

INNOVATION READINESS OF THE FIRM AND THE IMPACT OF SOCIAL IDENTITY OF LEADERSHIP

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Abstract: The innovation index in Sri Lanka is significantly low compared to other Asian countries. Innovation is constantly a hot topic in the business world and is essential for any business to prosper. It is also essential to check the readiness of a firm related to the innovation to predict the industry's future. The innovation index in Sri Lanka as a country is considerably lower than other countries; the lack of innovation readiness in firms can be one of the main reasons. Product Innovation is regarded as a costly exercise in the manufacturing environment. There are critics that most of the developing countries make decidedly fewer investments in research and development, and relatively, the innovation is very poor. The majority of the business imitates the products in the market and attempt to profit from the business. This paper examines the literature on the critical role of the social identity of leadership in innovation readiness.

Public listed companies' contribution to the new product development is low; although these organisations have high budgets and resources; management is not innovation-driven compared to small and medium businesses. The study's findings could demonstrate how leaders should be more effective in long-term organisational behaviour, specifically in task-oriented and employee-oriented leadership; they also provide group-oriented leadership about a shared social identity. In previous research, the social identity of leadership is explained by self-categorisation, sense of belonging, Positive attitude. From the global innovation index, Sri Lanka lacks human capital and is categorised as an impotent pillar for innovation. Therefore, the research in this area is highly recommended, which will add value for the Sri Lankan business with the country's current situation.

Keywords: Innovation readiness, Social identity of leadership, self-categorisation, sense of belonging, Positive attitude

Introduction

The success of innovation allows the firms to maintain and expand the consumer and product markets (Baker & Sinkula, 2009). The number of innovations, the speed of innovation, the level of innovativeness, and being the first in the market could be the non-financial product innovation criteria (Yang et al., 2009). There are two countries, innovating North and non-innovating South (Krugman, 1979). He further argues in his paper that Higher Northern per capita income depends on the quasi-rents from the Northern monopoly of new products so that North must continually innovate not only to maintain its relative position but even to maintain its real income in absolute terms. The business lies somewhere in between science and art. It certainly may benefit from some formalisation of creativity and innovation. The whole process of innovating within an organisation to create new value for clients will vary depending on the organisation, and within organisations, it varies by product, sector, and segment. Many organisations are facing competitive challenges due to the rapid pace of technological change. Industries dependent on highly sophisticated technologies or international competition are particularly vulnerable to the need for continuous and rapid alterations in organisational activities (Yamin, Gunasekaran, & Mavondo, 1999). These conditions get led management theorists and practitioners alike to call for more creativity and innovation in product lines, management practices, and production processes.

Moreover, the substantial practitioner-oriented literature suggests that innovation is the only solution to survive and thrive in increasingly hyper-competitive markets (Kim and Maubourgne, 2005). It is nearly a truism that organisations today are under unprecedented pressure to innovate (Cropley & Cropley, 2017). (Yamin et al., 1999) Describes the impacts of innovation in bottom-line terms by concluding that it leads to higher profitability.

The above researchers have highlighted the importance of innovation in the business environment for companies to survive with the current globalisation. These Days, it has become clear that the capacity of organisations to innovate and control their human capital can be a source of competitive advantage (Jiménez-Jiménez & Sanz-Valle, 2008).

Research problem

Product innovation is a vital force in markets today. The global innovation index is the measurement used at the global level to evaluate the innovation performances and contributions of economies worldwide (Rajapathirana & Hui, 2018). The Global Innovation index measured the contribution of innovation to the global workforce and GDP by considering the areas of innovation in an economy (Yamin et al., 1999a). According to the WIPO analysis, Sri Lanka is now in the category which economies are below expectations for economic development, explaining in depth the country ranked 119th for institutions, 119th for human capital and research, 78th for infrastructure strength, 70th for business sophistication, 68th for knowledge and technology outputs, 118th for market sophistication and 100th for creative outputs (Dutta et al., 2020). It adversely affects the fortunes of consumers, firms, and nations if it is not attended. In Sri Lanka, why the product innovation index is not in growth?

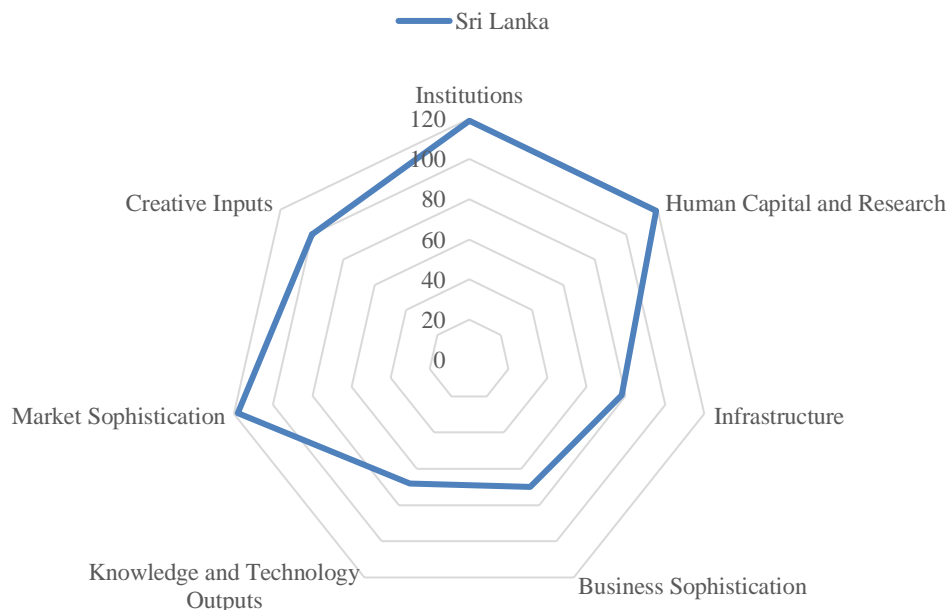
Table 1 Summary of the Innovation index of Sri Lanka

Year	2013	2014	2015	2016	2017	2018
GII Rank	98	105	85	91	90	88
Innovation Input Sub-index	118	125	104	98	94	95
Innovation Output Sub-index	76	81	79	78	77	80
Innovation Efficiency Ratio	13	17	46	54	58	78

Source: (Shanmuganathan, 2018)

Understanding how vital, Product innovation is to the survival and success of firms; one would expect that they would invest massive amounts of time, equipment, and personnel into research for innovation. The economy performed poorly in institutions and human capital sub-indices of the innovation index; the following diagram presents the global innovation index summary for Sri Lanka.

Figure 1: Sri Lanka Global Innovation Index 2020



Source: Global Innovation Index 2020

It will be wise to invest in a proper way to get the maximum out of the investment. It is vital to understand what the factors are affecting the innovation to make an investment decision. According to the GII, the lowest-performing areas in Sri Lanka are institutions and human capital; these areas reflect the absence of a strategic place for innovations and lack of enthusiasm of the workforce towards innovative behaviour (Ramanayake, 2020). Entrepreneurship in Sri Lanka is identified as low and insignificant compared to other economies in the region; in many countries, including India, Singapore and Thailand many the entrepreneurship index is higher further, the success rate of an entrepreneur is high (J. W. Lee & Syah, 2018; Wahome & Rubinstein, 2011; World Bank, 2013). The researcher tries to answer the problem in this article by analysing the previous research articles.

Objectives

Over the last two decades, several studies have investigated the factors that affect innovation performance (Atuahene-Gima, 1996). This research aims to enhance the Manufacturing sectors to achieve a more significant portion of the market share in the international market by product innovation in the manufacturing industries. Export manufacturing industries may get profited from the study by improving the organisational culture in the firm. The specific objective of this study is to assess the level of the social identity of the leadership in the listed companies in Sri Lanka

Literature review

Leadership plays a crucial role in improving organisational creativity, initiating and leading innovation-oriented projects, implementing innovative projects and overcoming internal confrontation (Caligiuri & Colakoglu, 2007; Haslam, 2004). According to social identity theory, individuals prefer to classify themselves and other people based on different social categories, including religious belief, race, gender, age group, geographical location and organisational membership (Ashforth & Mael, 1989; Brown, 2000; Hornsey, 2008). The social identity theory is often used to compare individual behaviour with inner-groups and outer-groups; this social construct is examined in both virtual and physical context, cultural context, biographical context and others (Aghbas et al., 2019; Haslam et al., 2010; Langner et al., 2013). Furthermore, subsections of social identity are often used to understand individual affiliations, including personal identities, racial contexts and entrepreneurial characteristics such as self-efficacy (Douglas & Prentice, 2019; Lee et al., 2011; Lope Pihie & Bagheri, 2011). The theory further analysed different personalities in group behaviour and suggested the importance of social identity in shaping personal characteristics (Haslam et al., 2010; Nario-Redmond et al., 2004).

There are three main leadership styles discussed in the management literature; transformational leadership, transactional leadership and Lezzei-leadership. Transformational leadership is recognised as a visionary leadership style that inspires and motivates followers to surpass certain expectations (Uzkurt et al., 2013). It is argued that the role of the transformational leader is more about providing a vision to his or her followers; a transformational leader is identified as more of a charismatic leader who attempts to inspire people through vision, intelligence and personality (Hogg et al., 2004).

Social identity theory argued that intergroup values and characteristics were shaped by a collaboration of cognitive, motivational, and sociocultural thoughts, later philosophers pursued another theory that explains and improves the previous theory's cognitive elements (Stets & Burke, 2000). The self-categorisation theory came into the discussion as a result of this search. Turner (1987), who introduced this concept as a theory, suggested that social identity and self-categorisation share the same ideological foundation and assumptions (Hogg & Adelman, 2013).

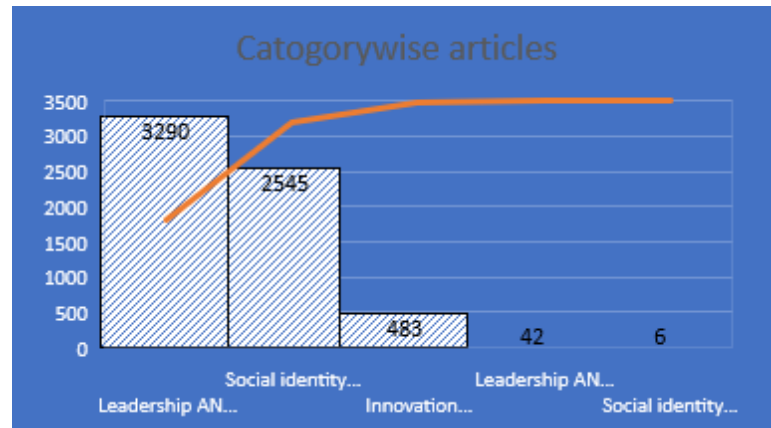
Table 1: Literature appearance in the journals

<i>Emerald</i>	<i>761</i>
<i>Innovation readiness</i>	54
<i>Leadership AND innovation</i>	611
<i>Leadership AND innovation readiness</i>	4

<i>Social identity of leadership</i>	92
<i>Social identity of leadership AND Innovation readiness</i>	0
Sage	3008
<i>Innovation readiness</i>	201
<i>Leadership AND innovation</i>	1296
<i>Leadership AND innovation readiness</i>	26
<i>Social identity of leadership</i>	1481
<i>Social identity of leadership AND Innovation readiness</i>	4
Taylor	2597
<i>Innovation readiness</i>	228
<i>Leadership AND innovation</i>	1383
<i>Leadership AND innovation readiness</i>	12
<i>Social identity of leadership</i>	972
<i>Social identity of leadership AND innovation readiness</i>	2
Grand Total	6366

Source Author generated

Figure 2: Catogorywise article appearance

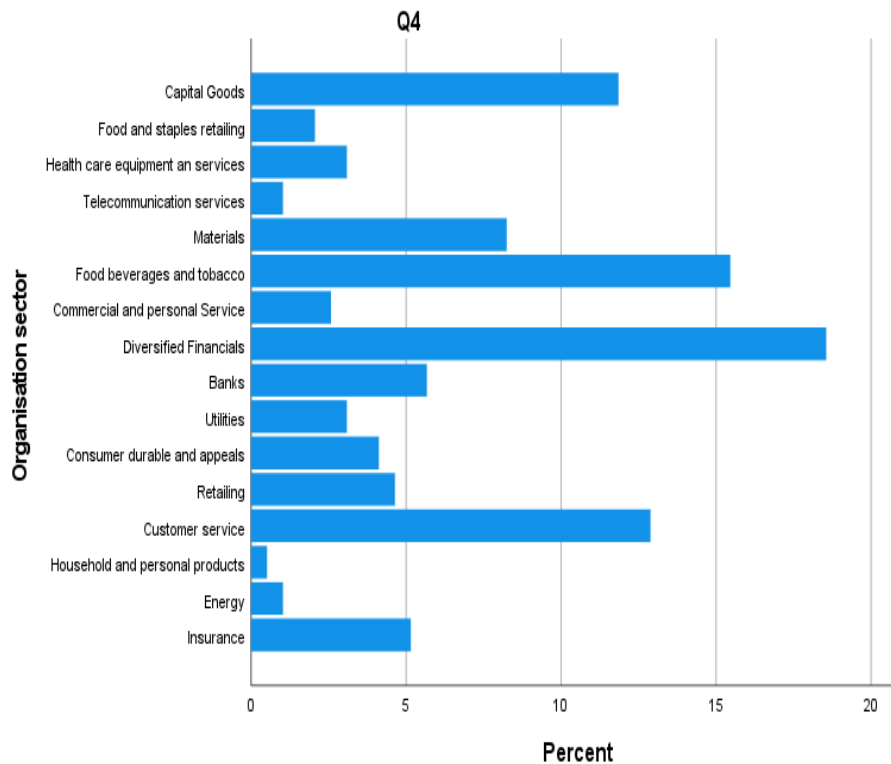


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Method

The research and development sector in Sri Lanka can be identified as considerably low across the public and private sectors (Zhou et al., 2011). The researcher has identified the listed companies in Sri Lanka as the population for the research study; hence the population framework would be the Stock Exchange list of companies. Below is the industry distribution of the listed companies in Sri Lanka. The total number of 284 companies listed in the stock exchange and the classification is presented in the figure below.

Figure 3: companies listed in the stock exchange



Source Author generated

Figure 1: Research area distribution

Source: Author generated

The Department of Census and Statistics of Sri Lanka classifies industrial establishments operating in the country into three main divisions of mining and quarrying, manufacturing, and the production and supply of electricity, gas and water about the International Standard Industrial Classification Revision – 4 of the United Nations (Census, 2017). A further classification in the manufacturing sector into nine subdivisions. Based on the number of establishments operating in the country and the number of persons engaged, the country's first four major manufacturing sectors are food, beverages and tobacco; textile, wearing apparel and leather; non-metallic mineral products and chemicals, rubber, and plastics. The lack of innovations is one of the consequences of not having an established scope for research and development; most studies conducted in Sri Lanka are only performed by academic professionals but not utilised in the corporate sector (C. Park et al., 2019). The operationalisation of the social identity perspective in leadership is not universally standardised or clearly defined with dimensions; different theories and theoretical advancements emerged across cultures with different studies (Hogg, Rast, et al., 2012; Hogg & Adelman, 2013). The construct social identity (SI) In a summarisation of literature, three dimensions have been identified to measure the social identity of leadership: categorisation, sense of belonging, and positive attitudes. These three dimensions perceived to widely capture the social identity construct, which was defined as "the part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the emotional significance attached to that membership" (Henri Tajfel, 1974; Henri Tajfel & Turner, 2019). Therefore, the researcher has identified the cognitive and affective component in this definition of the construct, and most of the social identity measures cover them to a greater or lesser extent (Stets & Burke, 2000). This social identity structure was identified and proved as the most inclusive by many researchers, which allowed the researcher to gather most of the items more comprehensively (Hogg, Rast, et al., 2012; Tuma & Pratt, 2010). However, it is essential to mention that when cognitive and affective components are part of a construct, it is common to include questions about a behavioural component (Goldberg et al., 2010). Despite seeing social identity as a multidimensional construct, it is a psychological phenomenon that will likely drive behaviour; consequently, a

behaviour component was not included as one of the social identity dimensions (Amélie Mummendey et al., 1999; Henri Tajfel & Turner, 2019). The innovation readiness in listed companies is more feasible to study, and there is clear evidence to prove innovation, innovation capacity, innovation readiness and innovative work behaviour in listed companies compared to other organisations (Hewapathirana, 2011; Kariyapperuma, 2016). The social identity of leadership is identified as a significant factor in leadership that drives innovation, and it also has a strong relationship with entrepreneurship and entrepreneur self-efficacy (Hogg, Van Knippenberg, et al., 2012).

Innovation Readiness

Innovation is associated with the utilisation of a new product or new process that fills a particular functionality or need; there are three stages of innovation identified in new product development: incremental, new generation, and radically new (Bashir, 2016). Alternative frameworks for innovation lead to different types of innovation based on the objectives and approach inherent in the framework. Innovation is considered in the context of the category life cycle, with the category being the product or service term used by customers that distinguish what it is they are buying (Moore, 2005). Innovation readiness of an organisation is assessed using a checklist that is developed based on the industry or product involved with the parameters and indicators of change adaption capability and innovation culture in the business (Arizqi & Fachrunnisa, 2017; Kogan et al., 2017). Only innovation readiness can be understood when leaders look at the firm's ability and willingness (Holt & Daspit, 2015). Creativity which plays a significant role in innovation readiness is elaborated in social identity theory with the concept, and creative ingroup bias is a critical and prevalent occurrence that determines the responses of people in attempting and developing innovations and innovation-led business environments (J. B. Carroll, 1993; Hirst et al., 2009; Richard w. Woodman, 1990). From a social identity perspective, organisational employees obtain characteristics of their identity from their membership of specific social groups, which support them to agree with similar ideas and opinions (Bank et al., 2017; Dunne et al., 2016; C. Liu, 2017). It is also mentioned that the sense of belonging dimension in the social identity theory suggested that innovation readiness of one individual is perceived to be associated with other individuals of the group in an organisation setting (Burke & Stets, 2012; Henri Tajfel & Turner, 2019; Tuma & Pratt, 2010)

Social Identity of leadership

The social identity of leadership provides a unique perspective to the analysis of leadership that connects all-meaningful ways of group behaviours the individual belongs to (Ashforth & Mael, 1989). The social cognitive theory and the social identity theory explained that leaders who encompass positive attitudes and personal identity treat their employees well and enhance employees' innovative behaviours (B. Carroll & Levy, 2010; Haslam, 2004). It is argued that the more robust development of social exchange, social identity, and uncertainty reduction processes that appear as an outcome of the social identity of leadership should result in a more substantial assured impact of positive attitude of social identity leaders on employees' readiness to change and innovation (Aarons & Sommerfeld, 2012; Deaux et al., 2012; Hogg & Knippenberg, 2003). The social identity of leadership promotes leaders to be more accepted and relatable among followers; some study evidence proved how followers perceive their leaders and their entrepreneurship supports the group success (Hogg & Terry, 2000a; Langner et al., 2013; Mayer et al., 2012). Hence, the social identity of leadership can be considered the independent variable, measured through three sub-dimensions: categorisation, sense of belonging, and positive attitude. It is argued in the concept categorisation; individuals are more likely to follow their leaders as they appreciate and reflect shared expectation of agreement among members, which is positively related to the innovation behaviour and innovation readiness of the organisation (Hogg & Terry, 2000; van Knippenberg & Hogg, 2003). Sense of belonging refers to the feeling an individual has on a selected social group based on religion, race, country, orientation, education background or passion, which are critical for the development of social identity (Hogg et al., 2012; Van Knippenberg, 2011). It is argued that when a member feels belonging to a specific social group, it is easier for the organisation to design and implement new ideas or products (Brown, 2000; Feitosa & Salas, 2012; Mummendey et al., 1999; Steffens et al., 2014). The social cognitive theory and the social identity theory explained that leaders who encompass positive attitudes and personal identity treat their employees well and enhance employees' innovative behaviours (Carroll & Levy, 2010; Haslam, 2004). It is argued that the more vigorous development of social exchange, social identity, and uncertainty reduction processes that appear as an outcome of the social identity of leadership should result in a more substantial assured impact of positive attitude of social identity leaders on employees' readiness to change and innovation (Aarons & Sommerfeld, 2012; Deaux et al., 2012; Hogg & Knippenberg, 2003).

Discussion and Recommendation

An attempt has been made in this paper to understand the relations between the social identity of leadership and innovation readiness by analysing the previous research articles. The relationship between the firm's social identity of leadership and innovation readiness has been overlooked in the previous literature. Dimensions of the social identity of leadership, including categorisation, sense of belonging and positive attitudes, could contribute to the innovation readiness of the firm (Feitosa et al., 2012). Globalisation is empowered by innovation and organisation readiness of innovations; as new products and technological concepts are introduced by businesses, the market becomes accessible and driven for customers (Carmeli, Meitar and Weisberg, 2006; Ciffolilli and Muscio, 2018). From the previous literature, we can clearly understand that very few research studies have documented a relationship between the social identity perspective of leadership and innovation readiness; most studies have debated innovation as an outcome of leadership under different styles and models. So there is a solid potential to look forward the Innovation readiness from the perspective of the social identity of leadership; therefore, the research of the impact of the social identity of leadership on innovation readiness of the listed companies in Sri Lanka is highly recommended.

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