

How Is Paradoxical Leadership Linked to Exploratory Innovation?

The Mediating Role of Knowledge Sharing and the Moderating Role of Environmental Dynamism

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ABSTRACT

The promotion of innovation is a crucial leadership function. However, empirical evidence on the role of paradoxical leadership in innovation is scarce. Based on paradox theory, this study presents an effective model to investigate the relationship between paradoxical leadership and employee exploratory innovation. Based on a survey of 358 employees in China, it was observed that paradoxical leadership promotes knowledge sharing among employees, consequently stimulating exploratory innovation. The study results showed that environmental dynamism plays a negative moderating role in the relationship between employee knowledge sharing and exploratory innovation. This study contributes to theoretical and empirical studies on paradoxical leadership and provides new perspectives for promoting exploratory innovation.

KEYWORDS

Environmental Dynamism, Exploratory Innovation, Knowledge Sharing, Paradoxical Leadership, Paradox Theory

INTRODUCTION

Employee innovation is a source of enterprise innovation (Li, Zhou, & Ding, 2013). Therefore, stimulating employee innovation is currently a crucial function of leadership (Antonio, Indrianto, & Padmawidjaja, 2022). Several scholars have explored the relationship between leadership and innovation (Cunha et al., 2019; Lee, Willis, & Tian, 2018; Dijk et al., 2021; Toseef et al., 2022). An increasing number of researchers have emphasized that the innovation process is contradictory and complex, and it can impede the management of employees and teams within organizations (Rosing, Frese, & Bausch, 2011). Traditional leadership approach can only address one end of the paradox and cannot surmount the challenges posed by a complex environment. This has prompted the increasing need for paradoxical leadership, especially in China (Sparr, van Knippenberg, & Kearney, 2022). However, the influence mechanism of paradoxical leadership on individual and

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