “Income justice” achieve significance and relevance with a p-value of less than 5%. However, the p-value of 0.25 did not support the significance and relevance of the factor “Procedures justice”. In this case the value of outer loading is used. With the outer loading value of 0.613 (higher than 0.500), it can be concluded that the first-order factor “Procedures justice” achieve significance and relevance (Aguirre-Urreta & Mikko Rönkkö, 2018) (see Table 3).

4.2.2. Verifying the relationships between other constructs and their items

In this stage, authors assess the relationships between “Psychological safety”; “Knowledge hiding”; “Employee creativity” and their items. Thanks to the value of outer loading, CR, AVE and HTMT in Table 1 and 2, it is clear that all items are suitable for their constructs (Hair et al., 2017).

Table 3. Outer loading value, VIF value and R² values

	Outer weight		Outer loading		VIF				R ²
	1	P-value	1	P-value	1	2	3	4	
1A	0.110	0.25	0.613	0.00	1.420				
1B	0.359	0.00	0.832	0.00	1.780				
1C	0.669	0.00	0.947	0.00	1.768				
1							1.104	1.161	
2							1.105	1.148	
3								1.131	12%
4									30%

4.2.3. Verifying the hypothesis in the research model

Firstly, the authors assess the collinearity issues between independent variables and dependent variables. Secondly, based on the p-value, authors decide to accept or deny hypotheses in the research model. Then, thanks to the R² value, authors verify the fit

of the research model of estimation. Finally, the f² value is used to check the importance of independent variables (Hair et al., 2017).

All inner VIF values between independent variables and dependent variables in Table 3 are less than 5 which means the model does not have collinearity issues (Hair et al., 2017)

Table 4. Hypothesis, coefficient values, and f^2 values

Hypothesis	Coefficient	P Values	Conclusion	f^2	Level of effect
H1: Perceived justice -> Knowledge hiding	-0.224	0.01	Accepted	0.052	Medium
H2: Perceived justice -> Employee creativity	0.252	0.00	Accepted	0.078	Medium
H3: Psychological safety -> Knowledge hiding	-0.196	0.01	Accepted	0.039	Medium
H4: Psychological safety -> Employee creativity	0.130	0.06	Rejected	0.021	Small
H5: Knowledge hiding -> Employee creativity	-0.355	0.00	Accepted	0.159	Medium

With a p -value less than 0.05, it could be said four hypotheses are accepted. The results of research confirmed that justice and psychological safety perceived by employees reduces their knowledge hiding and improves their innovative behavior.

In the research model applying PLS-SEM, researchers use the value of R^2 to assess the ability of prediction of the research model. The value of R^2 can increase if there are more independent variables in the research model. It is not easy to conclude how much R^2 value is appropriate (Hair et al., 2017). The first value of R^2 in this research model is 12% which means that both factors “Perceived justice” and “Psychological safety” explain 12% of the variation of “Knowledge hiding” while the second value of R^2 in this research model is 30% which means that 30% variation of “Employee creativity” is explained by three factors: “Perceived justice”; “Psychological safety” and “Knowledge hiding”.

Researchers use the f^2 value to comment on the importance of independent variables in the research model. The value of f^2 such as 0.02, 0.15, and 0.35 respectively reflect small, medium, and large effects of an independent construct with a dependent construct (Cohen, 1988). In four hypotheses, independent variables have moderate impacts on dependent variables (see Table 4).

4.3. Discussions

In the first hypothesis, organizational justice has a negative impact on staff's knowledge hiding. The impact coefficient is

-0.224, indicating that if organizational justice increases by 1 unit, knowledge-hiding behavior will decrease by 0.224 units. Oubrich et al (2021) studied the impact of organizational justice on the knowledge hiding of lecturers in Morocco. Similar to this study, the results of Oubrich et al. (2021) also confirmed the negative influence of organizational justice on employees' knowledge hiding. Both researches support the statement of social exchange theory that when employees receive positive things from leaders and colleagues, they will respond with similar positive things.

The accepted hypothesis H2 confirmed the positive influence of perceived justice on employee's innovative behavior. Akram et al (2020) studied the impact of fairness on the creative behavior of employees in the media sector in China. Another study by Jaboob et al. (2023) was done with respondents who were lecturers at Dhofar University (Oman). The accepted hypothesis H2 supported the two previous researches. This research reminds managers about the practices of fairness in working environments.

The accepted result of hypothesis H3 consolidates the Men et al. (2020) conclusion about the negative influences of psychological safety on knowledge hiding. However, the coefficient of Men et al. (2020) research is nearly

double in comparison with this research (-0.390 vs -0.196). The difference might come from the respondents of this research. In Men et al. (2020) research, respondents are staff who work in Chinese high-technology organizations while in this research, respondents are people who work at banks. Perhaps, in a highly knowledge-based working environment, psychological safety becomes even more important.

In this research, the hypothesis H4 is rejected with the p-value of only 6%, slightly higher than 5%. Not many previous studies have analyzed the impacts of psychological safety on employee creativity. In this research, authors try to confirm the positive influences of psychological safety on employee innovative behavior, but the results do not support it.

The accepted hypothesis H5 consolidates the research of Kurniawanti et al. (2023) regarding the negative influences of knowledge hiding on employee creativity. It is essential to understand that both this research and Kurniawanti et al. (2023) research were conducted in developing countries (Vietnam and Indonesia) and in financial service providers. The coefficients in both types of research are similar (-0.355 and -0.324).

5. Conclusion and recommendations

5.1. Theoretical implications

The research has certain theoretical contributions. Firstly, the research results consolidate the predictions of conservation of resources theory and social exchange theory by clarifying the influences of organizational justice and psychological safety on knowledge hiding and the creativity of employees. It is essential to understand that the working environment perceived by employees has significant influences on knowledge hiding and innovative behavior of employees. Furthermore, the analysis of independent variables as high-order

constructs helps research model to achieve the parsimony.

5.2. Practical contributions

The result of the research confirmed the significant impacts of independent variables: (1) organizational justice; (2) psychological safety on dependent variables: (1) knowledge hiding; (2) employee creativity. Hence, in order to reduce knowledge hiding and increase innovative behavior of employees, managers should improve the working environment in order to improve the perception of employees about organizational justice and psychological safety.

Firstly, with income justice, employees believe that rewards should be commensurate with job responsibilities. Fair rewards are very important to motivate employees. Therefore, leaders need to develop consistent and clear reward policies so that staff can feel secure in their work and efforts. It is important to recognize that rewards do not only have financial forms but also non-financial forms. Ceremonies are activities that banks can organize to bring more joy to staff so that they feel happier and contribute more to the organization.

Secondly, with communication justice, employees highly appreciate that leaders consider the point of view of staff during the working process. Each individual will have different opinions, and managers need to respect these differences. Managers need to improve their ability to communicate effectively with staff, thereby grasping the thoughts and feelings of staff so that managers can provide more appropriate behavior.

Furthermore, with procedures justice, employees hope that in any procedures, they have opportunities to provide feedback. When developing procedures and regulations, banks should seek opinions from staff before promulgating them.

Moreover, facilitating openness and communication is a good way to improve psychological safety. Managers should encourage open communication and the exchange of ideas among organizational members. Meetings and discussions should be held respectfully and without pressure.

Finally, in order to increase innovation in the organization, authorities should reduce the knowledge hiding of employees. Recognizing initiatives and improvements as well as organizing knowledge-sharing sessions between employees will help reduce the phenomenon of

employees' knowledge hiding.

5.3. Limitations and further research

This research has certain contributions; however, it still has some limits to be improved. Firstly, the number of collected questionnaires is quite small. Secondly, the research can be extended to other regions in Vietnam to generalize better the results. Furthermore, there are other antecedents that can influence knowledge hiding and creativity of employees, therefore, future research should analyze other independent variables.

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