Individual Innovativeness in Politicized Organizations: The Role of Employee Voice and the Paradoxical Mindset

References

- Aldahdouh, T. Z., Korhonen, V., & Nokelainen, P. (2019). What Contributes to Individual Innovativeness? A Multilevel Perspective. *International Journal of Innovation Studies*, *3*(2), 23-39.
- Al-Abrrow, H. A. (2018). The Effect of Perceived Organizational Politics on Organizational Silence through Organizational Cynicism: Moderator Role of Perceived Support. *Journal of Management & Organization*, 0(00), 1-20.doi:10.1017/jmo.2018.62
- Ali, I. (2019). Personality Traits, Individual Innovativeness and Satisfaction with Life. *Journal of Innovation and Knowledge*, *4*(1), 38-46. doi: 10.1016/j.jik.2017.11.002

Sri Lankan Journal of Management

Vol. 25, No. 2, July - December, 2020

- Anderson, N. R., & Gasteiger, R. M. (2008). Innovation and Creativity in Organizations: Individual and Wrok Team Resarch Findings and Implications for Government Policy. WRR/Amsterdam University Press. In B. Nooteboom & E. Stam, *Micro-foundations of Innovation Policy* (1, 249-271).
- Anderson, N., Dreu, C. K. W. D., & Nijstad, B. A. (2004). The Routinization of Innovation Research: A Constructively Critical Review of the State-of-the-Science. *Journal of Organizational Behavior*, 25(2), 147-173. doi:10.1002/job.236
- Anderson, N., Potočnik, K., Bledow, R., Hülsheger, U.R., & Rosing, K. (2017). Innovation and Creativity in Organization. *Handbook of Industrial, Work and Organizational Psychology* (1-69). New Delhi: SAGE Publications Ltd.
- Aryee, S., Zhou, Q., Sun, L.Y., & Lo, S. (2009). Perceptions of politics, intrinsic motivation and creative performance: Evidence from the service sector. *Academy of Management Proceedings*, 2009(1), 1–6. doi:10.5465/ambpp.2009.44243022
- Atinc, G., Darrat, M., Fuller, B., & Parker, B.W. (2010). Perceptions of Organizational Politics: A Meta-Analysis of Theoretical Antecedents. *Journal of Management Issues*, 22(4), 494-513.
- Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shopfloor innovation: Facilitating the suggestion and implementation of ideas. *Journal of Occupational and Organizational Psychology*, 73(3),265–285.doi:10.1348/096317900167029
- Bedi, A., & Schat, A. C. H. (2013). Perceptions of Organizational Politics: A Meta analysis of its Attitudinal, Health, And Behavioural Consequences. *Canadian Psychology*, 54(4), 246-259. doi:10.1037/a0034549
- Bozeman, D. P., Perrewe, P., Hochwarter, W., & Roberta, B. (2001). Organizational Politics, Perceived Control, and Work Outcomes: Boundary Conditions on the Effects of Politics. *Journal of Applied Psychology*, 31(3), 486-503. doi:10.1111/j.1559-1816.2001.tb02052.x
- Burris, E. R. (2012). The Risks and Rewards of Speaking Up: Managerial Responses to Employee Voice. *The Academy of Management Journal*, *55*(4) 851-875.
- Cacciattolo, K. (2015). Organizational Politics: The Positive and Negative Sides. European Scientific Journal, 11(1), 121-129.
- Cancion, F. (1967). Stratification and Risk Taking: A Theory Tested on Agricultural Innovations. American Sociological Review, 32(6), 912-927. doi:10.2307/2092845
- Cerne, M., Nerstad, C. G., Dysvik, A., & Skerlavaj, M. (2014). What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity. *Academy of Management Journal*, 57(1), 172–192. doi:10.5465/amj.2012.0122
- Cepeda, C. N. J. L. R. G. (2016). Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. *Industrial Management & Data Systems*, 116(9), 1849-1864. doi: 10.1108/IMDS-07-2015-0302

- Cornell INSEAD WIPO. (2019). Global Innovation Index. Retrieved from https://www. globalinnovationindex.org/analysis-economy
- Crawford, W. S., Lamarre, E., Kacmar, K. M., & Harris, K. J. (2019). Organizational Politics and Deviance: Exploring the Role of Political Skill. *HR Performance*, *32*(2), 92-106. https://doi.org /10.1080/08959285.2019.1597100
- Dyne, L. V., & Lepine, J. A. (1998). Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity. *The Academy of Management Journal*, 41(1), 108-119. doi: 10.5465/256902
- Dweck, C. (2012). Mindset: How you can fulfil your potential. New York: Ballantine Books.
- Elena, S. (2014). *Culture and organisational context: how it influences voice behaviour.* (Unpublished bachelor degree thesis). Durham University Business School, Durham, UK.
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development and validation of the political skill inventory. *Journal of Management*, 31(1), 126-152. doi:10.1177/0149206304271386
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, *18*(1), 39-50.
- Galahitiyawe, N. W. K. (2013). Outsourcing success: determining its critical managerial factors in the services industry. Ph.D Thesis, Retrieved from studentsrepo.um.edu.my/6115/1/nilakshi_ CHA_090020_PHD_THESIS_Final.pdf
- Gupta, A. K., & Govindarajan, V. (2002). Cultivating a global mindset. *Academy of Management Executive*, *16*(1), 116-126.
- Guzman, F. A., & Espejo, A. (2018). Introducing Changes at Work: How Voice Behavior Relates to Management Innovation. *Journal of Organizational Behavior*, 40(1), 73-90. doi:10.1002/ job.2319
- Hakanen, J. J., Perhoniemi, R., & Toppinen-Tanner, S. (2008). Positive Gain Spirals at Work: from Job Resources to Work Engagement, Personal Initiative and Work-Unit Innovativeness. *Journal of Vocational Behavior*, 73(1), 78-91. doi: 10.1016/j.jvb.2008.01.003
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Thousand Oaks, CA: Sage.
- Halbesleben, J. H. B., Neveu, J. P., Paustian-Underdahl, S.C., & Westman, M. (2014), Getting to the "COR": Understanding the Role of Resources in Conservation of Resources Theory. *Journal of Management*, 40(5), 1334–1364. doi:10.1177/0149206314527130
- Hinck, R., & Conrad, C. (2018). Organizational Politics. The International Encyclopedia of Strategic Communication. 1–12. doi:10.1002/9781119010722.iesc0125

Sri Lankan Journal of Management

Vol. 25, No. 2, July - December, 2020

- Hobfoll, S. E. (2001). The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory. *Applied Psychology*, *50*(3), 337–421. doi:10.1111/1464-0597.00062
- Hochwarter, W.A, Ellen III, B. P., & Ferris, G.R. (2014). Examining the Interactive Effects of Accountability, Politics, and Voice. *Career Development International*,19(4),358-380. doi: 10.1108/CDI-01-2014-0012
- Hofstede Insights. (2019). What about Sri Lanka? Retrieved on 23rd December 2019 from https://www.hofstede-insights.com/country/sri-lanka/
- Hülsheger, U.R., Anderson, N., & Salgado, J. (2009). Team-level predictors of innovation at work: A comprehensive meta-analysis spanning three decades of research. *Journal of Applied Psychology*, 94(5), 1128–1145.doi: 10.1037/a0015978.
- Hurt, H. T., Joseph, K., & Cook, C. D. (1977). Scales for the measurement of innovativeness. *Human Communication Research*, 4(1), 58–65. doi:10.1111/j.1468-2958.1977.tb00597.x
- Jain, L., & Ansari, A. A. (2018). Effect of Perception of Organisational Politics on Employee Engagement with Personality Traits as Moderating Factors. *The South East Asian Journal of Management*, 12(1), 85-104.
- Kacmar, K.M., & Ferris, G.R. (1991). Perceptions of Organizational Politics Scale (POPs): Development and Construct Validation. *Education and Psychological Journal*, 51, 193-205.
- Kamaruddeen, A.M., Yusof, N.A., & Said, I. (2010). Innovation and Innovativeness: Difference and Antecedent Relationship. *The IUP Journal of Architecture*, 1(2), 66-78.
- Katz, E. (1961). The Social Itinerary of Technical Change: Two Studies on Diffusion of an Innovation. *Human Organization*, *20*(2),70-82.
- Khalid, J., & Ahmed, J. (2015). Perceived Organizational Politics and Employee Silence: Supervisor Trust as a Moderator. *Journal of the Asia Pacific Economy*, 21(2), 174–195.doi:10.1080/1354 7860.2015.1092279
- Krause, D. E. 2004. Influence-based leadership as a determinant of the inclination to innovate and of innovation-related behaviours: An empirical investigation. *The Leadership Quarterly*, *15*, 79-102.
- Krause, D., & Anderson, N. R. (2014). Individual Conditions for the Propensity to Innovate and Innovative Behaviors. Paper presented at Annual International Conference on Human Resource Management and Professional Development for the Digital Age. Full paper retrieved from https://www.researchgate.net/publication/269165147_Individual_Conditions_for_ the_Propensity_to_Innovate_and_Innovative_Behaviors
- Lanaj, K., Chang, C. H., & Johnson, R. E. (2012). Regulatory focus and work-related outcomes: A review and meta-analysis. *Psychological Bulletin*, 138, 998–1034.

- Lepine, J.A. & Dyne, L.V. (2001). Voice and Coorporative Behavior as Contrasting forms of Contextual Performance: Evidence of Differential Relationships with Big Five Personality Characteristics and Cognitive Ability. *Journal of Applied Psychology*, 86(2), 326-336. doi: 10.1037/0021-9010.86.2.326
- Liang, J., Farh, C. I. C., & Farh, J.-L. (2012). Psychological Antecedents of Promotive and Prohibitive Voice: A Two-Wave Examination. *Academy of Management Journal*, 55(1), 71–92. doi:10.5465/ amj.2010.0176
- Liu, Y., & Xu, S.(2019). Paradox Mindset and Innovative Work Behavior: Based on Self-determination Theory. Paper presented at the annual conference on inclusion. Abstract retrived from doi:10.5465/AMBPP.2019.17495abstract
- Madushani, D. G. M. P. (2019). Social norms affecting the knowledge sharing intention of software practitioners: A perspective of the Software Industry in Sri Lanka. (Unpublished Master's thesis). Postgraduate Institute of Management Studies. Sri Lanka.
- Malik, O. F., Shahzad, A., Raziq, M. M., Khan, M. M., Yusaf, S., & Khan, A. (2018). Perception of organizational politics, knowledge hiding, and employee creativity: The moderating role of professional commitment. *Personality and Individual Differences*, 142, 232-237. doi:10.1016/j. paid.2018.05.005
- Miller, L. E., & Smith, K. L. (1983). Handling non response issues. *Journal of Extension*, 21(5),45-50.
- Miron-Spektor, E., Ingram, A., Keller, J., Smith, W.K., & Lewis, M. W. (2017). Microfoundations of Organizational Paradox: The Problem Is How We Think About the Problem. *Academy of Management Journal*, 61(1),1-44. doi:10.5465/amj.2016.0594
- Miron-Spektor, E., Vashdi, D.R., Amabile, T., & Holzmann, V. (2018, June). How to Make Sure Good Ideas Don't get Lost in the Shuffle. *Harvard Business Review*. Retrieved from https://hbr. org/2018/06/how-to-make-sure-good-ideas-dont-get-lost-in-the-shuffle
- Morrison, E.W. (2011). Employee Voice Behavior: Integration and Directions for Future Research. *The Academy of Management Annuals, 5*(1), 373-412.
- Mowbray, P. K., Wilkinson, A., & Tse, H. H. M. (2014). An Integrative Review of Employee Voice: Identifying a Common Conceptualization and Research Agenda. *International Journal of Management Reviews*, 17(3), 382–400. doi:10.1111/jjmr.12045
- Park, J. Y., & Kim, D. O. (2016). In A. Pyman, P. J. Gollan, A. Wilkinson, C. Xu, & S. Kalfa, *Employee Voice in Emerging Economies* (23, 73-103). doi:10.1108/s0742-618620160000023004
- Parker, C.P., Dipboye, R.L., & Jackson, S. L. (1995). Perceptions of Organizational Politics: An investigation of Antecedents and Consequences. *Journal of Management*, *21*(05), 891-912.
- Pathirana, W. L. A., & Peter, J. P. (2017). Employee Engagement in the IT/ITES and KPO/BPO services industry in Sri Lanka. (Unpublished Industry Survey). Postgraduate Institute of Management. Sri Lanka.

Sri Lankan Journal of Management

Vol. 25, No. 2, July - December, 2020

- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioural research: A critical review of the literature and recommended remedies. *Journal* of Applied Psychology, 88(5), 879-903. doi: 10.1037/0021-9010.88.5.879
- Probodha, J., & Vasanthapriyan, S. (2019). Analysis of Knowledge Sharing Barriers in Sri Lankan Software Companies. *International Journal of Knowledge Management*, *15*(4), 78-93
- Premeaux, S. F., & Bedeian, A. G. (2003). Breaking the silence: The moderating effects of selfmonitoring in predicting speaking up in the workplace. *Journal of Management Studies*, 40(6), 1537–1562. https://doi.org/10.1111/1467-6486.00390
- PwC, (2017). Reinventing innovation five findings to guide strategy through execution: Key insights from PwC's innovation benchmark. Retrived from https://www.pwc.com/us/en/services/ consulting/innovation-benchmark-findings.html
- Pyster, A., Hutchison, N., & Henry, D. (2018). Paradoxical Mindset. In John Wiley & Sons, Inc, The Paradoxical Mindset of Systems Engineers: Uncommon Minds, Skills, and Careers, (First Edition), 1-13.
- Rank, J., Pace, V. L., & Frese, M. (2004). Three avenues for future research on creativity, innovation, and initiative. *Applied Psychology: An International Review*, 53(4), 518–528.doi:10.1111/ j.1464-0597.2004.00185.x
- Ringle, C.M, Sarstedt, M., Mitchell, R., & Gudergan, S.P. (2018). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, 0(00), 1-27.doi: 10.1080/09585192.2017.1416655
- Rogers, E.M. (2003). Diffusion of innovations. New York: Free Press.
- Roomer, E. (2017). Examining a model of antecedence and consequences of perceptions of organizational politics (POPs). (Unpublished doctoral thesis). Maastricht University. Maastricht. Netherlands.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). Understanding research philosophy and approaches to theory development. In M. N. K. Saunders, P. Lewis & A. Thornhill, *Research Methods for Business Students* (4, 128-171).
- Schad, J., Lewis, M. W., Raisch, S., & Smith, W. K. (2016). Paradox Research in Management Science: Looking Back to Move Forward. *The Academy of Management Annals*, 10(1), 5-64. http:// dx.doi.org/10.1080/19416520.2016.1162422
- Shariqa, A., & Ulhadia, N. (2017). *Does Organizational Politics Matter?* Paper presented at the MDSRC. Abstract retrieved from https://www.researchgate.net/publication/325450213
- SLASSCOM. (2016). Country Overview of the Start-up Ecosystem in Sri Lanka. Colombo.
- Sun, S., & Chen, H. (2017). Is Political Behavior a Viable Coping Strategy to Perceived Organizational Politics? Unveiling the Underlying Resource Dynamics. *Journal of Applied Psychology*, *102*(10), 1471–1482. doi:10.1037/apl0000239

- Umar, N. M., & Hassan, Z (2013). Antecedents and outcomes of voice and silence behaviours of employees of tertiary educational institutions in Nigeria. *Social and Behavioral Sciences*, 97, 188-193
- Vigoda, E. (2002). Stress-related aftermaths to workplace politics: The relationships among politics, job distress and aggressive behaviour in organizations. *Journal of Organizational Behaviour*, 23(5), 1–21.
- Wang, P., & Wang, S. (2018). What Role does the Voice Behavior Play in the Relationship between Mianzi and Innovative Behavior? Paper presented at the 4th Annual International Conference on Management, Economics and Social Development. Abstract retrieved from https:// download.atlantis-press.com/download.atlantis-press.com
- Wanniararchchi, H. E. (2018). Organizational Level Factors Affecting Brain Drain in Highly-Skilled Industries in Developing Countries, *Sri Lanka Journal of Management*, *23*(1), 116-138.
- World Bank, (2017). The Innovation Paradox: Developing- Country Capabilities and the Unrealized Promise of Technological Catch-Up. Washington.
- Xue, X., Song, H. Y., & Tang, Y. J. (2015). The Relationship Between Political Skill and Employee Voice Behavior: From an Impression Management Perspective. *The Journal of Applied Business Research*, 31(5), 1877-1888.
- Yuan, F., & Woodma, R. W. (2010). Innovative Behavior in the Workplace: The Role of Performance and Image Outcome Expectation. *Academy of Management Journal*, 53(2), 323-342. doi:10.5465/AMJ.2010.49388995
- Zennouche, M., Zhang, J., & Wang, B. W. (2014). Factors influencing innovation at individual, group and organizational levels: a content analysis. *International Journal of Information Systems and Change Management*, 7(1),23-36.