

THE INFLUENCE OF PARADOXICAL LEADERSHIP BEHAVIOUR TOWARDS ORGANIZATIONAL CREATIVITY: THE MEDIATING ROLE OF RESILIENCE

Poondy Rajan Y.^{1*}, Dr. B. Aiswarya²,

¹Research Scholar, Loyola Institute of Business Administration, Nungambakkam, Chennai – 600 034, India, poondy.rajana@liba.edu

² Professor, Loyola Institute of Business Administration, Nungambakkam, Chennai – 600 034, India, aiswarya.b@liba.edu

ABSTRACT

Every organization struggles to respond to the rapid development of Increasing competition, fast-developing technology, pandemic, and post-pandemic change in business life demands more organizational creativity to face the challenges. effective leadership. In response to this organizational creativity, Paradoxical leader behaviors can influence employees to become more creative in the organization to solve problems. This study analyses how paradoxical leadership (PL) predicts organizational creativity through mediating role of organizational resilience. The five dimensions of paradox consider subordinates uniformly whereas considering individualization, directing self-centeredness with other-centeredness, retaining decision control while giving autonomy, demanding work requirements while having work flexibility, and retaining both distance and closeness. The conceptual paper will find explore the influence of paradoxical leadership on organizational creativity, the association between resilience and organizational creativity, and paradoxical leadership behavior and resilience will explore. The research paper promotes to understand the role of Paradoxical leadership and how it enhances organizational creativity.

Keywords: Behaviour, Creativity, Innovation Paradoxical, Resilience.

1. Introduction

Creative thinking is one of the most valued skills of a person in an organization. Organizations value their employees who lead the organization with creative and innovative ideas. Highly competitive, complex business transactions, always open the way for new creative and innovative ideas which leads to technological development. Organizational creativity enhances the employees to have a new perception of the issues and is important for the organization to solve problems and to look at issues in different directions.

Woodman et al., (1993, p.23) define organizational creativity as the creation of the latest ideas, products, and services, moreover, it must be valuable and useful for the individuals working together in a problematic system. Creativity is attributed to features of originality, newness, innovation, value, and usefulness (Amabile, 1996) New ideas could be recognized and implemented to have a competitive advantage through creative ideas.

Leaders play a vital role in influencing employee creativity. The leaders enhance employees to have creativity in their working environment. Employee creativity can be encouraged and

reinforced by the leaders by honoring them by providing creative job requirements, following up with progress feedback, and rewarding employees for their creative achievements (Stobbeleir,2011). Employees will come out with high-level creativity in their performance when they are appreciated and motivated by their leaders (Zhou&Ren,2011)

There is a need to realize the link between leadership and organizational creativity. The style of Paradoxical leadership is different from other leadership which enhances the employee's creativity. The notion of paradoxical leader behavior is based on the ancient Chinese philosophy that states all the universal things exist in contrary and complementary in the natural world inseparable from opposites. (Xue et al., 2020) The idea behind this concept of paradox is that 'both-and' models are absorbed by the leaders that integrate leaders' behavior and accept two contradictory demands at once in order to attain the objectives behind the paradox (Kolb, 2012) As Lewis (2000) considers paradoxical behaviors motivate the leaders to balance both stability and flexibility in the organization to manage the unstable external environment of the organization with creative and innovative ideas. (Lewis, 2000)

This paper shows how Paradoxical leadership behaviors influence organizational creativity and finds the mediating role of resilience. The paper is conceptual which can be empirically proved in future research. In the beginning, paradoxical leadership behavior is examined, with five dimensions of paradoxical leadership explored. The second, finding out the association paradoxical leadership and organizational creativity. Third, mediating responsibility of resilience and its influence will be examined. Finally, the scope of future studies is explored.

2.Literature Review

2.1. Paradoxical Leadership

The term paradox originated from the philosophical concept, and it has been well applied to organizational management in recent times (Lewis, 2000; Schad et al.,2016). "Paradox" the word often refers to conflicting and opposing perspectives. The origin of the word "paradox" comes from the Greek word "paradoxa", the word 'para' refers to "contrary to" and doxa refers to "opinion" or paradoxa represents contrary to expectation (Schad et al.,2016)". Appearing in a literary term paradox refers to contradiction at the same time having a reasonable sum of truth. In a simple understanding of literature, paradox refers to a statement contradictory or opposed to common sense, yet it is true.

Early philosophers and psychologists indicated that contradictions arise in opposing elements like black and white, day and night (Hampden-Turner,1981). From the philosophical perceptive philosophers have seen the reality of human existence as paradoxical tension exist upon the tension of the reality between life and death, self, happiness and sorrows, good and bad, and self and others (Hampden-Turner,1981, and Schneider,1990). Psychologists' point of view has insisted on the rational kind of paradox, identifying the influences of tension on creativity and emotional health (Bateson,1972, Rothenberg,1979).

In the study of management, the term "paradox" is explained as permanently interdependent and contradictory elements (Lewis et at., 2016) which imply two important features of paradox: Mutual inconsistency and interdependence where inconsistency is at the core of the concept of

paradox. Thus, any organization needs opposing conflicts that “seem logically when presented individually, and when presented together is absurd and unreasonable” (Lewis, 2000) therefore the tension created by the paradoxical concepts for the members of the organizations which in turn promotes greater competition creativity. On the other hand, interdependence insists the inseparable connection between opposing elements. These elements are like two sides coin, cannot be separate defining each other. Early management research has indicated that the immediate presence of opposing elements produces a better sense of completeness and increases efficiency and creativity (Poole and van de Ven, 1989).

There are five dimensions of paradoxical leadership “(1) combining self-centeredness with other centeredness; (2) maintaining both distance and closeness (3) treating subordinates uniformly, while allowing individualization; (4) enforcing work requirements, while allowing flexibility; and (5) maintaining decision control, while allowing autonomy (Zhang et al.,2015)”

2.2 Paradoxical leader behaviours and organizational Resilience

The crisis and challenges are become part of everyday life, moreover organizations have to meet the risk, uncertainty and challenges in the organizational life (Chen et al., 2021) The challenges and risks faced by the organizations varies based on the nature of the organizational environment. Some of the resilient organization consider crisis and troubles as an opportunity to grow and sustain the growth while others with less resilient organizations will fade from the industry (Guillen Mondragon et al.,2022) According to some authors (Foundation Factor Human programme 2010, Meneghel et al.,2013).

Early stage resilience study was conducted in physics and engineering refers to the ability of the material to reform their shape after being subjected to externa deforming pressure. The concept of psychology resilience could be the ability of some infants to recuperate from adverse events (Garcia & Forero.,2018) In sociological perspective the ability of the communities to recover from any types of worst situations and tragedy (Cassio et al.,2017) In ecology the process of self-renewal of ecosystem in the face of damage is resilience (Rogel et al.,2019) In the social science the understanding of resilience were evolved in different level. The “individual is born with resilient and insisted human capacity” (Cossio et al.2017) Resilience is learned behaviour by individuals in relationship with others and their environment (Guillen Mondragon et al.,2022). At the end of 21st century understanding of resilience as built and developed quality (Cassio et at.,2017)

From the point of above discussion, the risk and challenges are stimulating factors for the resilience in the individual and organizational level. The paradoxical leaders will have the mindset of facing any type of challenges and risk for the growth of organizations. American Psychological Association (APA) address the resilience in the individual level “Resilience is the process of adapting well to adversity, trauma, tragedy, threat, or significant sources of tension, such as family or personal relationship problems, serious health problems or situations. Job or financial stressors. It means “rebounding” from a difficult experience as if you were a ball or a spring” (American Psychological Association, 2011)

2.3 Resilience and Creativity

In growing organization with greater speed of change, competitions require the ability to creatively handle the situations in the organizations. Instead of depending on the individual to respond to faster changes and take advantages of unknown organizations should be prepared to have whole organization to be adoptive, flexible, and innovative (Dementjeva & Stasys, 2021) Creativity is very much required for most of the organizational changes including radical creativity and innovation (Lin & Liu, 2012) organizational study (Leoncini, 2017), organizational performance (Awan et al., 2021) Resilience the ability to transform the challenges and risk will naturally stimulate the employees to have creative mind. When Resilience plays a mediating role of the paradoxical leadership and creativity it may have positively influence to have creativity. As Indian standard for organizations define “Organizational resilience is the ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and survive and prosper.” (ISO,2017).

2.4 Paradoxical leadership and creativity

The impact of leadership and the behaviours on organization’s creativity attracted the attention of the researchers. There are many numbers of studies have been explored on the impact of leadership on creativity specifically transformational leadership, empowering leadership, supportive leadership, and transactional leadership (Rego et al.,2012). At the same time very, hardly any studies have made on the influence of paradoxical leadership on the organizational creativity.

Yen Zhang (2022) says that paradoxical leaders behaviour creates employee to have tension in the working place because it depends on the perception of the employees regarding the holistic thinking. Paradoxical leader behaviour is more effective when the goals are contesting, priorities are changing the leader can handle situation with creative mind. (Waldman, and Bowen,2016, Zhang et al.,2015) paradoxical leader behaviours indicate that paradoxical leader faces the contradicting situations among employees meeting the demands of bot “A” and “B” which at any reason employees to experience the tensions which leads to creatively find the way to be out of the tension. (Zhang et al.,2022) In a paradoxical situation’s employees may have tendency to behave creatively to reconcile their discomfort feeling uncertainty (Fong,2016). Paradoxical leaders can build employee creativity by creating pessimistic understanding of uncertainty. (Zhang et al.,2022).

Conceptual framework

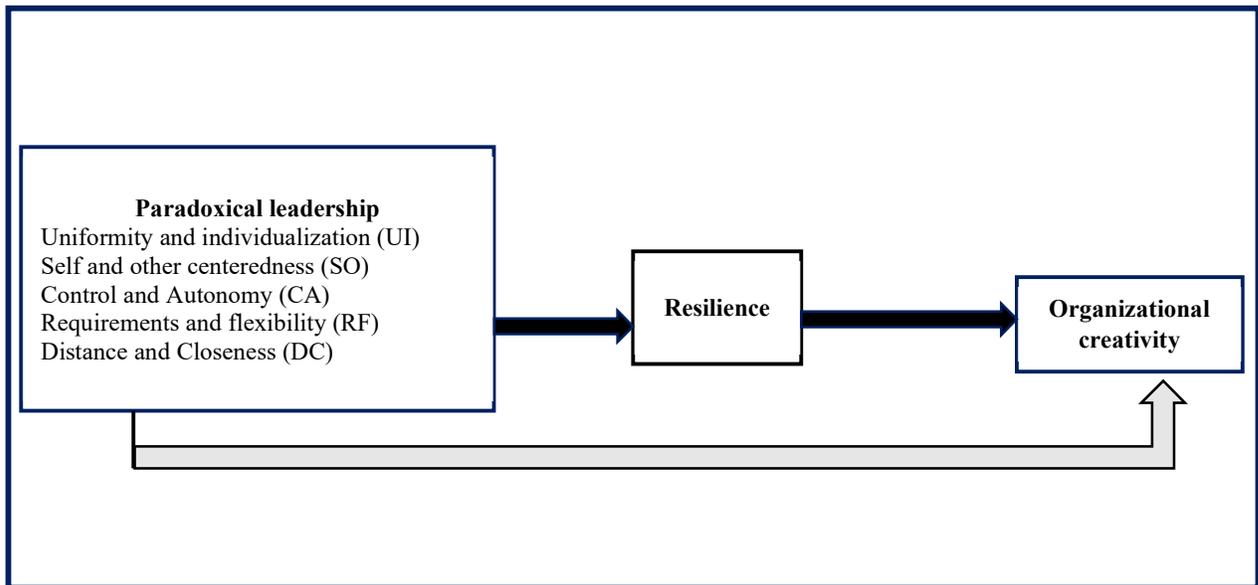


Figure 1: Conceptual model (Source-Author)

3. Research Design

3.1 Proposed Research Design

To test hypothesis, we can collect the data from employees and their direct supervisors. The industry could be more suitable for production and manufacturing industry where there are more supervisors and employees are engaged. Regarding on the employees' creativity, we can ask the supervisors to evaluate. We can ask employees to evaluate the paradoxical leader Behaviours and resilience of their supervisors.

3.2 Proposed hypothesis

PH1: Paradoxical leadership positively influences to Employee resilience

PH2: Employee Resilience positively related to organizational creativity

PH3: Paradoxical leadership is positively related to organizational creativity

PH4: Resilience mediates the relationship between paradoxical leadership and organizational creativity.

3.3 Measurement

Paradoxical leader behaviour we can use the twenty-two items and 5-deimension scale. (Zhang et al., 2015) developed scale for paradoxical leader behaviour and validated by him. The questions could be asked to the employees asking them to give their response about paradoxical leader's behaviours on 5-point Likert scale.

Employee Resilience we can use the nine items of 5-point Likert scales developed and validated by (Näswall, Kuntz, Hodliffe, & Malinen, 2013). The Likert scales from 1='almost never' 5=' almost always.

Organizational creativity the perception of the employees about the organizational creativity measurement by using Shin and Zhou's (2007). Four items are for statement and the statements are measured using Likert scale. 1= is strongly disagree and 5= will be strongly disagree.

4. Discussion and Implication

The issue of organizational creativity will explore by the role of paradoxical leadership behaviour who foster the organizational creativity. Paradoxical leaders' behaviour could be external force for the employees to have resilience to transform complexity and paradoxical ideas into creative outcome. As a theoretical implication the study will bring implications that paradoxical leader behaviours will promote organizational creativity at the same time the resilient behaviour of the employee may impact on the employee to have resilience to have aggressive outcome of creativity. Paradoxical leadership behaviour will be more effective on the organizational creativity at the same time there is a possibility that in the absence of resilience the impact of organizational creativity will be less, and this will prove only by empirical studies. If the study carried out in empirical way, it may provide insights about the paradoxical leaders that how can enhance creativity by mediating effect of resilience. As practical implication when we go for empirical study paradoxical leadership may lead to innovation and creativity (Lewis & Smith, 2014) Already the previous research has explored that leaders can transform any paradox in to creativity (Zhang et al. 2015) evidence will be provided by using resilience will increase the organizational creativity.

5. Conclusion

Fast growing and rapid changing business environment needs a leadership approach that creates organizational creativity. However, creativity under paradox situations is challenging. A leader one who has the paradoxical mindset and behaviour can integrate paradoxes and transform as opportunity to inject creativity in the organizations. Employees resilience will create more effect on creativity when it mediates between paradoxical leadership and creativity. Sometime the employees may have tendency to have paradoxical leaders' behaviour as work pressure tension which is another side impact on paradoxical leader behaviour. Therefore, even the employees with negative impact on paradoxical leader behaviour, the employee resilience will lead them for organizational creativity. To have organizational creativity effective leadership need to be strengthened. Paradoxical leadership behaviour will have more impact on organizational creativity.

References

- Amabile, T.M. (1996), *Creativity in Context*, Westview Press, New York, NY.
- American Psychological Association. (2011). *Resilience*. American Psychological Association. Link: <https://www.apa.org/topics/resilience/camino>
- Awan, U., Bhatti, S. H., Shamim, S., Khan, Z., Akhtar, P., & Balta, M. E. (2021). The role of big data analytics in manufacturing agility and performance: Moderation– mediation analysis of organizational creativity and of the involvement of customers as data analysts. *British Journal of Management*. <https://doi.org/10.1111/1467-8551.12549>
- Bateson, G. 1972. *Steps to an ecology of mind*. San Francisco: Chandler Publishing.

- Chen, R., Xie, Y., & Liu, Y. (2021). Defining, conceptualizing, and Measuring Organizational Resilience: A Multiple Case Study. *Sustainability*, 13(5), 1-25. <https://doi.org/10.3390/su13052517>
- Cossio, P. E., Ortega, A., & Padrón, A. (2017). La importancia de la resiliencia organizacional en el personal de salud. *Nuevos retos de las organizaciones encargadas de la salud en México. Cap, 3*, 31-45.
- Dementjeva, J., & Stašys, R. (2021). *Organizational Creativity Management Based on the Intellectual Capital*. 153. <http://managementpapers.polsl.pl/>
- Fong, C. T. (2006). 'The effects of emotional ambivalence on creativity. *Academy of Management Journal*, 49, 1016–30.
- Fundación Factor Humá.org. (2010). Resiliency. Fundación Factor Humá. Link: https://factorhuma.org/attachments/secure/article/8264/resiliencia_cast.pdf
- García, M., & Forero, C. (2018). The importance of resilience in organizational change. *Institutional Repository Catholic University of Colombia – RIUCaC*, 1, 41-54.
- Guillén Mondragón, I. J., Rendón Trejo, A., & Morales Alquicira, A. (2022). Is Organizational Resilience a Competitive Advantage? *Mercados y Negocios*, 46, 57–82.
- Hampden-Turner, C. 1981. *Maps of the mind*. New York: Macmillan.
- Leoncini, R. (2017). How to learn from failure. *Organizational creativity, learning, innovation, and the benefit of failure. Rutgers Business Review*, 2(1), 98–104.
- Lewis, M. (2000). 'Exploring paradox: Toward a more comprehensive guide'. *Academy of Management Review*, 25, 760–76
- Lin, C. Y. Y., & Liu, F. C. (2012). A cross-level analysis of organizational creativity climate and perceived innovation: The mediating effect of work motivation. *European Journal of Innovation Management*, 15(1), 55–76. <http://doi.org/10.1108/14601061211192834>.
- Meneghel, I., Salanova, M., & Martínez, M. (2013). The Path of Organizational Resilience – A theoretical review. *Aloma. Review of Psychology*, 2 (31), 13-24.
- Poole, M. S., & Van de Ven, A. H. 1989. Using paradox to build management and organization theories. *Academy of Management Review*. 14: 562-578.
- Rego A., Sousa F., Marques C., Cunha P. M. (2012) Hope and positive affect mediating the authentic leadership and creativity relationship *Journal of Business Research Article in Press*
- Rogel, E., & Uriquizo, J. (2019). The theoretical approach to resilience in financial organizations. *Journal of Social Sciences. Zulya University*, 25(2), 112-119.
- Rothenberg. A. 1979. *The emerging goddess*. Chicago: University of Chicago Press

- Schad, J., Lewis, M. W., Raisch, S., & Smith, W. K. (2016). Paradox research in management science: Looking back to move forward. *Academy of Management Annals*, 10(1), 5–64.
- Schneider, K. J. 1990. *The paradoxical self: Toward an understanding of our contradictory nature*. New York: Insight Books
- Stobbeleir K E. M. De, Ashford S. J. (2011) Self-Regulation of Creativity at Work: The Role Of Feedback-Seeking Behavior In Creative Performance *Academy of Management Journal*, 54, 4, 811 831.
- Waldman, D. A. and Bowen, D. E. (2016). ‘Learning to be a paradox-savvy leader.’ *Academy of Management Perspectives*, 30, 316–27
- Woodman, R.W., Sawyer, J.E. and Griffin, R.W. (1993), ‘‘Toward a theory of organizational creativity’ *Academy of Management Review*, Vol. 18 No. 2, pp. 293-321.
- Xue, Y., Li, X., Liang, H., & Li, Y. (2020). How does paradoxical leadership affect employees’ voice behaviors in the workplace? A leader-member exchange perspective. *International Journal of Environmental Research and Public Health*, 17(4), 1162
- Zhang, Y., Waldman, D. A., Han, Y. L., & Li, X. B. (2015). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal*, 58(2), 538-566.
- Zhang, Y., Zhang, Y., Law, K. S., & Zhou, J. (2022). Paradoxical Leadership, Subjective Ambivalence, and Employee Creativity: Effects of Employee Holistic Thinking. *Journal of Management Studies*, 59(3), 695–723.
- Zhou J, Ren R (2011) Striving for Creativity the Oxford Handbook of Positive Organizational Scholarship (Chapter 8)