



Impact of Interpersonal Trust on The Creative Behaviour of Employees in The Chinese Banking Industry: A Mediate of Knowledge Sharing and Moderation of Creative Self-efficacy

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Abstract

Innovation drives social development, and employees' creative behaviour is the endogenous power of innovation. Innovation is the result of the exchange of ideas and the knowledge-sharing process of interpersonal trust, which leads to new ideas and methods. Some employees have a high sense of creative self-efficacy and are more likely to behave innovatively and more frequently. Banks, as large financial institutions, rely on innovation for their growth and the knowledge management systems they have in place to enable more efficient knowledge sharing provide a good basis for the emergence of employees' creative behaviour. Interpersonal trust among employees is considered to be an important influencing factor in the occurrence of employees' creative behaviour, and the influencing institutions involved are worth exploring. This study attempts to understand interpersonal trust, knowledge sharing, employees' creative behaviour, and creative self-efficacy, and to explore the intrinsic links between them. This was supported theoretically through extensive literature research and the establishment of viable scales. After collecting 500 valid questionnaires, quantitative analyses and tests were conducted using SPSS and AMOS. The study found that interpersonal trust has a positive impact on employees' creative behaviour, and that knowledge sharing mediates the mechanism by which interpersonal trust influences employees' creative behaviour. In addition, creative self-efficacy has a positive moderating role in this mechanism. These results, on the one hand, enrich the research on the issue of employee innovativeness behaviour, especially by considering both intermediate and moderating variables, and on the other hand, provide feasible suggestions for the development of bank innovation in terms of human resource management.

Keywords: Interpersonal trust, Knowledge sharing, Employees' creative behaviour, Creative self-efficacy

Introduction

In recent years, China has continued to improve its innovation capacity and made a series of technological breakthroughs. The latest figures released by the World Intellectual Property



Organization (WIPO) show that China's international patent applications exceeded 70,000 for the first time in 2022, ranking first in the world for the fourth consecutive year since 2019.

Numerous studies have highlighted the importance of innovation in China's economic development. For example, Sun Qixiang, & Zhou Xinfu (2020) argue that innovation plays a key role in upgrading China's manufacturing and service industries, improving the competitiveness of enterprises, and promoting sustainable socio-economic development. Jian, H. & Jinxin. H. (2019) show that supporting innovation is an objective requirement for China's economic and social development, and that China has become an important pole on the global innovation map.

In a rapidly changing business environment, Chinese firms need to develop their own innovation capabilities to respond to changes in the external environment and competitive landscape. Central to organisational creativity are individual-level factors. Amabile (1988) proposed an innovation model that emphasises the central role of individual-level factors. Hülsheger, U. R., Anderson, N., & Salgado, J. F. (2009). Individual creative behaviour was found to be a significant predictor of team creativity. This highlights the importance of individual-level factors in shaping organizational creative outcomes.

The share and importance of the financial sector in the service industry cannot be ignored. In order to meet the challenges of the market and satisfy the needs of their customers, commercial banks need to constantly innovate. Employees play a key role in this process and Sosa, M. E. (2011) in his study states that in organisations with a strong atmosphere, employees are more willing to communicate and interact, thus stimulating their creative thinking and generating creative ideas. These bonds formed between employees and between employees and other members of the organisation, particularly interpersonal trust, should have an impact on knowledge sharing and creativity within the organisation.

In addition, in the actual production and operational activities of the bank, different employees have different levels of sensitivity to creative production activities. Some are better at picking up creative cues and have greater self-efficacy. According to social cognitive theory, individuals' judgments of self-efficacy influence their responses to engage in creative activities. Employees with the personal trait of creative self-efficacy also influence the cognitive processes associated with their creative behaviour.

Research Objective

To explore the factors of interpersonal trust and knowledge sharing, and their influence on employees' creative behavior, while examining knowledge sharing as a mediator and self-efficacy as a moderator in the relationship between interpersonal trust and employees' creative behavior.

Conceptual Framework

The research model shown in Figure 1 provides a more visual representation of the logical path from interpersonal trust to employees' creative behaviour proposed in this study:

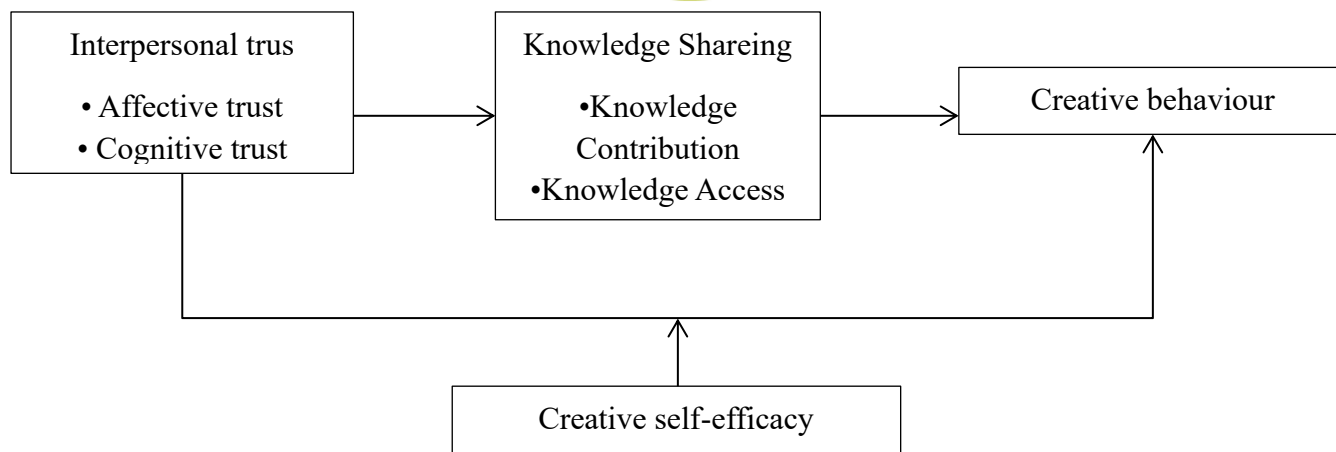


Figure 1 A conceptual framework for the relationship between the variables of interpersonal trust, knowledge sharing, employees' creative behaviour, and creative self-efficacy

Literature review and hypothesis

The impact of interpersonal trust on employees' creative behaviour

Based on Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996) perspective on colleague relationships and their impact on creative behaviour, it can be inferred that positive and supportive colleague relationships contribute to the enhancement of employees' creative behaviour. Therefore, interpersonal trust, as a form of positive colleague relationship, may play a crucial role in promoting employees' creative behaviour. In an organization where employees have a high level of trust in each other, there is likely to be more open communication and exchange of ideas, leading to a broader transfer of relevant knowledge and information. This, in turn, may trigger the emergence of new ideas and perspectives through knowledge sharing, ultimately fostering creative behaviours among employees.

Li Xiyuan (2017) also found in his study that perceptions of deep similarity between individuals and their supervisors can lead to increased creative behaviours. Such perceptions of similarity are often built on a foundation of mutual trust, where high levels of trust between employees and their supervisors can implicitly influence employees to imitate their supervisors' way of thinking and behaviour. This leads to a similar perception of the same situations and objects, thus potentially influencing creative behaviour.

Additionally, Li Ye (2018) suggested a positive correlation between relationship strength and employee innovation performance, indicating that strong colleague relationships can enhance innovation performance. This implies that positive interpersonal trust within an organization may influence employees' creative behaviour.

Interpersonal trust can be categorized into affective trust and cognitive trust. affective trust is based on emotional interactions, care, liking, or specific relationships. Cognitive trust is formed based on knowledge about the other party and judgments about their behaviour, abilities, and attitudes. Based on these theoretical derivations, the following hypothesis is



proposed:

H1: Interpersonal trust in the organization has a significant positive effect on employees' creative behaviour.

H1a: There is a significant positive effect of affective trust on employees' creative behaviour

H1b: There is a significant positive effect of cognitive trust on employees' creative behaviour

The impact of interpersonal trust on knowledge sharing

The level of knowledge within an organization plays a crucial role in its overall success. Creating a conducive knowledge-sharing environment is considered the most effective way for an enterprise to enhance its overall knowledge. Bandura's social learning theory suggests that human behaviour is not only influenced by individual cognition, but also by environmental factors, including social variables. As knowledge sharing is an important human behaviour, it is inevitable that it is also influenced by the work environment and intra-organizational climate in which employees operate.

Ganguly, A., Talukdar, A., & Chatterjee, D(2019) found that effective knowledge sharing requires the establishment of good knowledge networks within companies. Rungsithong, R., & Meyer, K. E. (2020) conducted empirical analyses demonstrating the impact of interpersonal trust structure dimension on inter-firm knowledge sharing. In a study conducted by Wang Peng et al (2019), it was found that interpersonal trust can facilitate knowledge sharing and act as a significant inhibitor of knowledge hiding behaviour.

This suggests that interpersonal trust within an organisation may have a positive impact on knowledge sharing. Knowledge sharing can be broken down into knowledge contribution and knowledge access, on the basis of which the following hypotheses are formulated:

H2: There is a significant positive effect of interpersonal trust on knowledge sharing

H2a: There is a significant positive effect of affective trust on knowledge contribution

H2b: There is a significant positive effect of cognitive trust on knowledge contribution

H2c: There is a significant positive effect of affective trust on Knowledge Access

H2d: There is a significant positive effect of cognitive trust on Knowledge Access

The impact of knowledge sharing on employees' creative behaviour

Creative behaviour in the workplace does not arise from mere ideas or slogans, but is in fact driven by a deep knowledge base and a high level of skill. The level of knowledge employees possess is likely to influence their ability to demonstrate creativity. As a key means of acquiring new knowledge, knowledge sharing may have a positive effect on the enhancement of employees' creative behaviour.

In an empirical study, Obeidat et al. (2016) examined the influence of knowledge management, including knowledge sharing, on innovation in Jordanian consultancy firms. Their results demonstrated that knowledge sharing practices positively impacted innovation, supporting the notion that knowledge sharing can enhance employee innovative behavior. Le and Lei (2019) explored the mediating role of trust in the relationship between transformational leadership and knowledge sharing processes, and how it affects employees' innovative behavior. The results of their study demonstrated that knowledge sharing has a positive impact on employee innovative behavior, and trust plays a crucial role in this relationship.



Based on this inference, the following hypothesis is proposed:

H3: There is a significant positive effect of knowledge sharing on employees' creative behaviour.

H3a: There is a significant positive effect of knowledge contribution on employees' creative behaviour.

H3b: There is a significant positive effect of Knowledge Access on employees' creative behaviour.

The mediating effect of knowledge sharing

When an organization fosters an environment of trust, it can lead to increased communication and exchange among employees, resulting in more knowledge sharing behaviours. This exchange of knowledge can stimulate the emergence of new ideas and creativity as employees collide and interact with shared knowledge.

For instance, Lei, H., Nguyen, T. T., & Le, P. B. (2019) show that leader supports moderate the correlation between interpersonal trust and Knowledge sharing. Second, Knowledge sharing serves as mediator in the relationship between interpersonal trust and firm's innovation capabilities. According to Mohammed, N., & Kamalanabhan, T. J (2020) benevolence-based trust and competence-based trust positively influence the extent to which individuals voluntarily engage in knowledge contribution and knowledge seeking with peers. The results also provide evidence for a significant positive relationship between both types of knowledge sharing behavior and employees' creative performance.

In an organization where interpersonal relationships are built on trust, employees feel more comfortable communicating with each other without fear of saying the wrong thing. This positive atmosphere encourages a higher frequency of knowledge sharing among colleagues. As a result, employees become more willing to engage in creative behaviour. Based on these findings, the following hypothesis is proposed:

H4: Knowledge sharing mediates the process by which interpersonal trust influences employees' creative behaviour.

H4a: Knowledge contribution mediates the process by which affective trust influences employees' creative behaviour.

H4b: Knowledge contribution mediates the process by which cognitive trust influences employees' creative behaviour.

H4a: Knowledge Access mediates the process by which affective trust influences employees' creative behaviour.

H4d: Knowledge Access mediates the process by which cognitive trust influences employees' creative behaviour.

Moderating effects of creative self-efficacy

In the context of interpersonal trust, it is important to note that individuals may exhibit varying levels of sensitivity to creative behaviour, even when trust levels are similar. Creative self-efficacy, which refers to employees' assessment of their own ability and confidence in performing innovative tasks, plays a significant role in influencing employees' creative behaviour. The extent to which creative self-efficacy contributes to the impact of interpersonal trust on employees' creative behaviour is an important aspect to consider in this study.

According to social cognitive theory, an individual's self-efficacy affects their



performance in social interactions. Employees with a higher sense of creative self-efficacy believe that they are capable of generating high quality, novel and useful ideas, and this facilitates their demonstration of creative behaviour in interpersonal interactions.

Liu, D., Jiang, K., Shalley, C. E., Keem, S., & Zhou, J. (2016) demonstrates the role of creative self-efficacy as a key motivational mechanism in employee creativity, finding that it positively moderates the relationship between contextual factors, such as interpersonal trust, and creative behavior. Farmer, S. M., & Tierney, P. (2017) study focused on the development of creative self-efficacy and its relationship with creative performance. This provides strong theoretical support for the use of creative self-efficacy as a moderating variable in research:

H5: creative self-efficacy plays a positive moderating role in the process of interpersonal trust influencing employees' creative behaviour.

H5a: creative self-efficacy plays a positive moderating role in the process of affective trust influencing employees' creative behaviour.

H5b: creative self-efficacy plays a positive moderating role in the process of cognitive trust influencing employees' creative behaviour.

Methodology

The target population for this study was account managers and team managers working in state-owned and joint-stock commercial banks, urban commercial banks and rural cooperative banks in China, to reflect the diversity of the Chinese banking industry. In the selection of the sample size for the formal test, scholar Shao (2013) suggested that the ratio of the number of subjects to the scale questions should be kept at least 10:1. Another scholar, He Qianlong (2005), suggests that if the number of scale items is less than 20, the medium sample size is about 150, the better sample size is 200, and when the number of questions is higher, the sample size should reach 400 or more. Taking the above considerations into account, this study plans to select about 500 subjects for the formal questionnaire study. The formal questionnaire for this study was mainly pushed to the target population using Questionnaire Star (www.wjx.cn) from November 10 to November 30, 2022. A total of 500 questionnaires were collected by using the Questionnaire Star sample service, a paid service. The parameters for setting up the sample service were as follows: 1) sample size: 500. 2) region: China. 3) target group: bank employees. 4) target position: sales and sales management. Questionnaire Star selected the corresponding population from its 6.2 million registered users and pushed them randomly until the number of questionnaires returned reached the specified number.

The independent variable in this study is interpersonal trust, which consists of two dimensions, Affective trust and Cognitive trust. affective trust consists of five questions. cognitive trust also has six questions. The scale was a Likert scale, 1 means not at all; 2 means probably not; 3 means not sure; 4 means probably yes, 5 means definitely yes.

The dependent variable in this study was Employees' creative behaviour, which consisted of seven questions, using a Likert scale, same as above.

The mediating variable in this study was Knowledge sharing, which consisted of two dimensions, Knowledge Contribution and Knowledge Access. 6 and 4 questions were included, respectively, on a Likert scale, same as above.



Finally, the moderating variable in this study was Creative self-efficacy, which consisted of 4 questions, also on a Likert scale, same as above.

Research results

Based on the theoretical analysis, a model of the influence relationship between the variables was constructed and the corresponding research hypotheses were formulated. AMOS 21.0 software was used to build the structural equation model, and the regression coefficients and significance between variables were calculated using the great likelihood estimation method, while the bootstrap method was used to sample 5000 times for bias correction to test the mediating relationship and the moderating effect in the model. The specific test results are as follows.

Direct influence relationship hypothesis testing

Using affective trust and cognitive trust as independent variables, employee creative behaviour as dependent variables, and knowledge contribution and knowledge access as mediating variables, a structural equation model as shown in Figure 1 was developed to test the direct influence relationship between the variables.

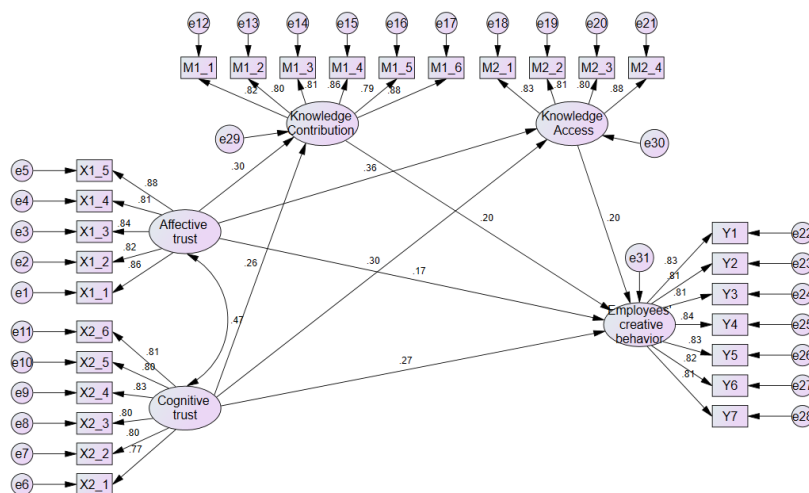


Figure 1 Schematic diagram of the structural equation model

Where, model $\chi^2/df=1.592<3$, RMSEA=0.034<0.05, SRMR=0.056<0.08, NFI=0.950>0.9, RFI=0.944>0.9, IFI=0.981>0.9, TLI=0.978>0.9, CFI=0.981>0.9, GFI=0.927 >All the fit indicators of the variables in the questionnaire results met the requirements of the analysis criteria, the model fit was good and the overall fitness was high.



Table 1 Calculated results and reference ranges for the fitted indicators

	Results	Reference range	Fitting situation
χ^2/df	1.592	<3	Excellent
RMSEA	0.034	<0.05 Excellent; < 0.08 Good	Excellent
SRMR	0.056	<0.05 Excellent; < 0.08 Good	Excellent
NFI	0.950	>0.9 Excellent; > 0.8 Acceptable	Excellent
RFI	0.944	>0.9 Excellent; > 0.8 Acceptable	Excellent
IFI	0.981	>0.9	Excellent
TLI	0.978	>0.9	Excellent
CFI	0.981	>0.9	Excellent
GFI	0.927	>0.9 Excellent; > 0.8 Acceptable	Excellent

The regression coefficients of the model variables were calculated and tested, and there was a significant positive regression effect of affective trust on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.169$ and a significance test result of $p < 0.001$, so the original hypothesis H1a was valid; there was a significant positive regression effect of cognitive trust on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.272$ and a significance test result of $p < 0.001$, so the original hypothesis H1b holds. Hypothesis H1 was tested.

There is a significant positive regression effect of affective trust on knowledge contribution, standardized regression coefficient $\beta = 0.3$, significance test result $p < 0.001$, therefore the original hypothesis H2a is valid; there is a significant positive regression effect of cognitive trust on knowledge contribution, standardized regression coefficient $\beta = 0.255$, significance test result $p < 0.001$, therefore the original hypothesis H2b is valid; there is a significant positive regression effect of affective trust on knowledge access, with a standardized regression coefficient $\beta = 0.359$ and a significance test result $p < 0.001$, so the original hypothesis H2c is valid; there is a significant positive regression effect of cognitive trust on knowledge access, with a standardized regression coefficient $\beta = 0.297$ and a significance test result $p < 0.001$, so the original hypothesis H2d is valid. Hypothesis H2 was tested.

There is a significant positive regression effect of knowledge contribution on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.199$ and a significance test result of $p < 0.001$, so the original hypothesis H3a is valid; there is a significant positive regression effect of knowledge access on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.204$ and a significance test result of $p < 0.001$, so the original hypothesis H3b is valid. Hypothesis H3 was tested.



Table 2 Tests for regression relationships of variables

	Path	<i>b</i>	β	<i>SE</i>	<i>t</i>	<i>p</i>	Hypothesis
Affective trust	→ Employees' creative behavior	0.170	0.169	0.051	3.341	<0.001	H1a
Cognitive trust	→ Employees' creative behavior	0.317	0.272	0.059	5.414	<0.001	H1b
Affective trust	→ Knowledge Contribution	0.291	0.300	0.050	5.853	<0.001	H2a
Cognitive trust	→ Knowledge Contribution	0.286	0.255	0.058	4.951	<0.001	H2b
Affective trust	→ Knowledge Access	0.327	0.359	0.046	7.149	<0.001	H2c
Cognitive trust	→ Knowledge Access	0.312	0.297	0.053	5.873	<0.001	H2d
Knowledge Contribution	→ Employees' creative behavior	0.207	0.199	0.047	4.411	<0.001	H3a
Knowledge Access	→ Employees' creative behavior	0.226	0.204	0.055	4.139	<0.001	H3b

Mediation effect test

The effect size of each mediating effect in the model was calculated using bootstrap method with 5000 samples and the results were summarised in Table 3. where the effect size of the indirect effect of affective trust on employees' creative behaviour through knowledge contribution was 0.060, with a significance test result of $p=0.002<0.01$ and 95% confidence interval [0.024, 0.108] not containing 0. Therefore, knowledge contribution mediates the process by which affective trust influences employee creative behaviour and hypothesis H4a holds.

The indirect effect size of cognitive trust on employees' creative behaviour through knowledge contribution was 0.059, the significance test result $p=0.001<0.01$ and the 95% confidence interval [0.023, 0.112] did not contain 0. Therefore, knowledge contribution mediated the process of cognitive trust influencing employees' creative behaviour and hypothesis H4b held.

The indirect effect size of affective trust on employees' creative behaviour through knowledge access was 0.066, the significance test result $p=0.002<0.01$ and the 95% confidence interval [0.023, 0.122] did not contain 0. Therefore, knowledge access mediates the process of affective trust influencing employees' creative behaviour and hypothesis H4c holds.

The indirect effect size of cognitive trust on employees' creative behaviour through knowledge access was 0.065, with a significance test result of $p=0.001<0.01$ and a 95% confidence interval [0.025, 0.127] not containing 0. Therefore, knowledge access mediates the process of cognitive trust influencing employees' creative behaviour and hypothesis H4d holds.

In summary, it can be seen that knowledge sharing mediates the process by which interpersonal trust influences employees' creative behaviour, and hypothesis H4 is tested.



Table 3 Calculation and testing of effect sizes for intermediate effects

Path	Effect	SE	95% Lower	95% Upper	p	Hypothesis
Affective trust→Knowledge Contribution → Employees' creative behaviour	0.060	0.021	0.024	0.108	0.002	H4a
Cognitive trust→Knowledge Contribution → Employees' creative behaviour	0.059	0.022	0.023	0.112	0.001	H4b
Affective trust→Knowledge Access→Emplo yees' creative behaviour	0.066	0.025	0.023	0.122	0.002	H4c
Cognitive trust→Knowledge Access→Emplo yees' creative behaviour	0.065	0.026	0.025	0.127	0.001	H4d

Analysis of moderating effects

Based on the mediated model, creative self-efficacy was further added as a moderating variable to test whether creative self-efficacy played a moderating role in the influence of affective trust and cognitive trust on employees' creative behaviour. According to the steps of the latent variable moderating effect test, the standardised loadings of affective trust, cognitive trust and creative self-efficacy from the validated factor analysis results were paired high and low, and the indicator product term was constructed on the basis of centrality, and the indicator product term was used as the estimator of the interaction term latent variable, and the specific model schematic is shown in Figure 2.

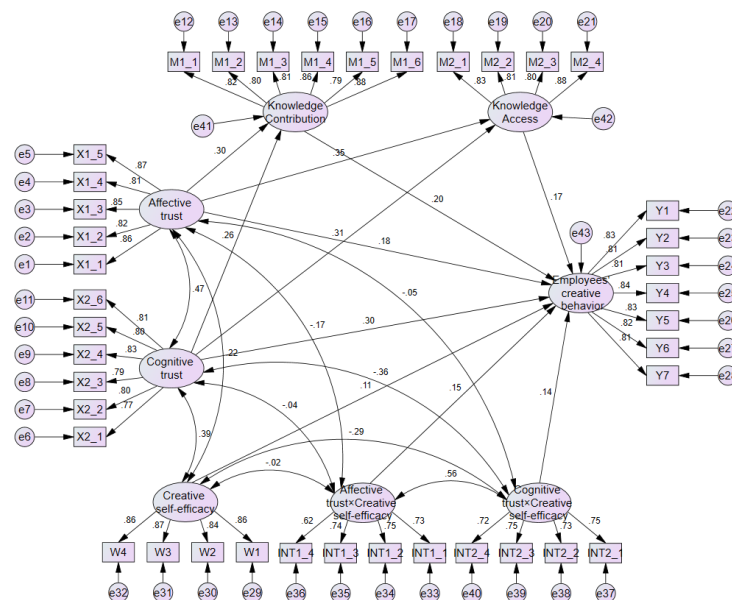


Figure 2 Schematic diagram of the moderation effect test model

In the test of the moderating effect, the interaction term of affective trust and creative self-efficacy "affective trust x creative self-efficacy" has a significant positive regression effect on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.153$ and a significance test result of $p = 0.011 < 0.05$. Therefore, creative self-efficacy plays a positive role



in The hypothesis H5a is valid, as affective trust plays a positive moderating role in the process of influencing employees' creative behaviour.

The interaction term between cognitive trust and creative self-efficacy, "cognitive trust x creative self-efficacy", has a significant positive regression effect on employees' creative behaviour, with a standardised regression coefficient of $\beta = 0.141$ and a significance test result of $p = 0.032 < 0.05$. Therefore, creative self-efficacy plays a positive moderating role in the process of cognitive trust influencing employees' creative behaviour. The hypothesis H5b holds. In summary, hypothesis H5 was verified.

Table 4 Tests for moderating effects

Path	<i>b</i>	β	<i>SE</i>	<i>t</i>	<i>p</i>	Hypothesis
Affective trust→Knowledge Contribution	0.289	0.298	0.050	5.830	<0.001	
Cognitive trust→Knowledge Contribution	0.290	0.258	0.058	5.007	<0.001	
Affective trust→Knowledge Access	0.319	0.351	0.045	7.016	<0.001	
Cognitive trust→Knowledge Access	0.325	0.308	0.053	6.094	<0.001	
Affective trust→Employees' creative behavior	0.183	0.182	0.054	3.408	<0.001	
Cognitive trust→Employees' creative behavior	0.346	0.296	0.069	5.028	<0.001	
Knowledge Contribution →Employees' creative behavior	0.208	0.201	0.045	4.649	<0.001	
Knowledge Access→Employees' creative behavior	0.192	0.174	0.052	3.686	<0.001	
Creative self-efficacy→Employees' creative behavior	0.105	0.107	0.042	2.484	0.013	
Affective trust×Creative self-efficacy→Employees' creative behavior	0.133	0.153	0.052	2.540	0.011	H5a
Cognitive trust×Creative self-efficacy→Employees' creative behavior	0.122	0.141	0.057	2.140	0.032	H5b

Discussions

Using SPSS and AMOS to analyse the data collected, the study examines the impact of interpersonal trust on employees' creative behaviour, using the Chinese banking industry as an example. In addition, the mediating role of knowledge sharing and the moderating role of creative self-efficacy were explored. The findings provided strong support for all hypotheses, including H1, H2, H3, H4 and H5. Two sub-dimensions of interpersonal trust - affective trust and cognitive trust - were found to have an impact on employees' creative behaviour in the findings. The findings revealed that affective trust had a positive impact on employees' creative behaviour ($\beta = 0.169$, $p < 0.001$) and cognitive trust had a positive impact on employees' creative behaviour ($\beta = 0.272$, $p < 0.001$). These results suggest that both affective and cognitive trust contribute to employees' creative behaviour. According to social exchange theory, emotional trust arises when employees experience care, help and trust from their peers in a company or organisation, and they are more likely to reciprocate by using their abilities, including knowledge sharing. Cognitive trust, on the other hand, is a rational form of trust, based on a comprehensive assessment of the other person's abilities and knowledge. Based on this type of trust, employees are more likely to take the initiative to communicate and interact with the



trusted party for knowledge contribution and knowledge access.

Interpersonal trust and its dimensions have a positive impact on knowledge sharing and its dimensions, as demonstrated in the previous empirical tests. The regression coefficients for affective trust on knowledge sharing (knowledge contribution and knowledge acquisition) were 0.3 and 0.255, and the regression coefficients for cognitive trust on knowledge sharing (knowledge contribution and knowledge acquisition) were 0.359 and 0.297 respectively. This suggests that interpersonal trust has a significant impact on knowledge sharing. Knowledge sharing has a significant positive effect on employees' creative behaviour. The importance of knowledge exchange in stimulating creativity is emphasised. The contribution and access to knowledge provides employees with different perspectives, resources and ideas, which in turn facilitates the generation of new solutions and creative outcomes.

Two sub-dimensions of knowledge sharing - knowledge contribution and knowledge access - were found to have an impact on employees' creative behaviour in the study results. The findings show that knowledge contribution has a positive impact on employees' creative behaviour ($\beta=0.199$, $p<0.001$) and knowledge access has a positive impact on employees' creative behaviour ($\beta=0.204$, $p<0.001$). These results suggest that both knowledge contribution and knowledge access contribute to employees' creative behaviour.

Knowledge sharing mediated the relationship between interpersonal trust and employees' creative behaviour. According to the results of the analysis, the effect size of the indirect influence of affective trust on employees' creative behaviour through knowledge contribution was 0.060, the result of the significance test $p=0.002<0.01$, the effect size of the indirect influence of cognitive trust on employees' creative behaviour through knowledge contribution was 0.059, the result of the significance test $p=0.001<0.01$ and the effect size of affective trust on employees' creative behaviour through knowledge access was 0.066, the result of the significance test $p=0.002<0.01$, and the effect size of the indirect influence of affective trust on employees' creative behaviour through Knowledge Access was 0.059, the result of the significance test $p=0.001<0.01$, the effect size of the indirect influence of affective trust on employees' creative behaviour through Knowledge Access. The effect size of cognitive trust's indirect influence on employees' creative behaviour through knowledge access was 0.066, with a significance test result of $p=0.002<0.01$, and the effect size of cognitive trust's indirect influence on employees' creative behaviour through knowledge access was 0.065, with a significance test result of $p=0.001<0.01$, indicating that knowledge sharing played a mediating role in the mechanism of interpersonal trust's effect on employees' creative behaviour.

According to the results of the analysis, the coefficients of the interaction terms between the two sub-dimensions of interpersonal trust - affective trust and cognitive trust - and creative self-efficacy were 0.153 and 0.141 respectively, indicating that creative self-efficacy played a significant positive moderating role in the influence of interpersonal trust on employees' creative behaviour. Creative self-efficacy provides individuals with the courage and confidence to innovate. For an employee with a high sense of creative self-efficacy, he tends to have more confidence than others, and when they encounter difficulties in the innovation process, they will face the difficulties head-on with strong beliefs and their own abilities, and take the initiative to explore solutions and accomplish their innovation goals. Therefore, having good interpersonal trust makes them more eager to prove themselves and show more creativity than



other employees. For employees with low creative self-efficacy, even if they have good interpersonal trust with their colleagues, their sense of innovation is not as keen and they are afraid to take action, and their inner creativity is not stimulated.

Suggestions

Strong interpersonal relationships of trust between employees in an organisation do not develop overnight, but are built up gradually through constant contact and mutual understanding. The strength of this trust relationship has a significant impact on the level of creative behaviour exhibited by employees. Furthermore, even at the same level of interpersonal trust, individuals can have different levels of sensitivity to creative behaviour. Creative self-efficacy, which involves employees' positive evaluations of and confidence in their ability to perform creative work, can also influence their performance of creative behaviour.

In today's knowledge-driven economy, knowledge has become a valuable resource for strategic deployment within banks. Sharing knowledge and harnessing its power is critical to maximising the bank's internal knowledge base and turning it into economic benefits. Increased knowledge-sharing behaviour among employees within a bank creates more opportunities for interaction, leading to the generation of breakthrough ideas and supporting the output of creative behaviour.

Interpersonal trust and knowledge sharing therefore play a crucial role in increasing the level of creative behaviour among employees, ultimately contributing to the innovation and growth of the bank. Based on these findings, a number of recommendations for business management practices can be made.

1 Actively create an atmosphere of harmonious interpersonal trust relationships.

Firstly, banks should eliminate the concept of hierarchy as far as possible and increase the sense of collective belonging of internal staff, so that the bank forms a warm family environment, allowing employees to feel care from within the bank, generating mutual dependence and support for the bank and its employees, so that the affective trust between employees becomes stronger and they do not have to worry about the ridicule that comes with job failure, thus daring to try to break through to innovation.

2 Establish a good knowledge sharing atmosphere and platform to maximise the utility of knowledge resources.

Knowledge resources are important strategic resources and an important premise and foundation for the bank's independent innovation, and knowledge management should be treated as an important management activity of enterprise management. In terms of the extent of knowledge sharing, the power of knowledge can be effectively brought into play. Banks should establish a digital and information-based knowledge management system so that scattered and fragmented knowledge can be effectively integrated, so that the integrated knowledge can be shared and exchanged, which is conducive to mutual collaboration between different departments and improves the bank's work efficiency. In addition, more opportunities and conditions should be created for the knowledge sharing of employees. For example, inter-departmental cooperation or training can be carried out so that employees inside and outside



the department have more opportunities to communicate, thus enabling the knowledge resources of different departments to be cross-utilised and better stimulating innovative thinking. Regular activities can also be organised, such as fun games, company dinners, quality development, etc. Such informal exchanges can effectively enhance the feelings between employees and form good relationships, enabling them to exchange ideas and share knowledge with each other with an open mind.

3 Targeted recruitment of employees with a high level of creative self-efficacy can increase the level of creative self-efficacy of employees within the bank.

The findings of this paper suggest that employees' own creative self-efficacy has a positive moderating effect on their level of creative behaviour. Therefore, when recruiting, especially for account managers, banks can add a psychological assessment of creative self-efficacy to their academic and business competencies to ensure that they are able to recruit employees who are better suited to innovation.

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