

Literature Review on the Influence of Team Member Voice on Team Innovation

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Abstract. With the deepening of economic globalization and diversification, the internal and external environment of the organization is becoming more and more complicated. If an organization wants to have its core competitiveness in a rapidly changing environment, it must constantly innovate. Therefore, promoting innovation performance has become a topic that attracts more and more attention from human resource management researchers and practitioners. Innovation involves the generation of new knowledge and ideas and the process of putting them into practice. Relevant literature shows that voice of team members is an important input factor of team innovation. Based on the current academic research on the relationship between voice and organizational innovation, this paper analyzes the influence mechanism between them, classified and summarized the mediating and moderating variables, revealed the mechanism of their effects, and finally pointed out the future research direction.

The Connotation of Voice and Innovation

Connotation and Dimension Division of Voice. The research on voice behavior started in 1970, Hirschman proposed that when employees are dissatisfied with the organization, they will make Exit, Voice or Loyalty, namely EVL model. With the deepening of the research on voice, scholars have found that voice is not necessarily the employees' reaction after they are dissatisfied with the organization. For example, Van Dyne et al. believe that voice is an active behavior for the benefit of the team and the organization, rather than out of dissatisfaction of employees [1]. Detert and Burris argue that voice refers to employees' willingness to put forward ideas, opinions or suggestions to improve the operation of the organization, which is an active behavior aimed at promoting the development of the organization [2]. Takeuchi defines voice as the behavior that employees spontaneously make suggestions to the organization in his research on employee voice; and the purpose of this behavior is to expect the effectiveness of the organization or the efficiency of the work team to be improved [3].

As can be seen from the above review of the literature, scholars generally believe that voice is a kind of positive extra-role behavior, which can promote the effective operation of an organization. Therefore, based on the results of scholars, this study believes that voice is a kind of behavior that actively expresses opinions, ideas, and suggestions in order to promote the development of the organization and improve the current situation of the organization. The voice of team members is the degree of the whole team's participation in voice.

Scholars divide voice into dimensions according to the way, object and motivation. Kirton divided employee voice into two dimensions according to the different ways of voice: conventional voice and innovative voice [4]. From the perspective of employee motivation, Van Dyne and Ang divide employee voice into three dimensions: prosocial voice, defensive voice and acquiescent voice [1]. Among them, the motivation of prosocial voice is helping others, defensive voice is a self-protective voice behavior to eliminate fear, and default voice is to obey the opinions expressed by leaders or colleagues. Liang and Farh accepted Van Dyne's definition and divided employee voice into two dimensions: promotive and prohibitive voice [5]. Promotive voice means that employees put forward new ideas, opinions or suggestions for the purpose of improving the status quo of the organization. Prohibitive voice, which is employees express their concerns about potential obstacles in work in order to prevent the organization from being hurt. When study voice, Liu et al. divided voice into two dimensions according to the role difference of voice objects, named voice toward superiors and voice toward peers [6]. Chinese scholar Jinyun Duan et al., combined with the Chinese cultural background, explored and studied employee voice, and divided employee voice into two dimensions: voice that considers the overall situation and self-aggressive voice, from the perspective of whether the interests of all parties are considered and the feelings of others are taken into account [7].

The Connotation of Innovation. Innovation is the necessary prerequisite for the survival and development of organizations in the fierce competitive environment. Innovation not only includes the innovation of organizational structure and management system, but also includes the innovation of products, services, technological processes and technologies. At present, the academic circle defines innovation from the perspective of process, result, process and result synthesis.

From a process perspective, Gumusluoglu and Ilsu believe that innovation is the process of an organization developing and improving new products, improving the quality of services, and bringing these developed and improved products and services to market [8]. According to Scott and Bruce, innovation involves the whole process from idea generation to innovation implementation. Specifically, problems in the organization are discovered, creative ideas are

generated, solutions are found and resources are sought for the implementation of the ideas [9]. Obviously, the definition of innovation from the process perspective focuses more on the process of generating ideas, products, technologies, and the results perspective emphasizes whether innovative results will be produced. For example, Yun Liu and Jintao Shi (2009) regard individual innovation as develop new ideas and technologies act that can improve current management procedures and mechanisms and improve employees' work efficiency [10]. Compared with process perspective, this definition focuses more on the result that innovative behaviors can improve management mechanism and improve work efficiency. Finally, from the perspective of process and result synthesis, Oke et al. pointed out that innovation is an exploration of innovative processing methods for things, which should include continuous creation of new knowledge and business models. Only when creative thinking is transformed into innovative commercialization can we call it innovation [11].

This study discusses the influence of voice of team members on team innovation and considers team innovation as the unity of process and result. In other words, it is believed that team innovation is the creation, introduction and implementation of innovative ideas intentionally carried out by employees in the team, and through the proposal and implementation of these creative and novel ideas to improve the team's product, technology and service efficiency, or improve the team's existing working mode.

Direct Influence of Team Member Voice on Team Innovation

In the research on the relationship between team member voice and team innovation, most people believe that team member voice has a positive impact on team innovation. The literature shows that the voice of team members is an important antecedent variable of team innovation. Voice of team members is the behavior that team members actively express their opinions, ideas and suggestions in order to promote the development of the team and improve the status quo of the team. Therefore, the voice of team members reflects the degree to which team members are unafraid of challenges and propose new ideas beyond the current thinking, procedures and practices. Such voice has the potential to inspire other members to think about new possibilities that have not been considered before. Different studies of workplace innovation have shown that teams that generate more ideas are more likely to find ideas that fit. In other words, team member voice will promote team innovation.

Guzman et al. believe that team member promotive voice is positively related to team management innovation [12]. According to COR, team members will be motivated to use some of their resources to influence their work environment by proposing changes that contribute to the goal. According to this reasoning, team members use voice as an input which can communicate their opinions and suggestions so that the team can use to generate management innovation. Li et al believe that when team members express novel suggestions, the team can use these inputs to replace the existing practice [13]. Therefore, team member promotive voice can help the team to determine the team innovation practice with the unique knowledge of its members.

Indirect Influence of Team member Voice on Team Innovation

The indirect influence of team member voice on team innovation is realized by mediating variable and moderating variable.

In terms of mediating variables, the mediating variables of the relationship between team member voice and team innovation are mostly related to the sharing and utilization of knowledge. Liang et al. divided team member voice into promotive and prohibitive voice when studying the relationship between team member voice behavior and team innovation [14]. On the one hand, the relationship between promotive voice and team innovation is mediated by team knowledge utilization. Team knowledge utilization reflects the process of team members sharing and learning unique knowledge and skills, integrating different perspectives, and using these knowledge and skills to propose solutions to problems. Team member promotive voice injects new knowledge into the team through the content of suggestions, and further promotes the utilization and recombination of knowledge in the process of these suggestions being paid attention to and absorbed. The use and recombination of this knowledge is conducive to team innovation. On the other hand, the non-linear relationship between team member prohibitive voice and team innovation is mediated by team reflexivity. A team is said to be highly reflexivity when its members as a whole participate in critical observations of existing methods and propose appropriate adjustments. Team member prohibitive voice can stimulate the team collective reflection on current problems by worrying about and being alert to potential problems, which can then promote the team members to work together to improve the existing way and improve the team innovation level.

Guzman believes that the positive relationship between team member promotive voice and management innovation is mediated by their willingness to discuss ideas [12]. In a team, voice represents employees provide ideas that can be used for evaluation. In a team, voice represents the ideas employees provide for evaluation, the more ideas team members come up with, the more they are likely to participate in discussions, and the more innovate in team management are possibly. And for these ideas to be implemented, they have to be evaluated by team members, this kind of work team members' interest in expressing and exchanging information and knowledge with each other is the willingness to discuss ideas.

In contrast, the moderators of the relationship between team member voice and team innovation are more diverse. First of all, leader is a direct and important person in a team who influences the behavior of team members. Therefore, leadership may serve as a moderator of the relationship between them. Ping Zhu found that supportive leadership has a

moderating effect on employee voice and team innovation performance through empirical research [15]. Supportive leader care about the real needs of employees, pay attention to the communication with team members, and can provide necessary support for team members, so as to promote the relationship between team member voice and team innovation.

Second, the innovation project stage may also play a moderating role between team member voice and team innovation [14]. As mentioned above, innovation can be regarded as having two stages: the generation of ideas and the implementation of ideas. In the creative generation stage, the main task of the team is to conduct divergent thinking, integrate different ideas with the characteristics of team members, form original new ideas, and use these ideas to guide the subsequent innovation steps. Therefore, at this stage, team members are more likely to accept exploratory promotive voice. On the contrary, in the creative implementation stage, the focus of the team is to optimize the scheme along with the established goals, so team members will be more likely to accept prohibitive voice with prevention as the main focus.

Finally, Li et al. regarded team production performance as the moderator variable of the relationship between promotive voice and team innovation [13]. According to the regulatory focus theory, when the team feels that the current benefits from the environment are insufficient, the team is more likely to increase innovation-related activities by promotive voice behavior. The author uses team production performance to represent the team's benefits from the environment. In other words, when team production performance is at a low level, the relationship between promotive voice and team innovation is stronger.

Summary and Prospect

Based on the summary and analysis of previous literature studies, the relationship between team member voice and team innovation is shown to be positively correlated. Voice of team members refers to the degree of participation of team members in expressing constructive opinions, contents or opinions collectively. When employees express different opinions in the work team, other team members will be encouraged to think creatively and come up with novel ideas or solutions to solve problems, thus promoting the innovation level of the whole team. On the other hand, team knowledge utilization, team reflexivity, supportive leadership and other variables effectively regulate the relationship between team member voice and team innovation. Voice of team members reflects the behavior that the team as a whole actively expresses opinions, ideas and suggestions in order to improve the status quo of the organization. This behavior will generate creative sparks due to the collision of thoughts, which can be regarded as the first stage of innovation, namely the creative generation stage. However, from the generation of the idea to the implementation of the idea, the team members must approve the idea. Therefore, the voice behavior proposed by the team members must be discussed, integrated with the ideas, suggestions and knowledge of other team members, and the creative ideas can only be implemented after being supplemented and perfected. Of course, the process from the generation of ideas to the implementation of ideas is not only influenced by internal mechanisms, but also regulated by external mechanisms such as leadership style.

Based on the above analysis, we can find that there are few studies on the relationship between team member voice and team innovation. Most scholars only divide team member voice into promotive voice and prohibitive voice, and the linear relationship between promotive voice and team innovation has been generally accepted by the public. However, whether the relationship between prohibitive voice and team innovation is linear or non-linear is still controversial. In addition, the internal mechanism of the relationship between team member voice and team innovation is mostly focused on variables related to knowledge sharing. Therefore, the research on the relationship between team member voice and team innovation can be made from the following aspects.

Firstly, we can start from different dimensions of voice behavior. As stated above, voice can be divided into not only promotive voice and prohibitive voice, but also pro-social, defensive and acquiescent voice, as well as voice directed at superiors or colleagues according to the target of voice behavior. Therefore, future research can explore the relationship between different voice behavior and team innovation, such as the relationship between prosocial voice, defensive voice or acquiescent voice and team innovation. At the same time, we can also explore the difference of internal mechanism between voice for superiors or voice for colleagues and team innovation, as well as the difference of influence on team innovation.

Second, introduce richer mediation variables. The internal mechanism of the relationship between team member voice and team innovation is still mainly on the knowledge interaction within the team. Voice can promote the communication and interchange within the team, and different team members can share their unique knowledge with each other in the process of discussing with each other. The constant input and output of knowledge within the team can promote the generation of new knowledge and new ideas, so as to improve the team's innovation level. However, future studies can explore other mediating variables to comprehensively consider different influencing factors and discuss in more detail why voice of team members can promote team innovation. In particular, the influence of colleagues' voice behavior can be discussed from the perspective of a third party. Or discuss whether voice has a trickle-down effect, that is, whether observe the voice of team leaders will promote the voice of team members, and then cause follow-up links.

Third, social learning theory holds that there is an interaction between behavior, environment and individual cognition, and individual behavior is not only affected by external factors, but also regulated by internal factors. Therefore, in addition to the above mentioned leadership can be used as a moderating variable affecting the relationship between team member voice and team innovation, we can also consider other situational factors. For example, voice

itself is risky, because voice may not be accepted, and employees may refuse voice out of reluctance to take risks. Therefore, it would be meaningful to consider the voice atmosphere or individual characteristics of employees within the team. In addition, whether voice behavior is adopted or not will affect employees' emotions and cognition of voice, and then affect whether employees are willing to continue voice behavior, which should be included in the study.

Finally, we should pay full attention to whether the relationship between prohibitive voice and team innovation is linear or non-linear. Going too far is as bad as not going far enough, if the relationship between prohibitive voice and team innovation is non-linear and gradually decreasing, the leader should control the amount of prohibitive voice within the team and let voice play its optimal role. Therefore, more empirical evidence should be provided for the relationship between prohibitive voice and team innovation.

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