

Can generational differences and feeling trusted improve knowledge-sharing behavior? Consequences of high-performance work systems

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Abstract

Purpose – This study aims to investigate the relationships between high-performance work systems (HPWS) on knowledge-sharing behavior (KSB) among Indonesian employees through the mediating role of feeling trusted (FT) and moderating role of generational differences (GD).

Design/methodology/approach – Sample were collected from 278 employees working in the Indonesian financial companies. This research used structural equation modeling to investigate the associations of HPWS and KSB. Furthermore, Sobel Test was applied to test the mediation effect of FT. Finally, Hayes PROCESS was used to test the moderation impact of GD.

Findings – The empirical results revealed that HPWS positively impact FT and KSB. Hereafter, FT also positively impacts KSB and then succeeds to mediate the relationships between HPWS and KSB. Finally, GD were failed to moderate the relationships between HPWS and KSB.

Originality/value – To the best of the authors' knowledge, this study is one of the few studies that illustrate the roles of GD between the relationships between HPWS and KSB.

Keywords Knowledge-sharing behavior, Generational differences, High-performance work systems, Feeling trusted

Paper type Research paper

Introduction

Every company needs to grow and change continuously, resulting in being able to compete and maintain their existence in the current era of rapid technological development and globalization (Larasati *et al.*, 2018). Organizational change requires the role of initiative and implementation of knowledge management (KM) because a change is closely related to collaboration through KM system (Leith and Yerbury, 2019) with knowledge-sharing behavior (KSB) as one of the vital KM activities (Wang *et al.*, 2016). Thus, resulting the awareness to implement human resource (HR) systems through high-performance work systems (HPWS) as a vital role in the field of HR systems (Guthrie *et al.*, 2009), with the aim that employees feel more comfortable to implement KSB (Bhatti *et al.*, 2020; X. Chen and Zhu, 2014).



Previous studies have shown positive relationships between HPWS and KSB (Abbasi *et al.*, 2020; Bhatti *et al.*, 2020; X. Chen and Zhu, 2014; Riana *et al.*, 2020), but it seems important and still rare to include interpersonal variables such as feeling trusted (FT) into an alternative framework. Whereas, FT is a signal that employee is valuable therefore it is able to foster organizational commitment (Dirks and Ferrin, 2002; Dora *et al.*, 2014; Pfeffer, 1998), thus employees voluntarily share their acquired knowledge with others within the company. Hence, FT seems important to be discussed within the relationships as an important factor.

Knowledge-sharing behavior

The concept of KM is created on the basis of the assumption that knowledge is one of the important things in an organization (Agarwal and Marouf, 2016). KM activities include acquiring, sharing, developing and using knowledge efficiently (Jafari Navimipour and Charband, 2016). As one of the vital KM activities, KSB facilitates the exchange and application of information, practicing, unusual understanding, insight, and experience of individual within the organization that become company assets, thus it is useful for developing organizational productivity and innovation capabilities, then the added value of the organization would continue to grow (Wang *et al.*, 2016). KSB will continuously encourage and accommodate an interaction regarding a change strategy within the organization (Gillen, 2004; Tomaney, 2010). Thus creates and maintains a conducive work environment climate to make employees feel more comfortable for implementing KSB, so that HR practices are needed fairly applying of HPWS (Carnahan *et al.*, 2010; X. Chen and Zhu, 2014; Tsui *et al.*, 1997).

High-performance work systems

HPWS is an integral part of separated but connected HR practices that are designed to develop employees and company performance by developing competencies in the work environment, encouraging high contribution, motivation and effort from each employee (Huselid, 1995). The implementation of HPWS aims to accommodate dynamic change and development in the business setting and create some comfortable as well as productive work environment for employees (Bendickson *et al.*, 2016; De Oliveira and Da Silva, 2015). The consequences of HPWS will have an impact on increasing employee commitment and bond to the company as the exchange of the investment which has been done by the company for them (Huang *et al.*, 2018). Therefore, HPWS is able to maintain employee flexibility in anticipation of changes in the business (Mihail *et al.*, 2013). However, HPWS is only used to minimize the risk of change in a preventive manner (Bendickson *et al.*, 2016). As a consequence, the HR function needs to be involved in formulating and implementing HPWS to encounter changes in the business setting (Pierse, 2012).

The implementation of HPWS is often considered as a relevant signal of trust by directing the organization to an environment of mutual trust, so HPWS is able to increase employee trust in the organization (Searle *et al.*, 2011). Employees felt trusted by their supervisors because they interpret HPWS as a form of investment that their supervisors give to subordinates (Ugwu *et al.*, 2014). FT realized is not the only consequence from the practice of HPWS, but it depends on how supervisors implement HPWS by creating a trusted work environment (Kloutsiniotis and Mihail, 2018). One of the objectives of implementing HPWS is to obtain useful value for the company (Becker and Huselid, 1998). Company value is obtained from the creation of knowledge formed and is spread within the company, so that to achieve optimal KSB levels, optimal HR practices are needed, which is based on the development of employee motivation and skills (Bhatti *et al.*, 2020). One of the

goals of HPWS is to create a conducive environment, so that employees will be more comfortable in implementing KSB (X. [Chen and Zhu, 2014](#)). Thereby, this research formulates the following hypothesis:

H1. HPWS is positively related to KSB.

Feeling trusted

FT is an individual perception, or trustor, that other parties or trustees voluntarily have the confidence to share risks with the trustor ([Dora et al., 2014](#)). FT from supervisors will not have any effect on the subordinates unless subordinates perceive FT that is accomplished by supervisors ([Lau et al., 2007](#)). Supervisor's trust in subordinates appears in the organization along with differences in capabilities and strengths between the two ([Dora et al., 2014](#)). Regarding FT, Confucianism emphasizes three cultural characteristics, including the importance of harmony, loyalty and reciprocity ([Zhu et al., 2019](#)). Some researchers believe that FT from supervisors is a signal that employees are valuable so that it will foster positive outcomes from employees ([Pfeffer, 1998](#)), thereby FT becomes an interpersonal construct that is closely related to work performance and organizational commitment ([Dirks and Ferrin, 2002](#); [Dora et al., 2014](#)).

FT from supervisor will improve KSB through oral discussions based on the absence of fear that someone will lose their unique value ([Renzi, 2008](#)). Therefore, supervisors should consider the trust factor to encourage KSB because knowledge has a vital role in the organization and industry ([Abdelwhab Ali et al., 2018](#); [Manfredi Latilla et al., 2018](#)). Implementation of HPWS as HR practices increases employee trust toward organization because it is considered as a relevant signal of trust because HPWS with proper practice is seen as an organizational stimulus to psychological safety which then leads to mutual trust environment ([Miao et al., 2020](#); [Searle et al., 2011](#)). Moreover, an employee who feels trusted by the supervisor will interpret that HPWS is a form of investment given by the supervisor to an employee, so that FT from supervisor is a consequence of HPWS practices ([Kloutsiniotis and Mihail, 2018](#)). Hence, we formulate the following hypothesis:

H2. HPWS is positively related to FT.

Trust is considered as a psychological factor as one of the antecedents of KSB ([Dedahanov and Rhee, 2015](#); [Zhu et al., 2019](#)). When employees have a feeling of being trusted by the supervisor, it emerges to be a motivation, which drives them to share knowledge ([Zhu et al., 2019](#)). Thus result consistent with the findings that employees' trust on their organizational citizenship behavior (OCB) will reduce silent behavior, but it will negatively impact KSB ([Chae et al., 2019](#); [Lim and Loosemore, 2017](#); [Takhsha et al., 2020](#)). Therefore, we proposed the following hypothesis:

H3. FT is positively related to KSB.

One of the functions of HPWS is to become an effective medium to convey the company's goals and objectives to employees. HPWS can build positive relationships between supervisors and subordinates, so that it is able to foster mutual trust between the two of them. Furthermore, employee implementation of HR practices is the basis for building trust in the workplace ([Min et al., 2019](#)). FT creates a feeling of justice, encouragement from supervisors, and encourages KSB ([Lau et al., 2007](#)). The capabilities and virtues of a person will generate trust which in turn will encourage an effective KSB. Based on this statement,

we proposed the following hypothesis: *H4*. FT mediates the relationship between the HPWS and KSB.

Generational differences

Several studies have found that each generation has different attitudes about KSB. In the current era, organizations are dominated by the “X” generation (born in the late 1960s and early 1980s) and the “Y” generation (born in the early 1980s to early 2000s) (Rahman *et al.*, 2017). Generation “X” is said to focus more on work because it is motivated to continue earning money, whereas generation “Y” focuses more on finding the meaning of life (Asghar, 2014). Several previous studies have shown that the “X” and “Y” generations have differences in personality traits and motivation to share knowledge with others because they are believed to have a different set of practice norms and motivations (Naim and Lenkla, 2016; Wong *et al.*, 2008). Based on this statement, we proposed the following hypothesis:

H5. The difference between generations “X” and “Y” has a moderating effect on the relationship between the HPWS and KSB.

Research methods

Participants and procedure

This research aims at employees who worked in financial service companies in Jakarta during the period of October 2020 to January 2021. This research was conducted by using the object of financial services companies regarding three reasons. First, financial services companies practicing business in information sector besides financial business. Hence, the competitive advantage of financial company will be obtained from increasing knowledge within information business (Chatzoglou and Vraimaki, 2009; Rita and Man, 2012). Furthermore, Craig Kaylor of the Hampden Savings Bank, stated that banks do not sell goods, they sell services and knowledge. Second, financial companies have a tendency-impacted fluctuation because of the changes in the fundamental sector such as financial liberalization and globalization, therefore it drives financial companies to look vigilantly into KM to reduce the impact of instability in business nowadays. Third, previous research has found that HPWS can influence employees to avoid counterproductive work behavior such as fraud (Xu and Lv, 2018). Financial services companies need some tools to increase the competitiveness by reducing the number of fraud (Hasan *et al.*, 2020; Mozammel and Haan, 2016). Total 300 questionnaire were distributed via electronic messages, and 284 participants agreed to participate, but 6 attempted questionnaires were not qualified because they did not complete the survey instrument. The total final samples used were 278

		<i>F</i>	(%)			<i>F</i>	(%)
Age	20–39 years	220	79.14	Gender	Female	155	55.76
	40–51 years	58	20.86		Male	123	44.24
Education	High school	13	4.68	Tenure	1–5 years	87	31.29
	Undergraduate	239	85.97		5–10 years	129	46.40
	Post graduate	26	9.35		11–15 years	59	21.22
					Above 16 years	3	1.08

Note: *N* = 278

Source: Authors’ own

Table 1.
Demographic features

respondents, which represented a response rate of 92.67%. The gender composition consisted of 56.76% women and 44.24% men.

Measurement

Each variable in this study uses an existing measurement item to maintain the reliability and validity of a study which was then translated into Bahasa Indonesia using the back translation method, which is useful for maintaining the validity level of translation (Wang *et al.*, 2016). HPWS is measured using 10 items from Den Hartog *et al.* (2013). FT is measured by two factors, namely, reliance and disclosure expressed by Gillespie (2003) through 11 items. Dora *et al.* (2014) retest this item with results ($\chi^2 [34] = 541.86, p < 0.001$, Tucker–Lewis Index [TLI] = 0.92, comparative fit index [CFI] = 0.94). KSB is measured using five items from Hsu *et al.* (2007). This study used a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) with the aim because scale 7 is the scale most preferred by respondents besides scale 10 (Preston and Colman, 2000). Furthermore, generation “X” is the generation who is born in 1961 – 1980, while generation “Y” is 1981 – 2000 (Naim and Lenkla, 2016), then we included a dummy for effects related to generational differences measurements coded as zero for generation “Y” and one for generation “X”.

Data analysis procedure

This study used confirmatory factor analysis (CFA) and structural equation modeling (SEM) by using AMOS 21.0 software as a tool for analyzing quantitative data. SEM is deemed to be able to justify the relationship between theory and empirical data. In addition, this analysis technique is able to examine the causality relationship between constructs and several measurement items (Karl and Dag, 1993). In the first stage, validation is carried out using the CFA, which covers the testing of measurement model. Furthermore, the second stage includes the use of the SEM method to test the hypotheses that have been compiled. Finally, this study used Sobel Test to investigate the mediation impact of FT, and then SPSS PROCESS Macro (Hayes, 2017) was used to examine the moderating effect of GD in the relationship between HPWS and KSB.

Measurement model

CFA model was used in this study, as explained in Table 2, includes three important aspects, namely, discriminant validity, convergent validity and reliability. This model describes the latent constructs of all observed constructs as a weighted sum. Average variance extracted (AVE) is the total of each factor squared and divided by the number of indicators. To be satisfactory convergent validity for a construct, AVE needs to have a value greater than 0.5. Furthermore, the maximum covariance (MSV) is measured by counting the number of covariances divided by each latent construct with other constructs. Moreover, the average shared variance (ASV) is the average values owned by the latent constructs with all other constructs of the research model. Convergent validity can be assessed as calculated from composite reliability (CR) which must exceed a value of 0.7 (Chin, 1998). The CR value must exceed AVE, whereas the AVE value must be greater than MSV and ASV (Hair *et al.*, 2014).

The CR values of three variables, namely, HPWS, FT and KSB, are above 0.60 which are above the accepted value (Fornell and Larcker, 1981). However, the AVE value of HPWS and FT is below the ideal value of 0.50. According to Fornell and Larcker (1981), AVE value within the scope of the validity from measurement model is classified as a conservative estimation, so that based on the CR value, the researcher is able to conclude that convergent validity and construction are sufficient. Based on this statement, because the CR values in

Construct and item	Factor loading	α
HPWS (CR = 0.87, AVE = 0.44, MSV = 0.37, ASV = 0.33)		0.86
HPWS 1 Training is provided regularly to me	0.61	
HPWS 2 My job and tasks offer opportunities to learn new things	0.69	
HPWS 3 Managers take my career ambitions and goals into account here	0.65	
HPWS 4 I have opportunities for development within this organization	0.68	
HPWS 5 Managers offer equal opportunities to everyone here regardless of gender, ethnicity, nationality, sexual orientation or religion	0.67	
HPWS 6 I can determine and make changes in the way in which I perform my work	0.59	
HPWS 7 I have room to make decisions in issues relating to my work	0.66	
HPWS 8 In my work, I am part of a team	0.71	
HPWS 9 The work demands I am appraised on for my job are clear to me	0.73	
HPWS 10 I know how the managers rate my performance on my work tasks	0.65	
FT (CR = 0.90, AVE = 0.45, MSV = 0.30, ASV = 0.30)		0.83
FT 1 My supervisor shares his values and beliefs with me	0.62	
FT 2 My supervisor relies on my task-related skills and abilities	0.83	
FT 3 My supervisor delegates important work to me	0.80	
FT 4 My supervisor relies on me to present his work accurately to others	0.61	
FT 5 My supervisor depends on me to back him up in difficult situations	0.48	
FT 6 My supervisor shares his personal feelings with me	0.67	
FT 7 My supervisor confides in me about personal issues that are affecting my work	0.82	
FT 8 My supervisor discusses how he honestly feels about his work, even negative feelings and frustration	0.62	
FT 9 My supervisor discusses work-related problems and difficulties that could potentially be used to disadvantage him	0.56	
FT 10 My supervisor listens to my original ideas in the faith that I will receive appropriate credit	0.65	
FT 11 The extent to which my supervisor trusts me	0.67	
KSB (CR = 0.65, AVE = 0.60, MSV = 0.37, ASV = 0.34)		0.83
KSB 1 I often participate in knowledge-sharing activities within the company	0.76	
KSB 2 I usually spend a lot of time participating; knowledge-sharing activities within the company	0.77	
KSB 3 I usually actively share knowledge with other people within the company	0.83	
KSB 4 When discussing some complex issues, I usually engage in ongoing interactions	0.75	
KSB 5 I usually involve myself in discussion on variety of topics rather than with one particular topic	0.76	

Source: Authors' own

Table 2.
Discriminant and convergent validity of variables

the three constructs are above the minimum limit, the internal reliability regarding the measurement items is acceptable (Lam, 2012).

Fit indices are above the minimum accepted threshold. For the good fit model, the normalized chi-square with degrees of freedom (χ^2/df) must not exceed five (Bentler, 1985), whereas the results in Table 3 show a total of 0.05 or <5. Meanwhile, the TLI, CFI and the goodness-of-fit index (GFI) must exceed 0.9 (Bentler, 1985; Browne and Cudeck, 1992), whereas the results of the structural model of this study showed that the TLI is 0.94, CFI is 0.98 and GFI is 0.94, where all the three were > 0.9. Furthermore, the generally accepted value for root mean square error of approximation (RMSEA) must not exceed 0.05 (Browne and Cudeck, 1992). Meanwhile, this study shows an appropriate number of 0.03 or <0.05, therefore the structural model fit value that is displayed in Table 3 shows adequate goodness-of-fit.

Structure model

SEM was adopted to test the direct relationship between HPWS, KSB and FT. Initially, *H1* argued that HPWS will have a positive impact on KSB. With $\beta = 0.49, p < 0.001$, *H1* was accepted. *H2* expected that HPWS will have a positive effect on FT. With $\beta = 0.54, p < 0.001$, *H2* was accepted. Therefore, we assumed that FT has a positive impact on KSB. With $\beta = 0.35, p < 0.001$, *H3* is accepted.

Further, we used the Sobel Test to examine the indirect effects of HPWS on KSB through FT. The results showed that FT was significant ($p < 0.05$). In addition to test the mediating effect of FT, we conducted bootstrapping analysis (Preacher and Hayes, 2004). The results of the bootstrapping test showed that the relationship between HPWS on KSB through FT was significant (IE = 0.05, 95% confidence interval [CI] = [0.02, 0.09], $p < 0.05$), thus *H4* was supported. Finally, Table 4 shows that the results of the analysis did not show significant moderating effect of GD ($\beta = -0.05, t = -0.78, p = 0.43$). Therefore, it can be concluded that the relationship between HPWS and KSB is not moderated by GD, so *H5* is unacceptable.

Conclusion

This study investigated the relationship between Indonesian workers and their perceptions of HPWS on KSB, HPWS on FT and FT on KSB. Furthermore, this study investigated the mediating effect of FT and the moderating effect of GD. SEM revealed that the HPWS was

Table 3.
Structural model fit indices

	χ^2	<i>df</i>	χ^2/df	<i>p</i>	NFI	CFI	GFI	TLI	RMSEA
Hypothesized model	158.642	132	1.20	< 0.05	0.90	0.98	0.94	0.98	0.03

Source: Authors' own

Table 4.
The results of testing hypothesis

Hypothesis	Path	β	CR	<i>p</i>	Result
<i>H1</i>	HPWS → KSB	0.49	4.81	***	Supported
<i>H2</i>	HPWS → FT	0.54	5.85	***	Supported
<i>H3</i>	FT → KSB	0.35	3.59	***	Supported

Note: $p^{***} < 0.001$
Source: Authors' own

positively correlated with KSB and FT, thus confirming *H1* and *H2*, and FT was positively affected by KSB, therefore approving *H3*. Furthermore, consistent with our expectations, FT from supervisor succeed mediated the relationship between HPWS and KSB. Nevertheless, GD failed to moderate the relationship between HPWS and KSB perceptions, thereby it rejected *H5*.

In addition, our findings revealed that HPWS supports the creation of well-environment between employees and the company, therefore inspiring employees to practice KSB, that is frequently classified as OCB. Furthermore, FT is an important mediator between HPWS and KSB because employees who felt trusted by the supervisor likely considered HPWS as some investment that the supervisor gives them, thus increasing comfortable feelings among employees. Hence, it reduces hesitation for sharing their knowledge. However, no differences were found between the perceptions from different generations to the relationship between HPWS and KSB.

Theoretical contributions

This study revealed that HPWS is positively related to KSB. Thus, the results are relevant to previous research, which found that the purpose of HPWS is to promote well-organized work environment, increase the willingness of employee to apply KSB through the acquisition, assimilation and sharing of knowledge (Bhatti *et al.*, 2020; X. Chen and Zhu, 2014; Shipton *et al.*, 2005). In addition, recruiting the right HRs through a well-planned selection process may create positive employees by creating KSB (Kim and Ko, 2014). The

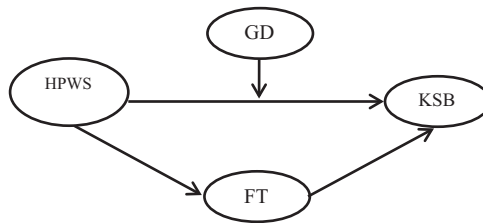


Figure 1. Conceptual framework

Hypothesis	Path	IE	LLCI	ULCI	Result
<i>H4</i>	HPWS → FT → KSB	0.564	0.028	0.088	Supported

Notes: IE = Indirect effect; LLCI = Lower level of confidence interval; ULCI = Upper level of confidence interval

Source: Authors' own

Table 5. The results of mediation testing hypothesis

Hypothesis	Model	β	SE	<i>t</i>	<i>p</i>	Result
<i>H5</i>	Constant	0.91	0.53	1.70	0.00***	Not supported
	HPWS	0.30	0.05	6.06	0.00***	
	GD	-1.36	0.65	-2.07	0.04**	
	HPWS*GD → KSB	-0.05	0.06	-0.78	0.43	

Notes: $R^2 = 0.25$; $N = 278$

Source: Authors' own

Table 6. Moderation of GD of the relationship between HPWS and KSB

training designed by HPWS also offers employees to improve skills and knowledge sharing skills as well as stimulates them to perform KSB unconsciously (C. W. Chen *et al.*, 2013). (C.W.Chen *et al.*, 2013), so that HR management practices through HPWS play an important role in employee work behavior (i.e. KSB).

HPWS is also an important reason to improving FT (Aryee *et al.*, 2002). This study supports Kloutsiniotis and Mihail's (2018) findings that HPWS is considered as an additional motivation-based, so it promotes employees' well-being. Moreover, HPWS also creates conducive work environment, therefore employees can be more comfortable within their workforce and become more committed to the organizations aims and goals, so employees do not hesitate to share their knowledge. This pattern may be explained through social exchange theory mechanism where employees tend to have some obligation for organization, as a return for the organization by strengthening the sense of commitment and trust toward organization, also incline implementing KSB for the development of the organization.

We also found FT to be an important mechanism for the individual level and positively related to KSB in particular regarding the long-term and sustainability of the organizations (Nonaka and Takeuchi, 1995). The willingness of supervisors to share critical information with transparency tends to build the sense of trustworthiness and respectful mechanisms from subordinates, whereas respect to supervisor is the most important aspect for the organizational ethics in the Indonesian context. Thus, it will improve learning reciprocity between subordinates-supervisors and among subordinates. This way, the organization would be able to maintain sustainability (Nerstad *et al.*, 2018).

Furthermore, the hypothesized mediating role turned out to be a stronger point in the relationship between HPWS and KSB. FT from supervisors makes employees feel more comfortable and discharged doubts about sharing knowledge and ideas in the workplace (Lorenz, 2008; Nerstad *et al.*, 2018). Therefore, in addition to the social exchange theory that occurred in the partial mechanism between HPWS and KSB, it was also more supported with FT from supervisors. Moreover, our study showed that there was no moderating impact of GD. Thus suggested that each employee from cohort generation begin to enter the organization with a different perspective, but after some years of becoming a part of the organization, their perspective is shaped by the perspective of majority members of the organization. Nevertheless, to the best of the authors' knowledge, this study is one of the few studies that illustrates the relationship between KSB and GD (Appelbaum *et al.*, 2005; Sanaei *et al.*, 2013). This is important because demographic diversity in the workplace is becoming relevant nowadays. The organization needs to consider generational factors influence in developing knowledge-sharing environments to harness the knowledge and experiences from different generations.

Practical contributions

In addition, from a few theoretical contributions, this study also has several points that may be suggested to the organizations. First, we know that knowledge is an intangible asset that is crucial for developing organizational sustainable competitive advantage (Takhsha *et al.*, 2020) particularly for financial companies. Therefore, companies should take some initiatives from HRs' side that can facilitate the process of sharing knowledge between employees. The company through each department can conduct post-training meeting that is supported by each employee's supervisors, which allows employees, who have been assigned to training, to convey what employees obtain during the training. These programs can be effective to encourage discussion activities between employees or supervisors-subordinates, therefore employees feel more valued and trusted by their supervisors to

explain job-related important issues. Second, organizations should be clear in providing direction to employees regarding job description because this study has found that job description clarity will encourage employees' perceptions of the organizational trust in their task-related abilities. Therefore, it will impact the employees' willingness to share their explicit knowledge or tacit knowledge to others.

Limitations and recommendations for future research

This research was conducted with several limitations. Several studies measured HPWS from organizational level data (Heffernan and Dundon, 2016) and management reports (Huselid, 1995; Takeuchi *et al.*, 2009). Unfortunately, some studies found that research regarding the links between HR practices and firm-level data is often resulting managerial biased and ignoring the "end target" of HR policy (Boxall and Macky, 2014). Furthermore, management reports also often result more positive than from employee self-assessment (Geare *et al.*, 2006). Hence, employee's perceptions of workforce dynamics in particular HR practices are more relevant to analyze, so we used a single source of data, from employees' perceptions, that tends to result common method bias. Consequently, for future study able to use cross-data analyze method for similar research. Second, the insignificant result from GD may because of the absence of tenure groupings of respondents. Therefore, the future research may pay more attention to the classification aspect and should plan for clearer and more structured sampling methods. Third, although this study appropriate with some studies that proved that current predominantly of workforce in Indonesia is Generation Y, approximately 70% (Deloitte, 2019; Mulyati *et al.*, 2019), but those generates sampling bias problem. Hence, future studies must able to take into account more of sampling characteristics, so that the results of study can be more generalized. Furthermore, the research that was conducted in multicultural countries, including Indonesia, should involve cultural aspects because culture is a crucial aspect for understanding and deepening human behavior (Suharnomo and Syahruramadhan, 2018). In addition, cultural aspects also need to be considered because these are related to KSB; countries with a strong collective culture, including Indonesia, tend to have a high intensity in conducting brainstorming activities (Perdhana *et al.*, 2019).

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