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

M Sathiyavel

Abstract

Employee voice towards innovative behaviour is encouraged for organizational sustainability. Previous studies have claimed that employee voice may be suppressed in a politicized organizational context, and yet, this area remains under-explored. To fill this gap, this study investigates reasons for the lack of individual innovativeness in the context of perceived organizational politics. The study explores the mediating effect of promotive voice and the moderating impact of the paradoxical mindset that drives individual innovativeness. Drawing on the tenets of the Conservation of Resources Theory, Job Demand and Resources Theory, Uncertainty Management Theory and the Paradox Theory, the study proposes a theoretical explanation for the effects of perceived organizational politics on individual innovativeness. A cross sectional survey collected 302 responses from a convenience sample of IT professionals in the IT industry of Sri Lanka, using a structured, self-administered questionnaire. PLS was performed using SmartPLS to test the hypotheses after the preliminary analysis carried out using SPSS. The findings reveal that the impact of employees' perceived politics on individual innovativeness is fully mediating by their promotive voice. The paradoxical mindset, is not found to have a moderating impact on the relationship between employee voice behaviour and employee innovativeness. However, the influence of organizational politics was found to hinder individual innovativeness when the impact of employee promotive voice is weaker. This finding extends the scope of the Conservation of Resources Theory. Consequently, it is suggested that the detrimental impacts of perceived organizational politics on individual innovativeness can be mitigated through employee promotive voice.

Keywords: Individual innovativeness, Employee promotive voice, Perceived organizational politics, Paradoxical mindset.

Ms. M Sathiyavel is a Lecturer (Probationary), Department of Human Resource Management, Faculty of Management Studies, The Open University of Sri Lanka, Sri Lanka. E-mail: smano@ou.ac.lk