

"A man is
great by
deeds, not by
birth"

-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Working Paper

IIMK/WPS/562/OBHR/2023/01

March 2023

**Unlocking the ambidexterity of innovative work behaviour: Role
of organizational routines and ambidextrous leadership**

Roopak K Gupta¹

©

All rights belong to their respective authors.

Please contact the corresponding authors if you would like to access the full case.

¹Associate Professor, Organizational Behaviour and Human Resources Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - roopak@iimk.ac.in, Phone Number - 0495-2809259

Unlocking the ambidexterity of innovative work behaviour: Role of organizational routines and ambidextrous leadership

Abstract:

Innovative work behaviour (IWB) of employees acts as one of the sources of innovation in an organization (Messmann & Mulder, 2014). This behavior is generally characterized as a process that consists of two broad stages: idea generation and idea implementation. The first stage, i.e., Idea generation is about creating ideas regarding products, processes, and procedures, which is exploratory in nature and requires a change in interpretive schema through the interaction of ostensive and participative routines while later stage is about their implementation which could be exploitative involving enaction of espoused values with recreation of routines. Though this sequence seems logical and fairly evident, the process is complex with many obstacles often requiring routines to be recreated. In whole IWB is ambidextrous in nature and we propose that they can emerge from routines. Ambidextrous leadership has been suggested to be more facilitative than prior theories for IWB.

Keywords: Innovative work behavior, Routines, Ambidextrous Leadership

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

