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How Sense of Power and Status Influence Radical Innovation When Using Enterprise Social Media

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1. INTRODUCTION AND RESEARCH QUESTIONS

In the digital era, stimulating employees' radical innovation is key for companies to maintain sustained competitiveness. Previous studies have conducted rich research on employees' radical innovation in terms of employee intrinsic characteristics, leadership styles, and organizational environment^[1]. However, the digital workplace has brought tremendous changes to organizational structures, leadership management, and work styles^[2]. First, digital technology in enterprises accelerates the efficiency of information dissemination and flattens organizational structures, while the amplification of expert power such as knowledge changes employees' perceptions of power and status^[3]; second, the development of digital technology changes the traditional boundaries between departments and enterprises, making it possible for each employee to use digital technology to access different knowledge inside and outside the enterprise^[4], providing a knowledge base for employee radical innovation.

Therefore, this study explores the relationship between employee's sense of power and status, digital enabled boundary spanning and supervisor-subordinate ties, and radical innovation in the context of workplace digitization. Our research questions are as follows. 1. What are the mechanisms and boundary conditions inherent in employees' sense of power and status that radical innovation? 2. How does the degree of congruence between employees' sense of power and status influence employees' boundary spanning?

2. THEORY AND RESEARCH FRAMEWORK

Based on the conservation of resources theory, the hypotheses and research framework are proposed herein (Figure 1).

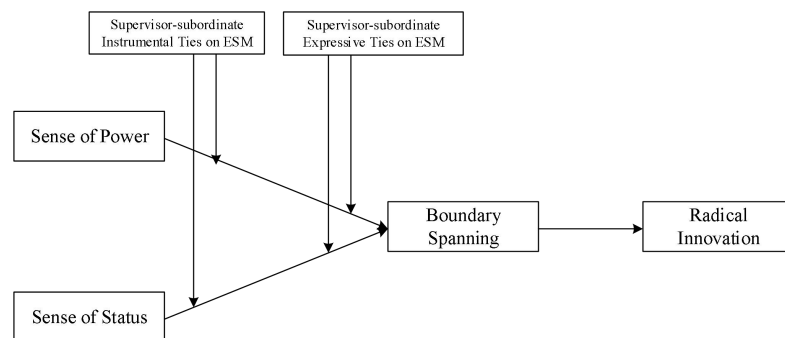


Figure 1. Research framework

In this study, 246 employee questionnaires were obtained by screening whether the employees' companies use digital technology for management. Using SPSS and Smartpls, the data were analyzed, and the research model was validated using structural equation modeling.

3. RESULTS AND MAJOR FINDINGS

As shown in Figure 2, this study observed some valuable and interesting findings: (1) personal senses of power and status positively affect boundary spanning; (2) higher congruence between the personal senses of power and status positively affects boundary spanning, and the combination of high personal senses of power and status has a more significant effect; (3) boundary spanning has a positive effect on radical innovation; and (4)

supervisor-subordinate instrumental and expressive ties on ESM significantly moderate the relationship between sense of status and boundary spanning, but not the relationship between sense of power and boundary spanning. The reason may be that employees with high senses of power are self-centered and able to carry out behaviors without the influence of others; research also shows that power is the control over resources, that status is granted by others, so power is more stable and less likely to change than status^[5].

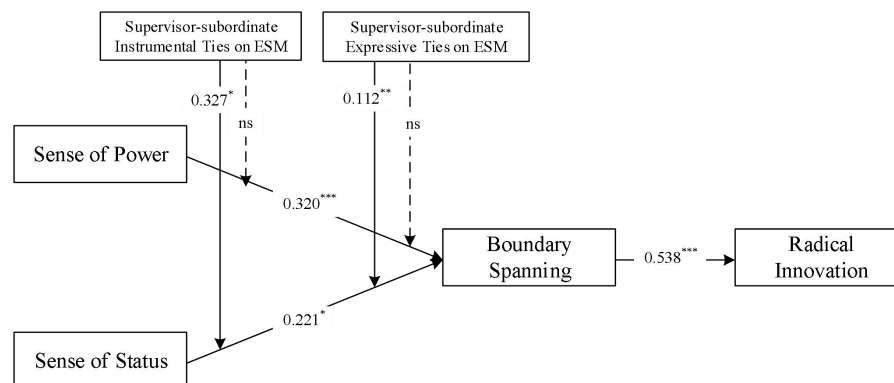


Figure 2. Results of the structural model analysis

4. CONTRIBUTIONS

This study makes the following significant contributions. First, it enriches the radical innovation literature by exploring the mechanisms that influence the personal sense of power and personal sense of status, and their congruence, on radical innovation. Second, this study contributes to radical innovation research by revealing the mediating role of boundary crossing in the relationships between the personal sense of power, personal sense of power status, and radical innovation. Third, this study contributes to radical innovation by revealing the moderating role of supervisor-subordinate instrumental and expressive ties on ESM in the relationship between the personal sense of status and radical innovation. Finally, this study provides management suggestions for how companies can motivate employees to engage in radical innovation in the digital era.

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