

Unlocking Team Innovation: Exploring the Connection Between Communication and Motivation

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Abstract

This paper examines the impact of design, skills and communication on the ability of organizations to use skills (skills and management) to meet the changing needs of their community. The paper examines how certain company values (creativity, creativity, and communication) affect learning and development, as well as highlighting the implications of organizational performance. Using information gathered from 115 executives in Spanish companies, the conclusions supported by the theory support creative leadership, innovation, communication and silence and clear sharing of information.

Keywords:

Team communication, innovation, motivation, regression method.

Introduction

An effective communication could form an environment called team voice that members could make constructive suggestions for improvement, share new ideas and discuss problem because effective communication makes member could freely express their opinion to others[14]. To achieve an effective communication, leader

should make team have the psychological safety which is the shared belief that team is safe for interpersonal risk taking [13]. Only members do not afraid of penalize for different opinions or wrong opinions, the team with psychological safety is likely that members could share their ideas freely, exchange information and discuss about difficulties and do not afraid about taking risks that express different ideas from leader, which makes team form a good team voice. If not, members are afraid express opinion because they may misunderstand each others that there is no\ team voice when they express different ideas.

Results and Discussion

Hypothesis 1: effective communication has positive relationship with team voice.

According to Ye's [14] study of medical devices and banking industry, it states that the correlation between effective communication and team voice is 0.48 and is statistically significant in 1% significant level. After regression analysis, the coefficient beta is 0.46 and is statistically significant in 1% significant level. So, there is likely sufficient evidence that positive relationship between communication and team voice.

Once team forms a team voice, the team voice helps to achieve innovation because team members could openly analyze, and learn from their errors, which facilitate team constantly and challenge the team members to new heights, encourage them to think freely, and to openly discuss their opinions and ideas

[11] . When there has been free environment with psychological safety, team

members are willing to express their new ideas more freely and more deeply so that it is likely facilitate creating more innovative ideas. Additionally, members who are in this team voice, they are more comfortable to discuss and share real thoughts [14], which looks like a beneficent cycle so that the good climate of team voice should be helpful for team innovation. On the other side, if there is no climate about freely communication, it stifles the members' innovation and creativity [10]. Thus, the hypothesis 2 came up

Hypothesis 2: team voice has positive relationship with innovation.

According to Ye's [14] study, it states that the correlation between team voice and team innovation is 0.74 and is statistically significant in 1% significant level. After regression analysis, the coefficient beta is 0.75 and is statistically significant in 1% significant level. So, there are likely sufficient evidence that positive relationship between communication and team voice.

An effective communication also facilitates forming team learning because team learning through experiment, communication, dialogue and personal mastery [5] and has psychological safety to improve team learning. The effective communication is not only help to free express, but it also gives more convert tacit knowledge within individuals to explicit knowledge shared by many team members [11]. It means that communication exchange information and knowledge among members and this atmosphere is helpful for team learning. In addition, the psychological safety satisfied requirement of team learning. Firstly, it makes all opinions are welcomed and valued [4] so everyone would like to assess new opinions, which facilitate forming the learning environment. Secondly, it is asking explicitly for contributions from team members can help enhance a learning

environment. Thirdly, it makes members do not be afraid of punishing about errors and other concerns can be discussed [4]. These three elements ensure the environments for team learning. Thus, the hypothesis 3 came up:

Hypothesis 3: communication has positive relationship with team learning.

In Sarin's [11] study, the correlation between communication and team learning is 0.46 and the regression coefficient is 0.23 and is statistically significant in 0.1% significant level. In Fco's[5] study, the result shows that the coefficient gamma between team learning and effective communication is 0.54 and is statistically significant in 1% significant level. Hence there are quite sufficient evidence support that communication has positive relationship with team learning.

Effective team learning environment help team achieve innovation because innovation is viewed as a consequence of the learning process and the innovation process requires the creation and application of new knowledge [11]. It is reasonable that there are more creative ideas and more great opinion during team learning like learning new knowledge apply on a new product to makes team become innovation. Furthermore, team innovation is not only individual behavior but also collective achievement depends on whether the team has a climate that supports innovation [8]. If there is less team learning environment, there is less likely achieve team innovation. What is more, when changes in organizational practices, strategies, and values, team learning is a necessary underpinning for innovations [5]. Especially facing the change in short time and members facing the stress under these high pressure, effective team learning is more important because it is likely to be a particularly important means of enabling team members to

effectively counter and cope with these negative effects and psychological stress [2]. It is reasonable that members who could deal with the high working pressure could generate more innovative ideas than team without effective team learning environment. Hence, these arguments imply:

Hypothesis 4: team learning has positive relationship with innovation.

In Sarin's [11] study, the correlation between team learning and innovation is 0.34 and after regression analysis, the regression coefficient is 0.35 and is statistically significant in 0.1% significant level. In Fco's [5] study, the result shows that the coefficient beta between team innovation and team learning is 0.21 and is statistically significant in 0.1% significant level. Hence there is quite sufficient evidence support that team learning has positive relationship with innovation.

An effective communication improves forming team cohesion because leader who has effective communication could integrate the opposing interests of the different members, forming a unit that enables to maximum intelligence of the team [5]. Communication creates a two-way situation among team members so that open communication, mutual respect, and trust are helpful to maintain close social relationships and group cohesion [1]. For example, if there are some disagreements existing in team, one team with effective communication could solve it by discussion but the other without it might generate a gap between members with opposite opinions, which is negative influence of team cohesion and injures generating effective outcomes. So, the hypothesis 5 came up:

Hypothesis 5: effective communication has positive relationship with team cohesion In Fco's [5] study, it is stated that the coefficient gamma between team cohesion and effective communication is 0.21 and is statistically significant in

0.1% significant level. It is thought as sufficient for positive relationship between effective communication and team cohesion.

Team cohesion could facilitate team innovation because team members with cohesion have complementary skills and interactions so that team could ease obtaining planned objectives and the innovation [5]. Team members who are forming as a unit rather than individuals could gather all power and knowledge focusing on one target because team total output will be a function of the team's potential minus coordination costs [13]. If team does not have cohesion and separate his power so that there is too much coordination cost and cannot achieve the superior outcome. Moreover, team cohesion also has more opportunities for cross-functional knowledge fertilization, preventing localized and isolated problem solving [11]. When team could cross different field knowledge and solve each problem by whole team's power, it is more likely to generate more innovative and successful result. Above statements assume:

Hypothesis 6: team cohesion has positive relationship with team innovation

In Fco's [5] study, the result shows that the coefficient beta between team innovation and team cohesion is 0.16 and is statistically significant in 1% significant level. So, it is sufficient evidence prove that team cohesion has positive relationship with team innovation.

Conclusion

This thesis analyses some factor impacts on team innovation basing on second hand statistical data. Firstly, team with effective communication including

psychological safety could promote to forming team voice environment then this domestic climate facilitates members generate more innovative ideas. In addition, members could facilitate to forming team learning environment through effective communication. Once there is team learning, members with this climate could support innovation. Thirdly, team with effective communication is helpful to form team cohesion and team with cohesion could gather all members' power to generate novel ideas. Moreover, team satisfies members need could stimulate members' intrinsic motivation and extrinsic motivation. Intrinsic motivation motivates members to be willing to engage in teamwork and team is more likely to engender innovation. As for extrinsic motivation makes members pay more effort in teamwork under reward system and it also motivates generate novel ideas. According to empirical study, data almost proves above arguments. Therefore, these factors could be some recommendation for team and team leader in work process so that they can achieve more innovative and generate superior outcome. However, in this thesis, it does not consider external factor of team like high performance pressure influences on team innovation. Furthermore, in future, there would be teamwork between groups and groups. All in all, team innovation is a crucial factor to sustain organization in long term and become more competitive in industries and should further study in more perspective.

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