

ENABLING TEAM INNOVATION BY OPTIMIZING RESOURCE AVAILABILITY AND PROMOTIVE VOICE BEHAVIOR

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ABSTRACT

Team innovation has become a decisive aspect of achieving organizational success since today's environment relies on collaborative aspects. Thus, the purpose of this study is to examine some critical factors which influence perceived team innovation, such as resource availability, promotive voice behavior, willingness to discuss and perceived team knowledge utilization. The data were collected from 100 employees as team members in a company engaged in the automotive support industry. The results of this study using PLS (Partial Least Square) proved that: (1) there is a significant relationship between resource availability and perceived team innovation, (2) resource availability has a significant effect on promotive voice behavior, (3) promotive voice behavior is a significant predictor of perceived team innovation, (4) promotive voice behavior has a significant impact on willingness to discuss, (5) willingness to discuss has a significant relationship with perceived team innovation, (6) promotive voice behavior has a significant effect on perceived team knowledge utilization, (7) perceived team knowledge utilization has a significant effect on perceived team innovation. These findings highlight the importance of the factors mentioned earlier to enhance perceived team innovation in the organization.

Keywords: resource availability, promotive voice behavior, willingness to discuss, perceived team knowledge utilization, perceived team innovation

MENINGKATKAN INOVASI TIM DENGAN MENGOPTIMALKAN KETERSEDIAAN SUMBER DAYA DAN PERILAKU BERSUARA PROMOTIF

ABSTRAK

Inovasi tim saat ini telah menjadi aspek yang menentukan dalam mencapai kesuksesan organisasi dikarenakan lingkungan organisasi yang bergantung pada aspek kolaboratif. Tujuan dari penelitian ini adalah untuk menguji beberapa faktor kritical yang menentukan inovasi tim, seperti ketersediaan sumber daya, perilaku bersuara promotif, keinginan untuk berdiskusi, dan penggunaan pengetahuan tim. Data penelitian ini dikumpulkan dari 100 karyawan yang bekerja di dalam tim kerja di perusahaan yang bergerak dalam industri pendukung otomotif. Hasil dari penelitian ini menggunakan PLS (Partial Least Square) membuktikan bahwa: (1) terdapat pengaruh signifikan antara ketersediaan sumber daya dan inovasi tim, (2) ketersediaan sumber daya memiliki pengaruh yang signifikan terhadap perilaku bersuara promotif, (3) perilaku bersuara promotif merupakan prediktor yang signifikan dari inovasi tim, (4) perilaku bersuara promotif memiliki dampak yang signifikan terhadap keinginan untuk berdiskusi, (5) keinginan untuk berdiskusi berpengaruh signifikan terhadap inovasi tim, (6) perilaku bersuara promotif memiliki pengaruh signifikan terhadap penggunaan pengetahuan tim, (7) penggunaan pengetahuan tim memiliki pengaruh yang signifikan terhadap inovasi tim. Hasil temuan ini menekankan pentingnya faktor-faktor yang telah disebutkan sebelumnya untuk meningkatkan inovasi tim di dalam organisasi.

Kata-kata Kunci: *ketersediaan sumber daya, perilaku bersuara promotif, keinginan untuk berdiskusi, penggunaan pengetahuan tim, inovasi tim*

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INTRODUCTION

The rapid development of technology and resources has created a tough competition to dominate the market recently. Moreover, increasingly intense competition demands innovation rather than just general problem-solving. These innovation demands are also strongly required by the automotive industry.

The Indonesian Motorcycle Industry Association (Asosiasi Industri Sepeda Motor Indonesia / AISI) predicts the domestic motorcycle market will exponentially expand. The growth of the number of motorcycles this year alone is predicted to reach 4.3 million-4.6 million units. Based on AISI data for the January-May 2021 period, total sales of two-wheeled vehicles in the domestic market grew up to 17.8 percent compared to sales realization in the same period last year (jawapos.com). With this sophisticated growth of the domestic motorcycle market, the level of competition has now become very tight for many manufacturers as they struggle to seize the market with innovation.

Furthermore, these innovation demands can become even more challenging if people do not prepare and develop the resources to achieve their goals. When people successfully develop a resource surplus, they tend to experience positive well-being, as seen from personal and social studies (Hobfoll, 1989). Accordingly, when both a person and a team have good resource availability, they will increase the innovation opportunity because they manage to overcome limited resources (Wan et al., 2005).

Team innovation has an essential role in the success of the organization. The journey started when radical changes in the 21st century in organizational life brought the modern industrial revolution (Kremer et al., 2019). It is universally accepted that innovation always plays a crucial role in predicting the organization's long-term survival. Team innovation in the workplace can be considered as new practices, products, procedures and processes, and structures related to management (Guzman & Espejo, 2018; Liang et al., 2018; Vaccaro et al., 2012). Team innovation is not only about implementing changes in management-related activities and the change process but also about managerial practices and structures (Guzman & Espejo, 2018). Any innovation at the team level will affect the whole team. Consequently, modern organizations that rely on various project teams should be working together to enhance innovation and competitive advantage (Liang et al., 2018).

One of the methods for an organization to enhance its innovation is through promotive voice behavior. Promotive voice behavior is a proactive behavior related to the way employees express their ideas, opinions, or suggestions with interest in changing and improving their current conditions (Van Dyne & LePine, 1998). Promotive voice behavior has been considered an effective way for employees to show improvement through constructive communication. Therefore, it is necessary for everyone to proactively express their voice and

communicate ideas, suggestions, concerns, and opinions related to work (Morrison et al., 2011). Increased promotive voice behavior at the work unit level has been associated with increased levels of task performance, hence boosting creativity and innovation (Guzman & Espejo, 2018; Liang et al., 2018).

In many cases, team members are usually more interested in generating and implementing various great ideas than irrelevant ones (Guzman & Espejo, 2018). To generate and implement these great ideas, employees need to be involved in the decision-making process and discussions that lead to idea selection and evaluation. The greater the number of ideas available, the higher the willingness to participate in discussion within the team. Accordingly, the more team members are involved in promotive voice, the overall team will be more likely to integrate different perspectives, allowing to absorb diverse thoughts. Moreover, if team members collectively share their knowledge to solve team-related problems and integrate each other's point of view within the team, it possesses an excellent team knowledge utilization. This activity can increase innovation and promote differences in the thinking process, resulting in diverse innovations (Guzman & Espejo, 2018).

We learn that innovation is a must for the automotive industry to survive and develop, but we do not know yet whether team innovation is already being effective or not and what kinds of factors that can enhance the perceived team innovation. Thus, this research is important and

has the purpose of scientifically examining the relationships among resource availability, promotive voice behavior, willingness to discuss, perceived team knowledge utilization, and perceived team innovation.

Furthermore, to convey some precise results of this research, this article is divided into four sections. The first section presents the theories, relevant empirical findings, and hypothesis development. The following section discusses the research method that was applied in this study. The third section contains the results and analysis of this empirical study. Ultimately, the final section concludes this article with a discussion, conclusion, limitation, and recommendation for future research. This research hopefully will give theoretical and practical contributions to developing the factors that influence perceived team innovation.

LITERATURE REVIEW

Conservation of Resources (COR) Theory

The basic principle of Hobfoll (1989) regarding COR Theory is that individuals are motivated to maintain and protect the resources they currently have (conservation) and seek to acquire new resources (acquisition/investment). Employees' work behavior reflects their motivation to avoid resource loss and achieve resource gain. This theory also states that individuals avoid situations that could lead to loss of resources, the threat of losing resources, or failure to obtain resources after investing in significant resources. The first principle of COR Theory is the hallmark of the

loss principle while the second principle of COR Theory states that everyone should invest resources to protect resources from loss, recover from losses, and obtain new resources (Hobfoll, 1989; Hobfoll et al., 2018). COR theory is a motivational theory that explains many human behaviors based on the evolutionary need to acquire and conserve resources for survival. Acquiring and maintaining personal, social, and material resources in life with people, families, and organizations will create a feeling that they can deal with challenges (Hobfoll et al., 2018).

Promotive Voice Behavior

Studies on human resource management argue that the voice of employees can improve the processes, innovations, and functions of their organizations (Chen et al., 2020). Voice is defined as a promotive behavior that emphasizes the challenge of constructive expression intended to improve rather than criticize (Van Dyne & LePine, 1998). The voice becomes highly crucial when the organization environment is dynamic, and the new ideas facilitate continuous improvement. Promotive voice is defined as the expression of new ideas or suggestions from employees to improve the overall functioning of their work unit or organization and relates to employees taking control and challenging the status quo (Liang et al., 2012). According to Van Dyne & LePine (1998), promotive voice behavior is proactive; they promote, encourage, or cause something to happen. As a proactive behavior, voice introduces changes in work

through the expression of different opinions (Chen et al., 2020).

In this research, the focus study of promotive voice behavior is examined at the team level. Team promotive voice behavior can stimulate creative and different thinking (Li et al., 2017). Several studies related to team-level expression have conceptualized the voice as shared beliefs about speaking in groups (Morrison, 2011; Guzman & Espejo, 2018; Liang et al., 2018). When individuals engage in promotive voice behavior, they will make cognitive processes and calculations that consider whether it is safe and helpful to talk to other individuals or it is better to be silent (Morrison, 2011). However, with more people contributing to a team, the individuals tend to speak up because they could observe that other team members might reveal different opinions (Guzman & Espejo, 2018). Even if one idea sounds simple, it can inspire others to think in a novel manner. In addition, if more members declare various promotive voices, the team as a whole will be given more aspiration to achieve new standards to maximize profits and avoid lost opportunities (Liang et al., 2018).

Perceived Team Innovation

Innovation is the actual implementation of creative ideas, as expressed by LePine & Van Dyne, 1998, p.865: "innovation begins with recognition and generation of novel ideas or solutions that challenge past practices and standard operating procedures". In this article,

team innovation is defined as the generation and implementation of new ideas, products, procedures, or processes within a team, which are strongly useful (Ye et al., 2019). Thus, to be effective and have the capability to survive in a changing environment, innovative capacity is critical for any team (De Dreu, 2002). In the workplace, team innovation manifests as new practices, products, procedures and processes, and structures related to team management (Vaccaro et al., 2012; Guzman & Espejo, 2018; Liang et al., 2018).

The innovation process consists of the steps of idea generation, development, and implementation (Handayani et al., 2018). Team innovation is also a multistage phenomenon consisting of idea generation and idea execution (Amabile et al., 1996). The emphasis is on exploration and different thinking in the first stage, whereas the emphasis shifts to exploitation in the second stage. In team innovation, the team explores creative ideas that challenge the status quo and exploits existing knowledge and ideas to achieve goals.

The Effect of Resource Availability on Perceived Team Innovation

A resource is defined as everything that a person achieves to realize the goals (Halbesleben et al., 2014). Resource availability is conceptualized as the availability of resources owned by a work team, including financial, space, time, and personnel resources (Guzman & Espejo, 2018). Successful implementation of innovation

requires four types of resources, namely material resources (physical and financial means), personnel resources (manpower), conceptual resources (knowledge and skills), and time resources (for transition and experimentation) (Choi & Chang, 2009). Innovation's failures and barriers are caused by a lack of resources, while innovation success results from innovation resources support (Wan et al., 2005). Critically, research by Guzman & Espejo (2018), Wan et al. (2005), and Weiss et al., (2013) revealed that the higher the resource availability possessed by a team, it tends to increase their innovation opportunity. Therefore, the following hypothesis can be formulated:

H1: Resource availability has a significant positive effect on perceived team innovation.

The Effect of Resource Availability on Promotive Voice Behavior

People try to invest their resources to protect against losses by allocating resources through maximizing their fit with the environment (Halbesleben et al., 2014). To do so, individuals can utilize resources to adapt to their environment or change their environment directly. A particular way for individuals to influence their environment and achieve their goals is to proactively engage in promotive voice behavior (Maynes & Podsakoff, 2014). The perspective of COR Theory stated that through promotive voice behavior, employees can introduce changes to improve performance. Voice in the workplace can serve as a potential

vehicle for acquiring new resources (Ng & Feldman, 2012). Ng and Feldman's research brings together the two principles regarding resource conservation and investment from COR Theory and finds that someone will engage in voice behavior when resources are scarce. Vice versa, if someone has sufficient availability of resources, they tend to be involved in voice behavior because they do not experience limited resources when they want to develop. This statement, also supported by Halbesleben et al. (2014) and Guzman & Espejo (2018), showed that high resource availability could increase promotive voice behavior. Thus, the following hypothesis can be established:

H2: Resource availability has a significant positive effect on promotive voice behavior.

The Effect of Promotive Voice Behavior on Perceived Team Innovation

Team innovation can be facilitated when members engage in behavior that produces different ideas and can implement valuable ideas. Team voice, which is defined as the extent to which team members make constructive suggestions for improvement, share new ideas, and discuss potential problems or issues, serves as an essential process for team innovation (Ye et al., 2019). Promotive voice makes innovative suggestions for change and recommends modifications to standard procedures. Furthermore, team members tend to invest their efforts, for instance, their resources, by engaging in cognitive processes to generate and

communicate ideas through promotive voice to bring diversity (Morrison, 2011). Various suggestions for improvement and evaluation obtained through new ideas are also a way for employees to improve organizational performance, so the motivation continuously grows to provide innovative proposals (Gu et al., 2019). Some constructive results by Guzman & Espejo (2018), Liang et al. (2018), Gu et al. (2019), and Rasheed et al. (2017) prove that there is a positive influence between promotive voice behavior and team innovation. The following hypothesis can be formulated:

H3: Promotive voice behavior has a significant positive effect on perceived team innovation.

The Effect of Promotive Voice Behavior on Willingness to Discuss

Willingness to discuss is defined as a willingness or desire to discuss ideas as a collective effort in which employees from the work team show an interest in expressing and exchanging information and knowledge with each other (Guzman & Espejo, 2018). The greater the number of ideas available for evaluation, the higher the willingness to discuss ideas within the team. More ideas are generated in work teams with higher levels of promotive voice, therefore offering a more viable alternative for discussion. Interestingly, Wan et al. (2005) and Guzman & Espejo (2018) showed by their research that promotive voice behavior has a positive effect on willingness to discuss. Hence, the following hypothesis can be devised:

H4: Promotive voice behavior has a significant positive effect on willingness to discuss.

The Effect of Willingness to Discuss on Perceived Team Innovation

In a two-stage innovation process (Amabile et al., 1996), voice represents the first stage, and team innovation represents the end of the second stage (e.g., the successful implementation of an idea). However, to successfully implement an idea, the second stage shows that employees are required to evaluate and select an idea before the implementation. Specifically, at the work unit level, evaluation and selection of these ideas require collective efforts among unit members, conceptualized as a willingness to discuss (Guzman & Espejo, 2018). The result is also following the research of Wan et al. (2005). Employees must show an interest in expressing and exchanging information and sharing knowledge for innovation to be successful. The following hypothesis can be expressed:

H5: Willingness to discuss has a significant positive effect on perceived team innovation.

The Effect of Promotive Voice Behavior on Perceived Team Knowledge Utilization

A mindset that focuses on the promotive voice behavior will further motivate the whole team to form new associations, explore solutions, and creatively integrate different thinking to utilize each other's knowledge later to stimulate the generation of ideas (Liang et al., 2018). Team knowledge utilization reflects the process of

establishing the relationship between the unique knowledge of group members, integrating various points of view, and applying them in solutions (Rink et al., 2013; Vasudeva & Anand, 2011). Research conducted by Liang et al. (2018), Kremer et al. (2019), and Sung & Choi (2012) show that promotive voice behavior has a significant effect on team knowledge utilization. Thus, the following hypothesis can be developed: H6: Promotive voice behavior has a significant positive effect on perceived team knowledge utilization.

The Effect of Perceived Team Knowledge Utilization on Perceived Team Innovation

Team knowledge utilization enhances team innovation by enabling members to develop new solutions and generate more complex combinations of ideas (Amabile et al., 1996). When team members perform knowledge sharing collectively to solve the team's problems and proactively integrate each other's point of view within the team, the team is said to have high team knowledge utilization. In addition, several activities such as brainstorming, evaluating, and selecting the best solution will improve innovation probability (Chen et al., 2020). Conclusively, Liang et al. (2018) and Sung & Choi (2012) showed a meaningful result that proved a positive influence between team knowledge utilization and team innovation. Therefore, the following hypothesis can be formulated:

H7: Perceived team knowledge utilization has a significant positive effect on perceived team innovation.

The figure below presents a model of the framework in this research:

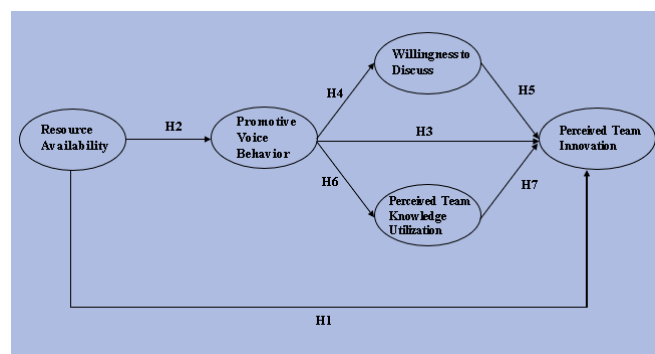


Figure 1. Research Framework

METHODS

Sample and procedures

In this study, data were collected from employees as team members in a company engaged in the automotive support industry. The company focuses on molds, dies, metal, and plastic components as the leading supplier for the motorcycles industry in Indonesia. Various products have been produced by this company including plastic injection, stamping press, and welding.

As a manufacturer of automotive metal and plastic components, this company successfully provides solutions by continuously innovating in improving technology and its particular skills. This activity leads to the acceptance of next-generation products for its customers. Based on the result of the interview with Human Resources Development (HRD), it is noticed that the innovation program has the priorities in their

improvement programs since 2013. Innovation program here stated as a follow-up of individual ideas and innovation, which are then discussed together in a work team according to their respective units, systematically with clear flows and procedures.

We obtained the data through questionnaires distributed online via a google form and not assigned offline due to physical distancing rules implemented during the Covid-19 pandemic. Confidentiality was promised to respondents to promote honest responses. In the survey, respondents were asked to rate their resource availability, promotive voice behavior, willingness to discuss, perceived team knowledge utilization and perceived team innovation.

Respondents from this study were employees who pursued several work teams within the company, with the average number of each team's members consisting of three people. Based on the information from the HRD, we got a total sample of 100 people. This sample consists of employees who are still retained by the company after the layoff in 2020. Furthermore, the layoff policy is carried out due to employee efficiency as a result of the uncertain situation and condition caused by the Covid-19 pandemic. The profiles of the respondents are presented in Table 1.

Table 1. Profile of respondents

Variables	Number of respondents	Percentage
Gender:		
Male	86	86%
Female	14	14%
Age range (years):		
< 21	17	17%
21 – 30	38	38%
31 – 40	31	31%
41 – 50	8	8%
> 50	6	6%
Work experience (years):		
< 3	29	29%
3 – 5	37	37%
6 – 10	16	16%
11 – 15	13	13%
> 15	5	5%
Education degree:		
High school	79	79%
Diploma	6	6%
Bachelor	12	12%
Master	3	3%

The vast majority of respondents taking part in this research are male, with 86%, while another 14% are female. Most of the respondents have a wide age range, with the average showing at 30 years old. Generally, the respondents have been working in their company for an average of five years. Lastly, the majority of the respondents have a high school education degree (79 percent) and a bachelor's degree (12 percent).

The data were then analyzed using the Partial Least Square (PLS) model with the help of SmartPLS 3.0 software since the sample size was small. PLS is a multivariate analysis method that combines aspects of multiple regression and factor analysis to predict and test relationships between variables (Hair et al., 2011). Although PLS only requires a small sample size, it has good

statistical power. Interestingly, the results produced using this method will remain robust even though there are abnormal and missing data.

Measurement

The data used in this study was an interval scale. We used a 10-point Likert scale (1 = strongly disagree; 10 = strongly agree) to measure participants' responses. Consequently, the answer to the questionnaire in the form of a scale rating between 1-10 is categorized as an interval scale because it has a fixed interval. The length of the interval used is expected to provide more choices for respondents in terms of assessing the questionnaire given. We translate all statements from English to Indonesian and translate them back from Indonesian to English to ensure precision and authenticity feedback.

Table 2. Variable and measurement

Variable	Measurement	n item
Resource availability	(Choi & Chang, 2009; Guzman & Espejo, 2018)	8
Promotive voice behavior	(Liang et al., 2012)	4
Willingness to discuss	(Guzman & Espejo, 2018; Wan et al., 2005)	5
Perceived team knowledge utilization	(Liang et al., 2018)	5
Perceived team innovation	(De Dreu, 2002; Guzman & Espejo, 2018)	5

Table 2 presents information about the variables and measurements used in the

questionnaire. Measurements were obtained from previous empirical studies to ensure the validity and reliability of this study. The questionnaire included various statement items from each variable. Resource Availability (RA) was measured by eight items adapted from previous research by Choi & Chang (2009) and Guzman & Espejo (2018). Examples of these items are "Your team gets financial support for the innovative project" and "Your team has sufficient time to implement the innovation". At the same time, the Promotive Voice Behavior (PVB) was measured by four items inspired from the research of Liang et al. (2012), where examples of these items are "You proactively provide suggestions about new projects that are beneficial to the team" and "You proactively voice constructive suggestions that can help the team achieve goals".

The Willingness to Discuss (WtD) variable was measured by five items from the research of Guzman & Espejo (2018) and Wan et al. (2005). Some of the statement items are "Your team members are passionate about sharing information" and "Discussion is an effective way to voice opinions". To measure the Perceived Team Knowledge Utilization (TKU) variable, we used five items from the research of Liang et al. (2018), with examples of items namely "The knowledge and skills of your team members have been optimized in team activities" and "The knowledge possessed by team members has been used effectively to solve team problems". Finally, Perceived Team Innovation (INNOV) variable in

this study used five items adapted from the research of De Dreu (2002) and Guzman & Espejo (2018). The examples of the items are "Your team members come up with new work methods" and "Your team is an innovative team".

The validity and reliability tests of the statement instruments were tested. In the validity test, the decision-making is done by observing the condition that if $r > r_{table}$ or $Sig < \alpha$, then all statement items can be accepted. The results of the validity test using SPSS show that the value of $Sig < \alpha$ ($\alpha = 5\%$) concluded that all statement items are considered valid. For the reliability test, the Cronbach's Alpha of a total of 27 statement items was 0.97, where if the Cronbach's Alpha value is > 0.6 means the proposed statement instrument was highly reliable.

In this study, since the loading factor of each indicator variable is greater than 0.5, it concluded that the model had met convergent validity. Because convergent validity has been met, there is no need for any indicator variables to be eliminated from the model. Likewise, because the AVE value of each latent variable is greater than 0.5, it closed the proposed model has satisfied convergent validity. All variables were considered to meet the reliable criteria. This is indicated by a composite reliability value greater than 0.60 for all variables tested. Additionally, for the evaluation of discriminant validity, presented from the value of cross-loadings for each indicator variable. The discriminant validity on each indicator should have the highest loading value and should be measured (Hair et al., 2011).

The value of cross-loading for each indicator variable of each latent variable is the largest compared to the value of cross-loading when associated with other latent variables. Thus, the discriminant validity of each latent variable is well fulfilled, and there is no significant cross-loading problem.

RESULTS AND DISCUSSION

After testing the validity and reliability, the next step is to test the hypothesis. The results of hypothesis testing are shown in Table 3. To test all mentioned hypotheses, bootstrapping technique is used, with the purpose to obtain the t-statistics value that will be used as the test statistic value. Note that significance level $\alpha = 5\%$, so H1 is accepted if the value of t-statistics 1.96 or p-value $< \alpha/2$ (2.5%) (Hair et al., 2014).

Table 3. The results of hypothesis testing

Relationships	Original sample	t-stat	p values
RA → INNOV	0.281	2.455	0.014
RA → PVB	0.980	263.392	0.000
PVB → INNOV	0.172	2.144	0.032
PVB → WtD	0.975	246.396	0.000
WtD → INNOV	0.293	3.107	0.002
PVB → TKU	0.976	227.950	0.000
TKU → INNOV	0.252	2.973	0.003

Note: RA: Resource availability; PVB: Promotive voice behavior; WtD: Willingness to discuss; TKU: Perceived team knowledge utilization; INNOV: Perceived team innovation.

According to the output shown in Table 3, the test statistic value for each relationship is 1.96

with p-value $< 2.5\%$, indicating all hypothesis above was accepted. It can be seen that resource availability has a significant positive effect on the perceived team innovation. Another result clearly shows that the t-statistics value is higher than the t-stat of 1.96, implying the significant proposed effect, which strongly supports H1. Further, the resource availability variable has a positive effect on promotive voice behavior, as evidenced by the t-statistics value, where the value is higher than the t-stat of 1.96. Therefore, it can be concluded that H2 is also accepted.

Promotive voice behavior has a significant positive effect on the perceived team innovation. This can be seen from the t-statistics value, which is higher than the t-stat value of 1.96. Hence, it supports H3. Moreover, promotive voice behavior also has a significant positive effect on willingness to discuss, which undoubtedly justifies H4. The higher the promotive voice behavior, the higher the willingness to discuss.

Willingness to discuss has a considerable influence on the perceived team innovation. Based on the t-statistics value obtained, it reveals that the increasing willingness to discuss will consequently enhance the perceived team innovation. Thus, H5 is supported. Likewise, H6 is precisely endorsed since the promotive voice behavior variable has a significant positive effect on the perceived team knowledge utilization, reported on the t-statistics value, which is higher than the t-stat of 1.96. Then, a significant positive effect between perceived team knowledge utilization and perceived team innovation was

noticeable by the t-statistics value, which is higher than the t-stat of 1.96. This result stands as evidence for the strong support of H7.

This study emphasizes that some factors such as resource availability, promotive voice behavior, willingness to discuss, and perceived team knowledge utilization are prominent aspects of perceived team innovation. Based on this systematic research, we found several findings in the case of perceived team innovation from 100 employees as team members in an organization engaged in the automotive support industry. The first exciting finding comes from the profile and characteristics of the respondents since most of them have high school education degrees (79 percent). Although they do not have a university degree, their initiatives about innovation are pretty high due to their experiences in day-to-day working in their company. This statement is supported by the result of the interview with HRD, who stated that most of the employees there who have high school degrees have "out of the box" thinking to make innovation. Even just small or simple things, these unique ways of thinking frequently lead to innovative outcomes, indicated by their meaningful contributions to the whole operation. It means that "small things matter" perfectly fits in the current environment to make innovation happen. Additionally, their experiences in the field often bring them into divergent thinking. Thus, the availability of accommodation on proper facilities is mandatory for any employees. In this company, there is an innovation program as one of their priorities to

increase innovation. However, it is not enough. The company has a bright potential to gain enormous innovation with other programs such as innovation contests and patents or cross-boundary teaming across organizations for best practices.

Based on the analysis using PLS in the previous section, the results support all hypotheses. These findings show the importance of resource availability, promotive voice behavior, willingness to discuss, and perceived team knowledge utilization on perceived team innovation. It uniformly accepted that innovation could provide a significant advantage for a team and its members, so that team members will become eager to use their resources for proposing changes to achieve their goals. Thus, successful innovation tends to benefit from resource support, and the lack of resources can cause failure, which is consistent with previous empirical studies (Guzman & Espejo, 2018; Wan et al., 2005; Weiss et al., 2013).

Team members seem to get in more involvements in the proactive behaviors if they have more access to the resources. Our study observed that if there is a team whose members feel they have more access to resources, they will be more willing to discuss ideas compared to the others who lack access to such resources. This statement is relevant to the results by Halbesleben et al. (2014) and Guzman & Espejo (2018), which proved that high resource availability could improve promotive voice behavior. The result of hypothesis 3 testing

shows that the higher promotive voice behavior leads to higher perceived team innovation. In addition, previous research from Rasheed et al. (2017) and Gu et al. (2019) confirm this result.

Team members who have more willingness to discuss and exchange ideas, likewise the team members who collectively utilize and integrate their knowledge, can induce perceived team innovation. The studies from Guzman & Espejo (2018) and Liang et al. (2018) support this notion, whereas Sung & Choi (2012) and Kremer et al. (2019) proposed that promotive voice behavior can generate perceived team knowledge utilization by expressing and combining knowledge and ideas. Those results are relevant to our study.

Team innovation can be seen as a sequential process concerning resource availability, promotive voice behavior, willingness to discuss, and team knowledge utilization. The availability of resources will increase promotive voice behavior, and with more people who are actively involved in voicing their ideas, they will be more willing to discuss and use the knowledge they have, yielding perceived team innovation. Our research contributes to the growing literature on resources as an effort that allows proactive behaviors to noticeable innovation. Therefore, managers should be aware that resource availability is critical for ideas implementation. Not only increasing proactive behaviors, but managers also have to focus on the availability of the resources and their access as strategic

perspectives to introduce positive changes through perceived team innovation.

CONCLUSION

Despite the contributions and implications, this study also has limitations that need to be addressed in future studies. First, a cross-sectional survey was chosen since the data were taken only for a certain period. Therefore, longitudinal study hopefully can explain the phenomenon and its characteristics completely, rather than the cross-sectional method. Second, there are only 100 respondents in this research due to the organization's condition as an impact of the Covid-19 global pandemic. For future study, it needs a larger sample size to generalize the results. Moreover, other organizations outside the automotive support industry are observable since perceived team innovation can be implemented in a wide range of parties. Third, the model proposed here is only for team members. Furthermore, future research may utilize multi-level design or cross-boundary teaming.

The multi-level perspective investigates both individual and team-level mechanisms for employee voice and team innovation (Bai et al., 2017), while cross-boundary teaming itself consists of team and knowledge diversities within and across organizations (Edmondson & Harvey, 2017). It should be noticed that cross-boundary teaming is a popular strategy to improve innovation.

Finally, this study examines the factors that influence perceived team innovation. The factors

investigated are resource availability, promotive voice behavior, willingness to discuss, and perceived team knowledge utilization. It is highly recommended for future researchers to consider other variables as antecedents of perceived team innovation, such as leader humility and team voice climate (Liu et al., 2017) or inclusive leadership (Ye et al., 2019). Another opportunity related to measuring innovation based on other aspects, such as logistics innovation and patent, is still open.

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