

Cross level relationship between team level antecedents and individual innovation performance

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Abstract. The purpose of this study is to find team level antecedents of individual innovation performance. Therefore, we suggest innovative climate and transformational leadership as determinants of individual motivation toward innovation which further lead individual innovation performance. In order to obtain a better understanding of the effects of effects of team level variables on individual innovation, this study adopts Motivation Theory.

Keywords: Innovation, Performance, Cross level Analysis, Leadership.

1 Introduction

Numerous empirical findings demonstrated the predictors and consequences of innovation in the workplace. In spite of providing insights of innovation, most existing academic literature has focused on the organization level of analysis and team and individual level variables have been overlooked [1]. In order to fill this void, this study develops a research model and hypotheses that encompasses individual and team level and see how it applies in the context of a project innovation team. The purpose of this study is to investigate the influence of team level variables representing innovative climate and transformational leadership on restaurant employee motivation which lead individual level innovation performance. Therefore, a multi-level approach designed to integrate employee-level variables (intrinsic motivation toward innovation, innovation performance) in conjunction with project team level variables (innovative team climate, transformational leadership) is believed appropriate to effectively analyze data [2]

2 Hypotheses Development

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2.1 Intrinsic motivation and innovation performance

Existing research provide evidence that employee intrinsic motivation increases innovation behavior [3][4]. These findings suggest that intrinsically motivated individual is likely to enact innovation related behavior which further lead to innovation performance. The following hypothesis was developed based upon previous studies:

H1 Intrinsic motivation toward innovation increase employee's innovation performance.

2.2 Innovative climate and intrinsic motivation

According to Reichers and Schneider (1990), climate defined perceptions of the work environment by employees [5]. Innovative climate is related to learning atmosphere and emphasis creativity and novelty. Therefore, in a innovative climate, employees are likely to develop high levels of inspiration and intrinsic motivation toward innovation to achieve their goals. In this regard, this study proposes the following hypothesis:

H2. Innovative climate is positively related to intrinsic motivation toward innovation

2.3 Transformational leadership and intrinsic motivation

Leadership is a critical factor in the successful team functionality and the attitude of followers [6]. Recently, leadership research has begun to pay attention to the influence of transformational leadership on organizational and individual innovation. Transformational leaders can stimulate their employees to think in innovative ways and enhance intrinsic motivation through autonomy and empowerment of their followers. [7] [8]. The following hypothesis was developed based upon previous studies:

H3 Transformational leadership is positively related to intrinsic motivation toward innovation

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