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Article

What Initiates Creativity in an Organization?: A Two-Horse Carriage of HRM and PO Fit

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Abstract: This study examines the effect of a corporate citizenship-oriented high performance work system (CC-oriented HPWS) and the interactive influence of CC-oriented HPWS and person-organization fit (PO fit) on creativity at the individual level. Our analysis of field data collected from 303 employees in two branch companies with a two-phase collection method provides empirical support for our theoretical model. The results indicate that high performance work system (HPWS) reflecting corporate citizenship (CC) correlates positively with individual creativity. In addition, the moderating effect of PO fit is significant in the relationship between CC-oriented HPWS and creativity at the individual level. On this basis, this paper discusses the theoretical and practical implications of these findings for future research.

Keywords: corporate citizenship-oriented high performance work system (CC-oriented HPWS); individual creativity; person-organization fit (PO fit)

1. Introduction

A popular proposition in the field of strategic human resource management (SHRM) has been described as bundles of human resource practices (HRPs) that can bolster to increase performance and heighten competitive advantage for organizations [1]. Such bundles are known as high performance work systems (HPWS), referring to an integrated set of HRPs focusing on skill development, motivation-enhancing, effective productivity, and high levels of participation in decision-making, which aims at positioning employees as a source of attaining competitive advantage [2]. Research on HPWS has particularly emphasized providing decision-making power and problem-solving chances [3] for employees to release employee's potential to conduce to excellent performance [1] and superior competitive strength [2]. HPWS is known for offering and encouraging discretionary power to employees [4] that affects their attitudes and behaviors [2], thereby promoting realizing goals.

With the viewpoints of "global village" and "a human community with a shared future" being raised, enterprises should pursue not only traditional finance performance and economic objectives but also notice additional orientations such as societal, sustainable goals and stakeholders' well-being (i.e., corporate citizenship; CC) [5,6]. CC has been proven to benefit organizations by satisfying employees' demands and supporting their positive attitudes and behaviors toward work [7,8]. As burgeoning topics of SHRM, CC, and HPWS are both concerned with individual attitudes and behaviors of employees and share a common purpose of promoting organizational development. We hope the two can harmonize as complementary HRPs and strengthen each other's effectiveness.

Given that, our research first discusses HPWS based on CC. Specifically, to adapt to today's challenging economic environment, we propose a positive relationship of CC-oriented HPWS on creativity at the individual level. Researchers have shown increasing interest in how HRPs stimulate creativity [9,10]. However, a limitation of existing research is that we know little about the research results at the individual level since most studies have been conducted at the organizational and team levels [11,12]. Investigating the link between the individual-level CC-oriented HPWS and individual creativity is beneficial in responding to this omission.

Notably, little research theorizes and examines the context in which HPWS has a more (or less) positive effect on individual creativity [13]. Context is described as “situational opportunities or constraints that affect the occurrence and meaning of organizational behavior as well as functional relationships between variables” (p.386) [14]. In contemporary research, studies at the individual level can be more immediate and directly reflect the employees’ attitudes, behaviors, and active involvement in the workplace. Therefore, we regard individual-level PO fit, which refers to the exchange relationship between employees and organizations and reflects the level of fulfilled aspirations and expectations of employees [15], as a context variable in the theoretical framework. Previous research has implied that studies on the relationships between PO fit, creativity, and various HRPs should be clarified [16]. Depending on the social cognitive theory [17] and person-environment (PE) fit theory [18], the extent of perception, acceptance, and actual realization of CC-oriented HPWS will vary with individuals in different social environments. Alternatively, different degrees of fit may affect individuals’ work attitudes and behaviors [17,18]. Empirically examining individual-level PO fit as a moderating contingency offers a more comprehensive understanding of individual attitudes and behaviors in the workplace, that is, the effect of CC-oriented HPWS on individual creativity.

Overall, this study makes a few contributions. First, we tackle a longstanding vacancy by researching HPWS based on corporate citizenship, which seeks to open up a new research landscape for HPWS. Second, we explore the positive relationship of CC-oriented HPWS on individual creativity, which assuages increasing worry over the lack of empirical evidence for the individual-level HRPs - creativity research. Third, we provide new insights into the call for the contingency perspective of SHRM and creativity literature by focusing on the boundary influence of PO fit on the CC-oriented HPWS - individual creativity relationship. Finally, we exploit and test the hypothesized moderation model through traditional hierarchical regression analysis. Hayes introduced the PROCESS SPSS macro, which helped to test the moderation model more effectively and comprehensively [19]. Accordingly, our study adds a post hoc analysis using Hayes’ PROCESS method. Similarly, future research involving these models can use this approach to draw more convincing conclusions.

2. Theoretical Background and Hypothesis

With the proposal that corporations and organizations should assume some social responsibilities in addition to their economic and legal obligations [20,21], a broader range of topics, including ethical, philanthropic, sustainable, and discretionary responsibilities, is gradually coming into view. The conception of the CC was revealed. CC underlines that organizations should use their competencies and resources to improve broad social ends instead of simply for the economic bottom line [8], which is critical in consequences [7,22].

Compared to single human resource practice (HRP), a system of HRPs such as HPWS has more superiority in enhancing employees’ skills, commitment, and productivity, turning employees into a source of competitive advantage [23]. HPWS encompasses mutually supportive bundles of practices leading to more effectiveness than each component [24]. HPWS concerns that employees have the abilities to fit their work requirements (i.e., ability-enhancing courses, including training and skill development), are motivated to use their abilities (i.e., motivating-enhancing practices, including high pay, career development, and information sharing), and have opportunities and freedom to effectively use those abilities (i.e., opportunity-enhancing practices, including employee involvement) [24,25]. It can be regarded as an essential and practical approach and weapon in encouraging employees to excel and achieve better results [26,27].

As the two hot and booming topics in SHRM, this study considers their characteristics. Then it proposes the corporate citizenship-oriented high-performance work system (CC-oriented HPWS), which explains the effects of HPWS based on CC. According to Vlachos, Panagopoulos & Rapp [5] and Datta, Guthrie & Wright [23], CC-oriented HPWS refers to a set of HRPs designed for better economic, societal, sustainable performance and stakeholders’ well-being through enhancing employees’ abilities, motivation, and opportunities. We found no empirical evidence in the literature on this proposal. Nevertheless, considering that the studies on CC and HPWS have primarily been

devoted to organizational- and team-level [11,22], this paper focuses on the influences of CC-oriented HPWS at the individual level. It can also be regarded as a response to Rana & Javed's suggestion that HRP's can positively change employee attitudes and behaviors at work [28].

2.1. CC-oriented HPWS and Individual Creativity

Creativity is described as generating novel and valuable ideas on organizations' work processes and outcomes [29,30], which is indispensable for the survival and prosperity of organizations and firms in a turbulent environment [3,31]. Individual creativity refers to generating new and valuable ideas by an employee to develop novel and improved ways of practice and performance [32]. Creativity involves diversified parts and stages [33], of which the most widely recognized is the classic three-component models of creativity focused on individual properties, applying intrinsic motivation, domain-relevant skills/expertise, and creativity thinking processes [30].

Previous academic efforts have argued that HPWS can be regarded as an antecedent predictor of creativity and that it mainly centralizes comprehension at the organizational level [31]. As we have seen, few studies have directly explored the mechanism through which HPWS inspires individual creativity [32]. To well-operationalize the analysis of HPWS and creativity, this study examines the influence of CC-oriented HPWS on creativity at the individual level.

According to social cognitive theory [33], social exchange theory [34], and the norm of reciprocity [35], HPWS can provide cues that facilitate workers' efficacy belief [36–38], and foster employees' information exchange behavior [39]. As a result, individual creativity will be boosted [40,41].

Specifically, CC-oriented HPWS provides work resources and a supportive climate conducive to individual creativity, such as autonomy, extensive training, participation in decision-making, performance appraisal processes, and the pursuit of stakeholders' well-being. Based on social cognitive theory (Bandura, 2001), autonomous employees perceive greater self-efficacy, leading to confidence in professional knowledge, skills, and abilities (KSAs) instead of pressure and anxiety. Under the circumstances, more novel ideas will be aroused, and the domain-relevant skills/expertise can be secured. Additionally, employees can acquire new KSAs by participating in training and decision-making. For example, extensive training can amplify employees' KSAs base beyond that demanded current work and thus aids individuals to accomplish their job. This is beneficial for enhancing efficacy belief. An individual's efficacy belief may encourage them to take risks and adjust coping strategies, activating a high level of creativity [13].

Similarly, autonomy, performance appraisal processes, and the pursuit of stakeholders' (i.e., employees') well-being may stimulate employees to prefer to share their knowledge, information, and experience and utilize what they learn subsequently in their work [42]. It will promote the creative process and the extent of acquiring domain-relevant skills/expertise. Moreover, these characteristics of CC-oriented HPWS will likely give employees a sense of being valued by their organizations. In line with social exchange theory [34] and the norm of reciprocity [35], when individuals feel valued by their organizations, they tend to engage in work by putting in more energy and effort [43,44]. This contributes to heightening employees' willingness and intrinsic motivation. In this case, individuals would like to brainstorm new ideas and develop new routines, taking advantage of individual creativity. Therefore, we advance the following hypothesis:

Hypothesis 1: *CC-oriented HPWS will be positively associated with individual creativity.*

2.2. The Moderating Effect of PO Fit

Prior research appeals that human resource systems (HRS) cannot work in a vacuum setting or a one-size-fits-all pattern. Researchers have called for additional studies on contextual conditions [3,13]. Based on Chang et al. [32], "more refined understandings could be obtained if scholars can further identify other meaningful individual-level contingencies" (p. 676). The importance of individual-level moderators is evident at a glance. Individual-level moderation predictors are more proximal to employees, so they will likely increase potential and power in conditioning employee reaction to CC-oriented HPWS. To better understand the complicated process of CC-oriented HPWS

leading to creativity at the individual level, this paper examines the moderating effect of individual-level PO fit.

PO fit is described as “the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (pp. 4-5) [45]. While various researchers have broadly defined the concept as compatibility between individuals and organizations, the fit can be conceptualized in various ways [46]. Generally, complementary fit will occur when “the strength of the individual offsets a weakness or need of the environment, and vice versa” (p. 271) [47]. While supplementary fit is achieved when “a person supplements, embellishes, or processes characteristics which are similar to other individuals in the environment” (p. 269) [47].

On the one hand, we reason that employees have different responsibilities and arrangements in the workplace [48]. PO fit can affect employees’ intrinsic motivation by matching individual competence and organizational needs [49]. Those who meet their organization’s demands exhibit positive work attitudes and behaviors [50,51]. On the other hand, PO fit presents value congruence [45,52]. The basic proposition of PO fit literature is that the similarity in values and goals between individuals and their organizations facilitates individuals’ trust, psychological safety, and strong emotional bond and attachment with their organizations. As a result, positive employee attitudes and behaviors in the workplace will be promoted [53,54]. We assume that PO fit positively moderates the positive effects of CC-oriented HPWS on individual creativity because of positive individual attitudes and behaviors.

HPWS supplies resources and support to employee creativity yet also signals performance expectations [13,55]. In other words, CC-oriented HPWS can be considered as both an active driving force and a heavy pressure for individual creativity. However, in line with the social cognitive theory [33] and social exchange theory [34], PO fit provides valuable resources and support to individuals engaging in the cognitive processing of contextual cues [51,52]. Individuals with a high level of PO fit tend to interpret CC-oriented HPWS as assistance for obtaining a high level of individual creativity, rather than cognitively construing CC-oriented HPWS as pressuring. Their fit stimulates them to be confident in their creative capacities and encourages them to challenge the status quo with a desire for a better organization. For instance, training can successfully boost the mastery experience and vicarious experience of employees because of positive synergies based on high PO fit [53]. Likewise, in the case of high PO fit, participation in decision-making is more likely to be regarded as an autonomous opportunity rather than excessive pressure or anxiety, thus contributing to greater efficacy belief and information sharing. This autonomous, efficacy belief and information sharing can inspire more personal ideas and help reduce individuals’ resistance to novel ideas. As a result, individual creativity will be increased. In this regard, PO fit may assist organizations with CC-oriented HPWS in establishing a context that motivates employee creativity.

Conversely, when PO fit is low, the conflicts and objections of creativity under HPWS, because of the lack of support, creativity can be slowed or even prevented [54,55]. According to the attraction-selection-attrition process [56,57]. Those who fit organizations are apt to be attracted and selected, whereas those who do not are inclined to leave, which further homogenizes employees’ perceptions, thus impeding creativity. In addition, a low level of PO fit cannot offer constructive and supportive feedback, which conveys an encouraging tone. Based on social exchange theory [34] and the norm of reciprocity [35], the lack of support and inspiration may make individuals lose their motivation and expectation to do better, leading to weaker efficacy belief and willingness of information sharing. As a result, the positive influence of CC-oriented HPWS on individual creativity will be hindered. Therefore, we advance the following hypothesis:

Hypothesis 2: *PO fit will positively moderate the relationship between CC-oriented HPWS and individual creativity, such that the relationship will be more positive when PO fit is high than when it is low.*

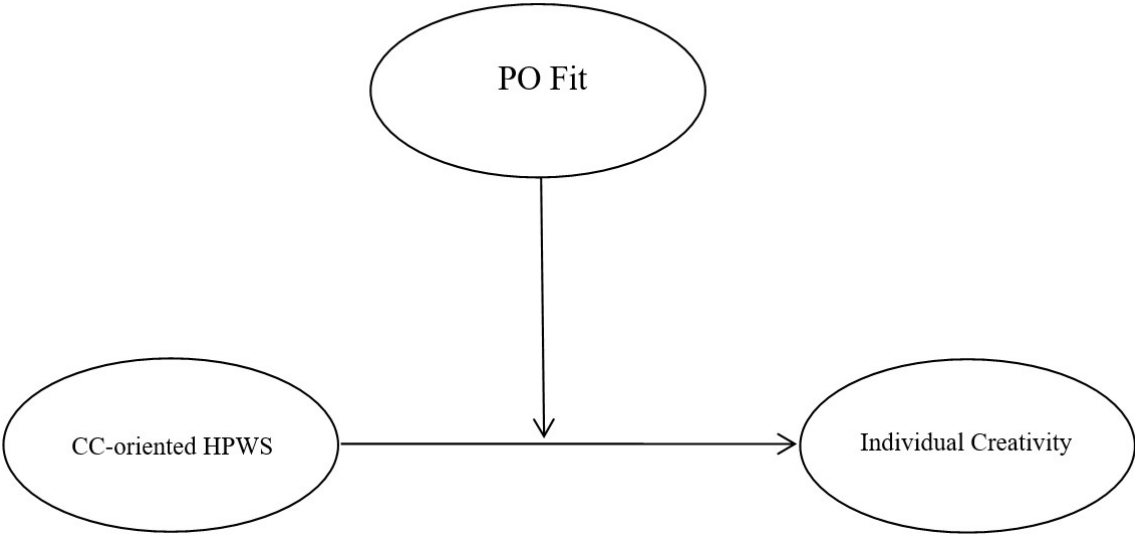


Figure 1. Theoretical Model.

3. Methods

3.1. Sample and Data Collection Procedure

Through two-period surveys, data were collected from employees of two companies (A and B) of a South Korean business group. The first survey (Time 1) that measured independent and moderating variables was conducted seven days in September, with 433 employees. After two weeks, a follow-up survey (Time 2) measuring the dependent variable was conducted. A total of 303 people replied. To examine the causal relationship between individual CC-oriented HPWS and individual creativity, and the moderating effect of PO fit, this study analyzed the data from 303 employees who participated in both surveys.

Of the total respondents, 201(69.3%) and 93(30.7%) were affiliated with companies A and B, respectively. Females comprised 11.2% of the total sample. The average age was 42.5 years. The education levels of the 303 employees were high school (6.0%), bachelor’s degree (69.0%), and graduate degree (25.1%).

3.2. Measures

To test the hypotheses, we used items developed and validated in previous studies whose reliability and feasibility have been verified [58–60]. For fear of the potential threat of common source bias, a time-lag design was used. All variables except for control variables used a seven-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

CC-oriented HPWS. CC-oriented HPWS was evaluated using a 13-item scale modified from the existing HPWS items [60–62]. The items of CC-oriented HPWS were recomposed through the interview regarding to SHRM with the management of the companies based on CC. This scale consisted of extensive training, results-oriented assessment relevant to quantitative appraisal, results-oriented assessment associated with qualitative appraisal, decision-making participation, and selective recruitment. A sample item is “Our company offers an extensive corporate citizenship training program to our employees yearly.” The scale’s reliability was indicated by Cronbach’s alpha ($\alpha = .96$).

Individual creativity. Individual creativity was measured by adopting a four-item scale from Zhou & George [59]. The following items ($\alpha = .95$) were included: “I come up with new and practical ideas to improve my performance,” “I suggest new ways to increase the quality of my work,” “I come up with a new way of performing my work,” “I come up with creative solutions to problems.”

PO fit. Revising the items used in Cable & DeRue [58] to the PO fit domain, we used a 2-item measure of person-job fit (PJ fit) and two items of PO fit to assess the degree of matching between

individual's specific attributes and their organization's particular traits (e.g., ability and value). The four-item scale included "My values fit well with the values of our company's corporate citizenship," "My values coordinate well with the values of the corporate citizenship that our company promotes," "My abilities and education level fit well with the way of the perspectives and policies of corporate citizenship," and "My abilities fit well with the policies in company's corporate citizenship philosophy and related business requirements." Cronbach's alpha for the scale was .96.

Control variables. Our analysis for hypothesis testing included several control variables. We controlled gender and age because these demographic variables impact the relationship between fit perceptions and creativity [60,63]. Additionally, given that education and tenure have been controlled in most prior research on creativity because they can affect employee creativity, we also regard education and tenure as control variables [53,64].

4. Results

We first evaluated the distinctiveness of our scales for CC-oriented HPWS, individual creativity, and PO fit by using confirmatory factor analyses (CFA) performed via AMOS 23.0. CC-oriented HPWS was modeled as a higher-order factor, consisting of five dimensions as the first-order factors, which built the theoretical model with two layers of potential factors. The second-order factor models are mainly used in higher-order factor models [46,62].

The results indicate that the expected three-factor model supports a significantly better fit than alternative models (Table 1). <Table 2> presents the descriptive statistics and correlations between research variables.

Table 1. Confirmatory Factor Analysis.

Model	Description	χ^2	df	χ^2/df	CFI	TLI	RMSEA	SRMR
1	1-factor model ¹	2003.29	184	10.89	.76	.73	.18	.13
2	2-factor model ²	1571.30	183	8.59	.82	.79	.16	.27
3	3-factor model ³	633.50	181	3.50	.94	.93	.09	.06

Note. CFI = Comparative fit index; TLI = Tucker-Lewis index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean squared residual. ¹ CC-oriented HPWS, individual creativity and PO fit combined as one construct. ² CC-oriented HPWS and individual creativity combined into a single factor. ³ Theoretical model.

Table 2. Means, Standard Deviations, and Correlations among Study Variables.

	Mean	SD	1	2	3	4	5	6	7
1. Gender	1.11	.31							
2. Age	42.55	8.45	-.31**						
3. Education	3.18	.55	-.31**	.20**					
4. Tenure	5.28	5.44	-.18**	.30**	.02				
5. CC-oriented HPWS	5.43	1.15	-.04	.10	.01	-.05	(.96)		
6. Individual creativity	5.78	.99	-.12	.29**	.08	.11*	.45**	(.95)	
7. PO fit	5.74	1.13	.03	.16**	-.01	-.06	.73**	.51**	(.96)

Note. N = 303. Gender, age, education and tenure are controlled. Cronbach's alpha internal-consistency reliability coefficients appear in parentheses along the main diagonal. CC-oriented HPWS = corporate citizenship-oriented high performance work system; PO fit = person-organization fit. * $p < .05$; ** $p < .01$.

5. Hypothesis Testing

We tested the hypotheses using hierarchical regression analysis. H1 predicts that CC-oriented HPWS is positively related to individual creativity. The results of the hierarchical regression analysis provide initial support for H1 (see < Table 3 >). In Model 2, we found that CC-oriented HPWS

positively affects individual creativity by controlling for such demographic variables as gender, age, education, and tenure ($\beta = .43, p < .001$). In Model 3, we also discovered that the positively moderating effect of PO fit affects the relationship between CC-oriented HPWS and individual creativity ($\beta = .17, p < .01$). Specifically, when individuals with high-level PO fit, the direct positive relationship between employees' CC-oriented HPWS and individual creativity was strongly reinforced. Thus, H2 was also supported.

Table 3. Results of Regression Analysis on Individual Creativity.

Variables	Model 1	Model 2	Model 3
Step 1: Controls intercept			
Gender	-.01(.19)		
Age	.28***(.01)		
Education	.02(.11)		
Tenure	.02(.01)		
Step 2: Main effect			
CC-oriented HPWS		.43***(.04)	
Step 3: Interactive effect			
PO fit			.45***(.07)
CC-oriented HPWS * PO fit			.17**(.03)
Adjusted R ²	.08	.26	.34

Note. N = 303. Gender, age, education and tenure are controlled. Standardized regression coefficients are reported; Standard errors are in parentheses. CC-oriented HPWS = corporate citizenship-oriented high performance work system; PO fit = person-organization fit. ** $p < .01$; *** $p < .001$.

Post hoc Analysis

We conducted a post hoc analysis with Hayes' PROCESS Model 1 approach to further explore these results [19]. As expected, < Table 4 > shows a statistically significant positive moderating effect of PO fit on the relationship between CC-oriented HPWS and individual creativity (LLCI = .03, ULCI = .15, $p < .01$). A simple slope analysis allows for a better understanding of this moderating effect (Aiken & West, 1991). Consistent with our theoretical hypothesis, the pattern in < Figure 2 > proposes the simple effects of PO fit on individual creativity at high and low levels (± 1 SD) of CC-oriented HPWS. At the same time, we held the control variables at their means. Individual creativity is significantly improved when PO fit and CC-oriented HPWS are high compared to other conditions, thereby supporting Hypothesis 2.

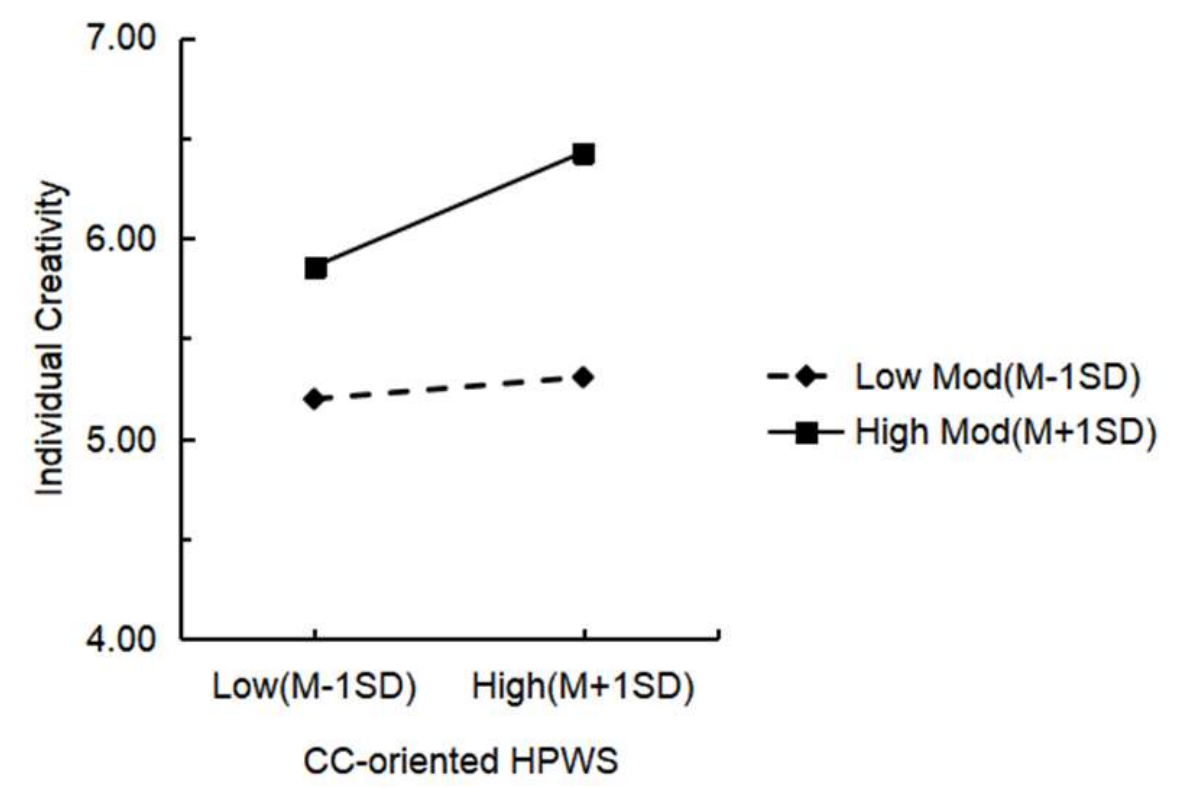


Figure 2. The Moderating Effect of PO Fit on CC-oriented HPWS and Individual Creativity.

Table 4. Results of PROCESS.

	coeff	SE	t	p	LLCI	ULCI
Constant	4.62	.47	9.86	.00***	3.70	5.54
Gender	-.13	.16	-.80	.43	-.45	.19
Age	.02	.01	3.71	.00***	.01	.04
Education	.06	.09	.60	.55	-.12	.23
Tenure	.01	.01	1.38	.17	-.01	.03
CC-oriented HPWS	.15	.06	2.47	.01*	.03	.27
PO fit	.39	.07	6.04	.00***	.27	.52
Moderating effect	.09	.03	3.14	.00**	.03	.15

Note. N = 303. Gender, age, education and tenure are controlled. Bias-corrected 95% confidence intervals are applied. Mean center is applied for all variables and covariates of this study. Moderating effect = HPWS * PO fit. CC-oriented HPWS = corporate citizenship -oriented high performance work system; PO fit = person-organization fit. * $p < .05$; ** $p < .01$; *** $p < .001$.

6. Discussion

The primary purpose of this paper was to investigate how CC-oriented HPWS and its interaction with PO fit predict creativity at the individual level. Empirical results supported the theoretical hypotheses regarding the major and interaction effects. As shown in Figure 2, as the level of CC-oriented HPWS enhances, the extent of individual creativity could increase. Moreover, the impact of CC-oriented HPWS on individual creativity is more vital when employees' PO fit is high than when it is low. When CC-oriented HPWS is high, and PO fit is also high, the creativity of individuals is most vital. In contrast, individual creativity is weakest when the levels of CC-oriented HPWS and PO fit are low.

6.1. Theoretical Implications

This research makes three significant theoretical contributions. First, the findings suggest a positive impact of CC-oriented HPWS on individual creativity. This substantial and positive relationship emphasizes and demonstrates the previous perspectives that HRPs could serve as antecedents for creativity [11,65]. Our study explores the antecedent of individual creativity, that is, HPWS, based on the context of CC. CC and HPWS of SHRM have become two popular and significant strategies to achieve organizational, team, and individual goals and performance. However, the field to coordinate and integrate the two is blank. To fill this gap, this paper innovatively incorporates both, researching HPWS in the context of CC. That is, we study HPWS with CC as the orientation and basis. The positioning of CC-oriented HPWS as a new characteristic of HRPs has implications for the enrichment and evolution of SHRM and HRPs.

Second, it has been widely acknowledged that organizations can use HRPs to promote desirable employee attitudes and behaviors [66,67]. Nevertheless, researchers have paid relatively less attention to the effects of HRPs on employees' individual creativity and more attention to the organization and team level [3,32,68]. Our study calls for this deficiency and extends the research to cover the individual creativity of employees as an outcome through a positive link between CC-oriented HPWS and individual creativity. This analysis transcends beyond examining effects at the organization and team level implications of HPWS. It reveals how HRPs affect individual employees, enriching and completing human research management (HRM) and creativity literature.

Third, this paper highlights boundary conditions at the individual level in which CC-oriented HPWS can be more or less effective in promoting employees' creativity. Prior research on HPWS and creativity has focused more on boundary conditions at the organizational and team level [3,32], whereas it misses the more immediate individual-level contextual effects. Our investigation fills this gap and broadens this line of research by explicitly debating and inspecting the moderating effect of individual-level PO fit. Our study argues that HPWS is not a one-size-fits-all HRP approach and does not take effect in a vacuum manner [13,69]. Therefore, we introduced a moderation factor (i.e., PO fit) into our theoretical model. We complement prior research on HPWS and creativity by showing individual factors which amplify the effect of CC-oriented HPWS at the individual level.

6.2. Practical Implications

This study also offers several practical implications. Our results indicate practical insights into the strategic value of HRM by certifying the significant benefits of CC-oriented HPWS for individual creativity. By starting with CC-oriented HPWS, organizations can move towards higher employee creativity and cultivate a creative culture. Organizations should consider SHRM, such as CC-oriented HPWS, when pursuing employee creativity. Organizations and managers should focus on nurturing and improving creative performance based on CC-oriented HPWS, such as organizing creativity-relevant training and selection and guaranteeing employees' decision-making participation.

In addition, the conditional effect of PO fit is considerable. When the level of PO fit of employees is high, the positive impact of CC-oriented HPWS on individual creativity is sharply strengthened. As a result, organizations and leaders can improve employees' creativity by promoting a strong sense of the match between individuals and their organizations through diverse coaching efforts.

Note that we expected CC as a vital attribute of SHRM could have far-reaching effects on employee attitudes and behaviors. According to previous research, CC assists organizations in attracting candidates, increasing individuals' job satisfaction, and retaining excellent staff [7]. This provides human resources for the development of creativity and motivates employees to devote themselves to exploring new ideas and paths aiming at better firm operation. It is beneficial for the improvement of creativity. Accordingly, organizations need to formulate and implement HPWS based on CC strategies. Organizations and managers should concern with the CC of individuals beginning in hiring and recruitment and endeavor to strengthen integration and alignment between CC and HPWS. Furthermore, organizations and leaders should also give full play to PO fit, contributing to creativity and even societal, sustainable performance.

6.3. Limitations and Future Research

Our findings of the current study have to be interpreted subject to some limitations, each leading to opportunities for future research. First, a potential limitation regarding the generalizability of our results should be noted. Our sample collected from members of two branches of the same organization was highly homogeneous. The present data collected from a single organization are conducive to eliminating extraneous sources of confounding. However, the relatively high homogeneity across branches in our investigation may reduce the extent of the certainty that the findings reported here can generalize to other samples. Hence, additional surveys need to be replicated with a broader number of participants to see if these results apply to other organizations.

Second, we note a few measurement issues. This study used a time-lag design by collecting data in two phases. It can reduce the likelihood that the findings are affected by common method bias and thus supply confidence in the validity of the results. However, this design is a cross-sectional study, which may not allow us to conclude the causality in our modeled relationships. Future research can employ a longitudinal design to establish and unravel causal directions between CC-oriented HPWS and individual creativity.

Additionally, our survey gathered data using self-reports. Individuals can provide more examples [70] and are better at detecting differences in their behaviors as a reaction to specific situations [71]. Given that, self-report measurement has its benefits and rationalization. Yet, the self-report measure may entail a risk of common method bias, which can affect outcomes [72]. Consequently, we encourage future studies to utilize multi-source design by including different sources of ratings (e.g., leaders and HR managers) and attempt to use objective indices.

Third, we focused on CC-oriented HPWS, an orientation in HRPs. Prior research argued that differential configurational HRPs influence individual outcomes [13]. Therefore, it can be valuable to examine and analyze other nuanced HR architecture or other types of HPWS and show how they interact with other creativity factors. Moreover, the “black boxes” between CC-oriented HPWS and individual creativity were ambiguous, and the attention to other contextual factors was also inadequate. Different mediators and moderators should be tested in future studies.

Despite these limitations, our research has extended our understanding of the role of CC-oriented HPWS for individual creativity in the PO fit context.

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Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The original data were provided by the corresponding author. If there are relevant research needs, the data can be obtained by sending an email to the corresponding author. Please indicate the purpose of the research and the statement of data confidentiality in the email.

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