

The Mediating Role of Team Perspective between Paradoxical Leadership, Innovative Work Behaviour and Team Innovation

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Team innovation and performance are a major concern for management. Paradoxical leadership can assist in sharing and obtaining knowledge from team members to enhance innovation and management needing to develop innovative team behaviour to share information amongst team members to improve innovation. The purpose of the current study is the mediating role of team perspective between paradoxical leadership, innovative work behaviour and team innovation. The sample size consists of 73 team members of University Departments at Qadisiyah. The 5 point Likert scale was used to obtain responses and PLS (AMOS) 3.0 was used to analyse the response. The study findings show that the role of paradoxical leadership needs to improve in assisting knowledge sharing and team innovation. However, team members have a strong sense of innovative work behaviour to share and obtain information from other members to enhance their sense of innovation. This study conducted was conducted at the University departments of . Respondents were taken from a large area. The study also suggests that team learning behaviour and a high-performance work system can assist the team perspective to enhance team innovation.

Key words: *Paradoxical leadership, innovative work behaviour, team innovation, team perspective*

Introduction

Innovation comes from the creation and execution of new and potentially constructive ideas (Asheim & Gertler, 2009) – it is considered to be a very useful and necessary approach in

contemporary organisations as innovation critically boosts firm growth, performance, and survival (Rosenbusch, Brinckmann, & Bausch, 2011). Organisational scholars have claimed that innovation is the outcome of two factors including individual and contextual. Individual factors include capabilities, personality type, motivation, and cognition while contextual factors refer to leadership style and job characteristics (Hammond, et. al. , 2011). A number of studies have scrutinised contextual predictors related to innovation that focused on the impact of organisational leaders and supervisors (Eisenbeiss, Van Knippenberg, & Boerner, 2008). The outcomes of such studies reveal that leadership has become the main predictor of innovation. Although, the specific style of leadership fostering effective innovation is still undecided (Eisenbeiss et. al., 2008). Transformational leaders encourage their followers to perform beyond expectations through being a positive role model, inspiring critical thinking and independence, and being warm and empathetic (Bass & Avolio, 1994). On the same note, similar disparities in connection with innovations have been found for other leadership styles such as support from supervisors and initiating structure. Therefore, paradoxical leadership is an appropriate tool to foster innovation amongst teams within the Organisation (Zacher & Rosing, 2015). Similarly, innovative behaviour of team members is important to enhance the sense of innovation in the workplace (Yu, Yu, & Yu, 2013). Innovative behaviour leads towards sharing knowledge and information to improve performance.

Over time, the business environment is becoming more volatile and challenging, and this situation is forcing firms to form teams with various educational and functional backgrounds to foster innovation to gain competitive advantage. However, numerous empirical findings maintain that expert teams cannot easily depict innovative performance (Guillaume, et. al. , 2017). The main reason for this is that undoubtedly encounter a differentiation-integration paradox (Van Knippenberg, 2017). In sum, the present study emphasises paradoxical leadership and innovative work behaviour as driving factors to share knowledge and information amongst team members through the mediating role of team perspective in the University of Qadisiyah's scientific departments.

Study Objectives

- To observe the association of innovative work behaviour with team perspective
- To determine the consequence of paradoxical leadership on team perspective
- To examine the link between team perspective and team innovation
- To find the mediating effect of team perspective between innovative work behaviour and team innovation
- To determine the mediating role of team perspective between paradoxical leadership and team innovation

Literature Review

Team innovation has become a main concern for Organisations. Paradoxical leadership can assist in sharing knowledge amongst team members to form innovation and build innovative team behaviour to share information amongst team members for enhancing innovation.

Paradoxical Leadership

Leaders have to deal with numerous paradoxes of management (Lavine, 2014) within Organisations. These include a balance between efficiency and flexibility, authorisation and control and finally collectivism and individualism. The theory of contingency leadership stated With reference to the paradox of management, the theory of contingency leadership states that numerous leaders are supposed to make the best decision , for instance making a choice between control and authoritarianism (Waldman & Bowen, 2016). However, in accordance with the views of researchers (Smith & Lewis, 2011), these types of decisions only remain beneficial in the short- term. In order to sustain the best performance in the long-term , leaders need to reconcile paradoxes and must also harmonise prerequisites (Smith & Lewis, 2011). Paradoxical leadership is described as “seemingly competing, yet interrelated behaviours that over time simultaneously meet structural and follower demands ” (Zhang, et. al. , 2015). Zhang et. al. (2015) suggest that paradoxical leadership applies “both-and” by referring to its five features: (1) In order to be self as well as other-centred, paradoxical leaders sustain the significant impact although at the same time show respect and concerns for followers; (2) effectively maintaining closeness and distance represents leaders retaining vertical structural associations with followers when addressing job-related matters while simultaneously establishing interpersonal connections with followers (3) equally treating employees while making them realise their individualism , which means that leader provide standardised positions to subordinates and carefully consider each employee’s concerns without displaying any favouritism, (4) imposing task assignments but providing flexibility depicts that leaders set certain standards to govern subordinated workplace behaviour and also provide the option to act flexibly; (5) Sustaining control over decisions but providing autonomy, which refers to leaders’ approach to using power/authority in decision making when making certain work-related outcomes and simultaneously giving employees appropriate autonomy.

Similarly, some researchers have found the practice of paradoxical leadership to be significant in the Organisational context . According to Lewis and Smith (2014), it evidently helped Organisations in incorporating better adaption towards vigorous external conditions. Researchers also found that paradoxical leadership can bring both stability and flexibility concurrently. Moreover, Zhang et. al. (2015) recommend that paradoxical leadership foster proficiency, adaptivity and proactivity among subordinates who critically help in short and long-term developments.

On the same note, Nijstad and De Dreu (2012) argue that in accordance with the motivated information processing theory, in order to enhance the depth of innovative information processing, teams not only need to perform effectively according to different perspectives and standpoints but also ensure that information could be integrated and shared for the sake of collective application. Zhang et. al. (2015) argue that paradoxical leaders carefully consider each team member's diverse point of view and at the same time support them to positively respond to the other team member's unique ideas and opinions. Paradoxical leadership enables team members to be optimistic towards various perspectives and options, and prepared to implement such perspectives and opinions concerning collective tasks.

Innovative Work Behaviours

Models of creativity and innovation foster the development of organisational innovation (West, 2002), and also execute novel ideas. Some researchers are only concerned with creativity (Rahimianzarif & Moradi, 2018) or the execution of innovative ideas (Walter & Van Der Vegt, 2013), however innovative work behaviour (IWB) affects both aspects (Widmann, Messmann, & Mulder, 2016). It includes all types of activities or practices which are needed in the work setting to effectively carry out innovation. Numerous aspects related to innovative work behaviour have described the nature of this concept (Thurlings, Evers, & Vermeulen, 2015). Generally, four dimensions have been observed from the literature which are critical for innovative development (Messmann & Mulder, 2012). Therefore, IWB has been observed as a dynamic and complex concept and its four aspects examine the performance of various activities that might lead the way towards innovative and beneficial products and processes. The first aspect is opportunity exploration. In this dimension, the work environment is scanned for opportunities to advance the quality of products, processes, strategies, and services while the environment is scanned to solve any issues. Idea generation is the second dimension of IWB. It entails activities that provide new ways of solving problems or that something innovative and creative might be developed. Idea promotion is the third dimension which refers to activities that receive support for ideas through depicting the benefits of the idea to others, discussing required resources with co-workers in order to obtain permission. Realisation is the fourth dimension of IWB which refers to those activities that facilitate the implementation of the idea via developing innovation, and integrating it into the regular work activities while continuing to check and change outcomes (Messmann & Mulder, 2012). It might be possible that such dimension-related events occur repeatedly and simultaneously (Lubart, 2001), and no standard classification has been found for both dimensions and activities; Moreover, this process is not linear but reiterative and chaotic (Marinova & Phillimore, 2003). In such a situation, team members must search for support to solve the problem effectively (idea promotion), adapt or adjust the idea and seek out required resources and opportunities within the Organisation.

Team Perspective

Team perspective is based on the collective cognitive process that enables team members to understand the world from the diversified standpoints of other members (C.-R. Li, 2016). Moreover, Griffin (1983) developed the information processing theory which maintains that the team's behavioural and cognitive process is the outcome of processing and elaborating social clues, where leaders are considered to be the main source of social information to direct/guide team members' thoughts and behaviours. As a result, team perspective leadership is expected to stimulate through paradoxical leadership. Firstly, paradoxical leadership ensures respect and appreciation in dealing with followers and while encouraging and supporting the contributions of team members (Zhang et. al., 2015). Based on the observation of the paradoxical leader's attitude in the workplace, team members might follow such behaviours and make an effort to appreciate and understand other team member's viewpoints (Waldman & Bowen, 2016). Secondly, paradoxical leadership fosters a connected flexible work environment (Zhang et. al., 2015), which inspires positive team association and collaboration, in this manner generating positive and encouraging work settings, and ensuring the development of team perspective. Furthermore, Parker and Axtell (2001) argue that interactions on a regular basis assist team members in understanding each other's perspective. In addition, Organisations practice innovation when they have teams with high perspective-taking who effectively process and integrate numerous standpoints. In particular, team perspective inspires team members to discuss and share various opinions free from bias and also facilitate them to collectively refine implementing ideas collectively (Q. Li, She, & Yang, 2018).

Team Innovation

Scholars have been interested in further investigating the concept of team innovation. Perceiving innovation as an outcome (W. Jiang, Gu, & Wang, 2015), has shifted from the organisational perspective whereby innovations work as a very useful tool to bring a competitive edge to the entire Organisation. Perceiving that innovation might occur at different levels within the Organisational setting, they pay sole attention to innovation that affects team procedures and processes and create definitions for the level of team innovation "the introduction or application of ideas, procedures, or processes within a team that are novel and useful" (W. Jiang et. al., 2015). Most of the time Organisational teams suggest and employ new creative ideas (Hülshager, Anderson, & Salgado, 2009) and teams are usually perceived as being more innovative in comparison with those employees who work individually (Van Knippenberg, 2017). Likewise, Van Knippenberg (2017) claims that teams are more productive than individuals, and bring more innovation as each team member perceives the problem with a different approach and perspective, therefore various viewpoints, capabilities, knowledge, and skills may lead towards more innovation.

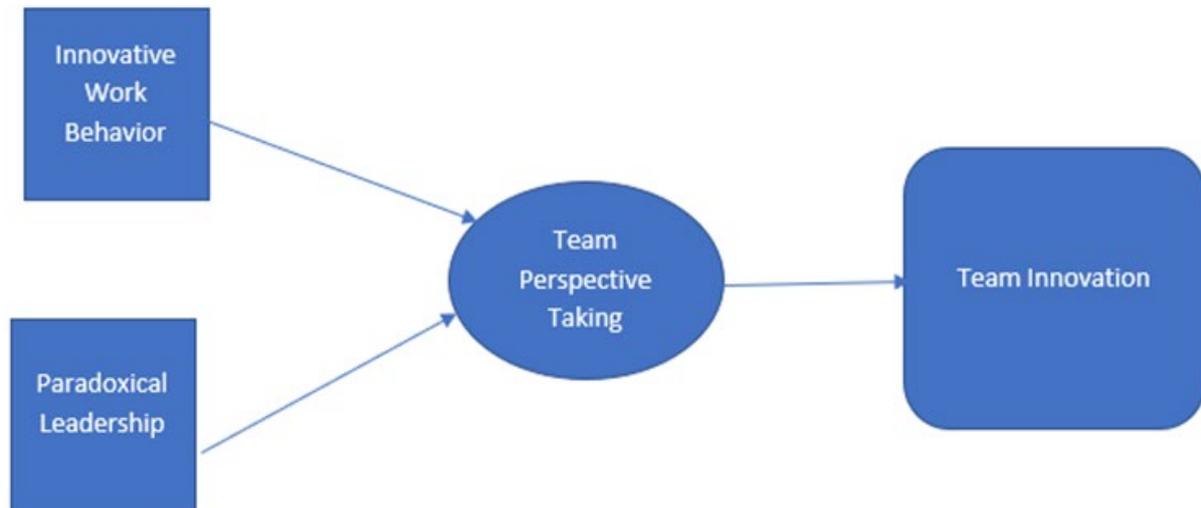
Research in the literature emphasises team processes that facilitate innovative Organisational practices . Such perceptive goes further and recommends that team processes have a tendency to foster innovation at a higher level in comparison with individual innovation. Innovation is the outcome of chaotic but to a lesser extent linear process (Widmann et. al., 2016) and teams with different backgrounds and departments provide critical knowledge which is supported by the team processes such as showing knowledge and behaviour (Y. Jiang & Chen, 2018). When team members challenge each other's perspective , new insights might develop which ultimately lead to innovation (Van Knippenberg, 2017). Such knowledge-addition processes are quite beneficial for fostering team innovation. With the help of social information processes, teams follow a common approach/understanding for a specific issue, or the effectiveness of an innovation (Widmann et. al., 2016). Teams who support innovation in terms of ideas and processes receive more support in contrast to innovation at the individual level. Teams are also capable of implementing innovative ideas more effectively (Widmann et. al., 2016). Likewise, where a team innovation climate develops as a shared perception of what is suitable and needed in the team, team members start to perceive contribution for innovation as a normal practice and shared performance standards are established. Moreover, such a situation provides a safe environment for each employee to foster innovation which generates engagement along with knowledge sharing behaviour as a result of team innovation (Van Knippenberg, 2017).

Team members share knowledge when they experience an innovative friendly atmosphere and workplace (Yu et. al., 2013). Such an atmosphere moulds the attitude towards sharing knowledge and innovation to enhance performance (Yu et al., 2013). Positive behaviour towards innovation leads to sharing and communicating information and encourages the sense of innovation amongst team members (Fernandez & Pitts, 2011).

Development of Hypothesis

- There is a positive relationship between innovative work behaviour and team perspective
- There is a positive relationship between paradoxical leadership and team perspective
- There is a positive relationship between team perspective and team innovation
- There is a positive mediating role of team perspective between innovative work behaviour and team innovation
- There is a positive mediating role of team perspective between paradoxical leadership and team innovation

Figure 1. Framework for Team Innovation



Research Methodology

The current study is based on the University of Qadisiyah's Scientific Departments, where employees were chosen as respondents. The University forms teams by bringing together individuals of relevant expertise, for example, researchers and analysts. The study invited team members to contribute in the survey and provide them a guarantee that their contribution was voluntary and their personal information was kept confidential. Purposive sampling technique was used for data analysis.

Measurement

De Jong and Den Hartog (2010) developed the scale of Innovative Work Behaviour (IWB), which was measured through 10 items. The scale of paradoxical leadership was developed by (Zhang et. al., 2015), and paradoxical leadership itself was measured through 22 items. The scale of team perspective was developed by (Grant & Berry, 2011), and team perspective was measured through 4 items. The scale of team innovation was developed by Anderson, Potočník, & Zhou, (2014). Team innovation has four items to be measured.

Sample Size

73 team members were selected as a sample size.

Statistical Tool

Smart Partial Least Squares 3 (SEM) was applied to analyse the data. The selection of Smart PLS was on the basis of a small sample size.

Data Analysis

The analysis is based on a two-step approach using PLS-SEM results (Henseler, Ringle, & Sinkovics, 2009). Henseler et. al. (2009) maintain that the index of goodness-of-fit is not appropriate for the validation of the model, as GoF might not separate valid and invalid models. Furthermore, J. F. Hair, Ringle, and Sarstedt (2013) argue that this confirmation was accessible in the study undertaken by applying PLS path models.

Measurement Model Assessment

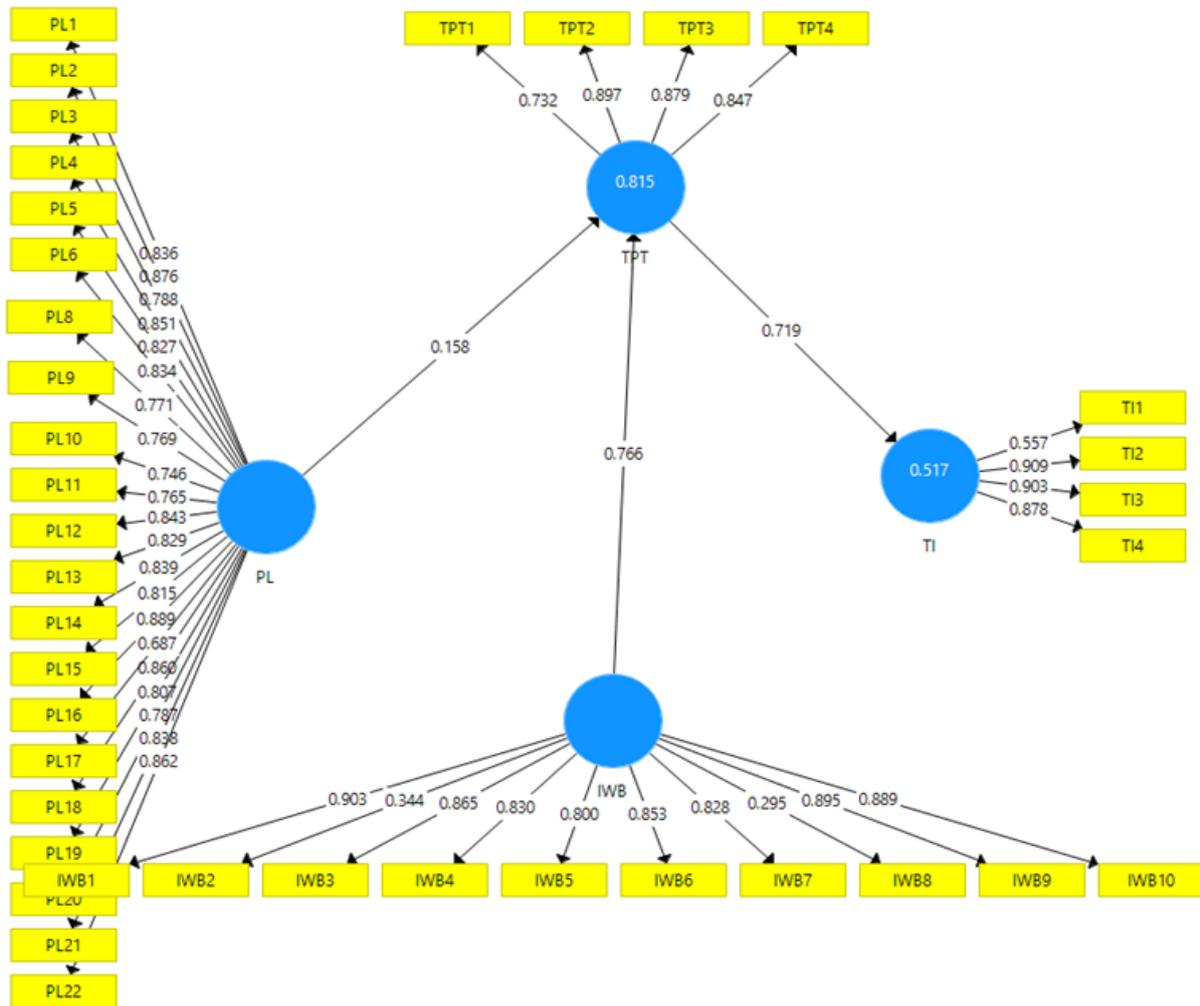
The model is analysed through PLS-SEM by Smart PLS 3.0. Factor loading, composite reliability, Cronbach's alpha and the average extracted variance (AVE) in figure 2 and table 1, and discriminant validity in table 2 are evaluated. Figure 2 and Table 2 exhibit the model's results.

Table 1: Measurement Model Assessment

	Cronbach's Alpha		Composite Reliability	AVE
IWB	0.919	0.951	0.935	0.61
PL	0.919	0.951	0.977	0.667
TI	0.837	0.897	0.892	0.68
TPT	0.859	0.862	0.906	0.707

The factor loading of all constructs in figure 1 shows that all constructs have a factor loading with greater than 0.5 value. Factor loading must be more than 0.5 to obtain a level of convergent validity (J. Hair, et. al. , 2010). Therefore, convergent validity was attained in this study.

Figure 2. Measurement Model Assessment



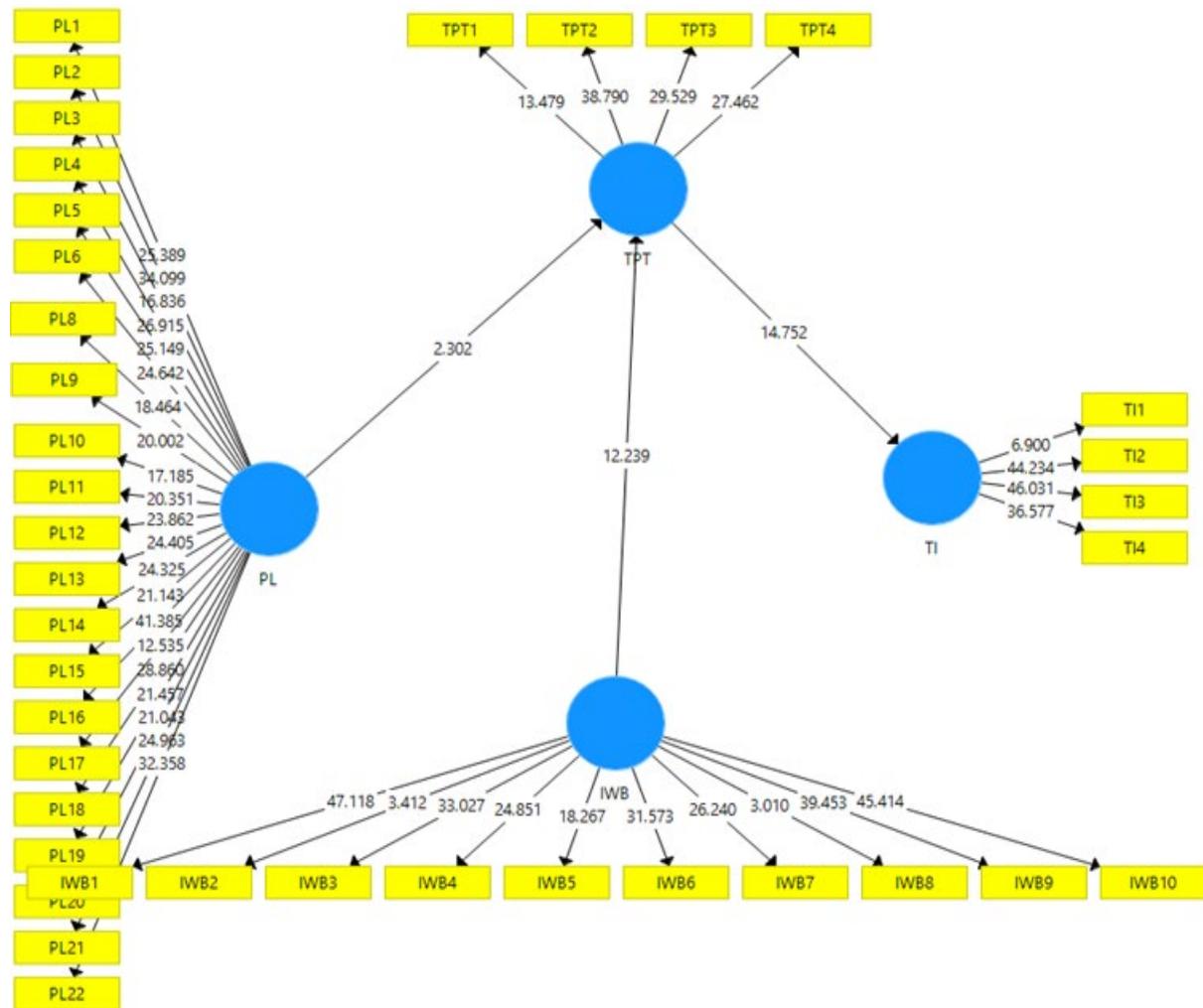
The values of factor loading shown in table 1 are “Cronbach’s alpha, composite reliability and the values of AVE.” Mallery and George (2003) mention that Cronbach’s alpha >0.7 is excellent as it is more than 0.8 . Furthermore, AVE must have equal or above 0.5 value and the composite reliability must have 0.7 or more (Fornell & Larcker, 1981). Both AVE and composite reliability are in a range that is more than acceptable . Furthermore, discriminant validity is shown in table 2.

Table 2: Discriminant Validity

	IWP	PL	TI	TPT
IWB	0.781			
PL	0.839	0.817		
TI	0.637	0.645	0.825	
TPT	0.899	0.801	0.719	0.841

Source: Authors’ estimation on the basis of survey data

Figure 3. Structural Model Assessment



Structural Model Assessment

A structural model was analysed through Smart PLS 3. For this purpose, direct and indirect effects were measured. Thus, the hypothesis was established to take the path co-efficient with t value. Furthermore, R-Squared as well as predictive relevance were measured. The study examined three direct hypotheses in Table 3 and Fig. 3. All direct hypotheses were accepted based on the t-value >1.96. Furthermore, bootstrapping was used to measure the mediation effect. Hair Jr and Lukas (2014) stated that this is an appropriate technique to analyse the small sample. Furthermore, adapting the suggestions of (Hair Jr & Lukas, 2014), while measuring the mediation effect, further, Preacher and Hayes (2008) was adapted to measure the in-direct effect. Thus, the present study analysed the effect of team perspective as a mediator through the bootstrapping method in Smart PLS 3.0 by using a re-sampling of 500 to measure the t-value (Ringle & Wende).

Table 3: Direct Effect

Hypothesis	Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	IWB -> TPT	0.766	0.067	11.417	0	Accepted
H2	PL -> TPT	0.158	0.072	2.185	0.029	Accepted
H3	TPT -> TI	0.719	0.052	13.875	0	Accepted

Table 4 shows the mediation analysis. T-value is greater than 1.96. Therefore, the mediation result is significant. Thus, team perspective mediates the association and H4 and H5 are accepted.

Table 4: Indirect Effect

Hypothesis	Relationship	Original Sample (O)	STDEV	T Statistics (O/STDEV)	P Values	Decision
H4	IWB -> TPT -> TI	0.551	0.061	8.999	0	Accepted
H5	PL -> TPT -> TI	0.113	0.05	2.268	0.024	Accepted

However, predictive relevance is 0.323 for team innovation and 0.541 for team perspective which confirms the predictive relevance. Henseler et. al. (2009) argue that it must be more than zero.

Furthermore, in table 5, predictive relevance is given more than zero, as the value of predictive relevance must have a value that is greater than zero (Henseler et. al., 2009)

Table 5: Effect Size (f²)

	SSO	SSE	Q ² (=1-SSE/SSO)
IWB	1,660.00		
PL	3,486.00	3,486.00	
TI	664	449.676	0.323
TPT	664	304.939	0.541

Findings and Discussion

The purpose of the current study was to determine the mediating role of team perspective between paradoxical leadership, innovative work behaviour and team innovation in the University of Qadisiyah's Scientific departments

The direct effect of innovative work behaviour and team perspective shows t-value of 11.417, with β -value of 0.766 and p-value is 0.000 ($p < 0.05$). These values show a significant positive impact of innovative work behaviour on team perspective. The more team inclination in innovative work behaviour, the more management would accept the team's perspective. Similarly, the direct effect of paradoxical leadership and team perspective-taking shows t-value of 2.185, with β -value of 0.158 and p value as 0.029 ($p < 0.05$). These values show a significant positive impact of innovative work behaviour on team perspective, which is also validated by a study by Q. Li et. al., (2018). Therefore, the supportive role of paradoxical leadership will enhance team perspective.

The direct effect of team perspective on a team's innovation shows a t-value of 13.875, with β -value of 0.719 and p value is 0.000 ($p < 0.05$). These values show a significant positive impact on team perspective regarding team innovation. In other words, team perspective enables team innovation.

The mediating effect of team perspective between innovative work behaviour and team innovation shows a t-value of 8.999, with β -value of 0.551 and p value as 0.000 ($p < 0.05$). These values show a significant positive impact of a team perspective between innovative work behaviour and team innovation. Innovative work behaviour assists in taking the team perspective to enhance the level of team innovation.

The mediating effect of team perspective between paradoxical leadership and team innovation shows t-value 2.268, with β -value of 0.113 and p value as 0.024 ($p < 0.05$). These values show a significant positive impact of team perspective between paradoxical leadership and team innovation. Paradoxical leadership supports taking a team perspective to enhance the level of team innovation.

Conclusion

Paradoxical leadership plays a weak role in assisting and sharing knowledge for each member to enhance innovation. Leadership endeavours to communicate in order to achieve concurrent follower and structural demands while overtime was slightly low. The role of paradoxical leadership should be more significant to share the knowledge of team members to enhance performance through innovation. On the other hand, team members demonstrate innovative behaviour to share knowledge to improve and enhance performance. Therefore, University culture is suitable for innovation.

Practical Implications

The research findings predicts significant implications for both organisations and management. Firstly, they foster innovation by highlighting the role of paradoxical leadership as critically important because it helps teams to effectively deal with the differentiating integrating paradox. As Organisations are realising the positive impact of teamwork, the significant role of paradoxical leaders for unlocking the inner potential of such teams to increase innovation and creativity is also enhanced. As a result, firms need to support paradoxical leadership behaviours. Similarly, firms need to recruit those qualified individuals who depict paradoxical behaviours and employ them as potential leaders of their teams. Furthermore, when working with highly expert teams, leaders need to motivate their followers to adopt the approach of paradoxical thinking as well as the approach of “both-and” to boost innovation-based performances. More specifically, firms can also ensure paradoxical thinking and action on a large scale through providing a range of training opportunities. Furthermore, our findings reveal the mediating effect of team perspective on team innovation. On the basis of the findings, it can be suggested that firms must support team perspective to enable teams to be more innovative. In addition, firms need to develop a culture or environment to ensure the practice of team perspective by focusing on its value and significance in their relations with team members and communicate this perception in the team vision.

Limitations and Future Directions

Though this study made a theoretical and practical contribution, it still has some limitations. It measured the mediating role of team perspective between paradoxical leadership, innovative work behaviour and teams, but other aspects could also be considered. For instance, team members alter their attitudes not only due to the team context but at times also due to Organisational practices. Elements that are linked with valuable practices include high-performance work systems, which can also play a significant role in the process of team awareness. Team learning behaviour and a high-performance work system can assist team perspectives to enhance team innovation. Consequently, further research could broaden the study findings by carefully considering determinants at the Organisational level.

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