

Daily Uplifts Promote Organizational Innovativeness Through Serial Mediation of Flourishing at Work and Personal Information Management Motivation

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Abstract

We examined a serial mechanism demonstrating how the daily uplifts in an organization's work-environment promote its innovativeness. We tested the mediating roles of flourishing at work and personal information management motivation, in serial, between daily uplifts and organizational innovativeness. Using prior reliable measures in a two-wave field survey, we collect employee-reported data from 112 pharmaceutical industry employees from across Pakistan. The measurement model indicated acceptable levels of reliability and validity. The correlational analysis indicated a significant positive association among all variables: daily uplifts, flourishing at work, personal information management motivation, and organizational innovativeness. The structural model revealed that daily uplifts have significant total, direct, and indirect effects on organizational innovativeness through enhanced flourishing at work and personal information management motivation. The mediation analysis further showed that neither flourishing at work nor personal information management motivation alone mediate the relationship between daily uplifts and organizational innovativeness. However, both variables in serial mediate this relationship, demonstrating that daily uplifts boost flourishing at work leading to improved personal information management motivation, which expands organizational innovativeness. The findings offer an in-depth understanding of how augmentation of the daily uplifts could be valuable and advantageous for organizations aiming for enhanced innovativeness in their operations.

Keywords: Daily uplifts, flourishing at work, personal information management motivation, organizational innovativeness.

The survival and success of a country's healthcare sector depend on the indigenous pharmaceutical industry compatible with specific local consumer needs and supply conditions, particularly for a developing country like Pakistan (Dawani & Asad, 2019). The pharmaceutical sector in Pakistan has not been able to cater to the needs of the national health sector. The recent pandemic has exposed the vulnerabilities of the sector. In 2020-21, the import cost of final pharmaceutical products was \$52.77 billion, whereas the imports needed to formulate medicines are estimated at more than \$2 billion (Hyder, 2020). To thrive in the contemporary competitive world, organizations, especially in the health sector, are compelled to rely on innovation that necessitates innovation capacity (Corrigan et al., 2013).

The pharmaceutical industry in Pakistan has not been innovative, and the need to turn it into a significant economic player has not been materialized. The industry should produce value-added, innovative, and knowledge-intensive medicines catering to the specific needs of the local consumers (Babar et al., 2011). The preparations, packaging, concentrations, and potencies of drugs have to be aligned to the specific requirements of the national consumers (Qurashi et al., 2020). The factors that promote information management and innovativeness are always sought after.

The manufacturing sector, mainly the pharmaceutical industry, is predominantly information intensive. Therefore, the competitive industries survive and compete on the strength of information acquired by the employees based on cooperation sharing (Hwang et al., 2015). To advance organizational innovativeness in the knowledge-intensive sector of pharmaceutical

industries, the effective management of individuals' information is inevitable (Rajapathirana & Hui, 2018). In this context, this study examined the role of daily uplifts in pharmaceutical organizations' work environment in influencing its innovativeness. Drawing upon affective events theory, we proposed and statistically tested that daily uplifts would augment flourishing at work leading to compelling personal information management motivation of employees, which would promote organizational innovativeness. There has been research on role of emotions on organizational innovativeness. However, the research has not focused on the affective causes of the employee affective emotional reactions (Akgun et al., 2007). The study at hand has focused on the influence of affective events of daily uplifts on organizational innovativeness. The study has hypothesized that the organizational innovativeness is enhanced by augmenting daily uplifts. The results are significant for both the academicians and practitioners who aim to enhance organizational innovativeness, especially by employing cost effective management solutions. In order to simplify the research problem researcher has proposed the following research questions and objectives.

Research Question 1: Whether daily uplifts promote organizational innovativeness?

Research Question 2: Do flourishing at work and personal information management motivation serially mediate the relationship between daily uplifts and organizational innovativeness?

Research Objective 1: To examine the relationship between daily uplifts and organizational innovativeness.

Research Objective 2: To study the mediating effects of flourishing at work and personal information management motivation on the relationship between the daily uplifts and organizational innovativeness.

Literature Review and Hypothesis Development

This study anticipated that the affective events at work, such as daily uplifts, may flourish employees. According to the affective event theory, the affective events produce affective emotional responses (Khattak & Bashir, 2018). The individuals who enjoy a feeling of flourishing at work may tend to be more motivated towards fulfilling social and work-related obligations. The motivation to share organized information is likely to augment innovativeness. We conceptualized a serial mechanism (Figure 1) for empirical testing in this study. The succeeding sections review the theoretical basis supporting this proposed framework.

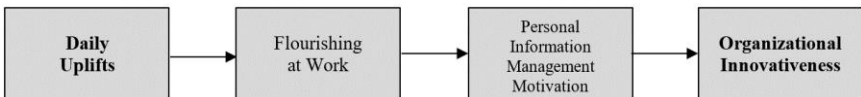


Figure 1. Conceptual model

Organizational Innovativeness

The ability to innovate is recognized as an indispensable asset for an organization to endure, develop and compete. It helps achieve and maintain sustainability and a competitive edge (Frishammar et al., 2012). An organization's innovativeness depends on its efficient and effective management of information and knowledge systems, which primarily is contingent on the cross-functional cooperation, interaction, and integration of its internal environment (Koc & Ceylan, 2007). Organizational innovativeness (OI) is an aggregate innovative capability to introduce novel processes, products, and ideas (Wang & Ahmed, 2004). It is a strategic approach aimed at the value-added novelty in both the processes and outcomes of the organization (Vanhala & Ritala, 2016). It includes creating and adopting new approaches that enable organization-wide innovation (Lynch et al., 2010). Organizational innovativeness characterizes the abilities of the organization to innovate and represents the extent to which an organization has created or adopted the innovation (Hult et al., 2004). There are three dimensions of OI; the willingness of both the employee and the organization to innovate, the capacity to innovate, and the possibility of innovative intervention (Behrens & Patzelt, 2015).

Daily Uplifts and Organizational Innovativeness

Daily uplifts are the pleasant and desired factors within an organizational environment. These may be the minor positive events or experiences occurring regularly. Simply put, the daily uplift is a significant work-related frequent event in which the employee perceives, or experiences benefit or safety (Stefanek et al., 2012). The daily uplifts are the employees' experiences of augmentation of well-being (Oishi et al., 2007). Notably, an uplift is not considered an uplift only for the reason it occurs frequently and regularly. A potential daily uplift becomes an uplift only if and when the employee considers it a significant event and appraises it as an uplift (Larsson et al., 2016). The supportive environmental factors positively influence the employees' work performance (Diener et al., 2010), which greatly influence the innovative performance of both the employees and the organization (Lukes & Stephan, 2017). Daily uplifts are the manifestation of a supportive work environment. The affective events at the workplace directly influence the creativity and change-motivated behaviors of the employees (Rank & Frese, 2008). The performance of innovation remains high in organizations where the management provides a reassuring and helpful work environment to employees at work (Larsson et al., 2016). Likewise, we expected that:

Hypothesis 1: Daily uplifts enhance organizational innovativeness.

Daily uplifts and Flourishing at Work

Employee flourishing is a profound feeling of emotional well-being that emanates from various pleasant experiences at work. It is much more than mere job satisfaction (Annas & Keyes, 2009). Flourishing is advantageous for individual employees and valuable for organizations and society at large. It is defined as an employee's state of mind in which the individual experiences a feeling of superior spiritual and social well-being (Nelson et al., 2016). Employees flourish at work when their understanding of the work environment gives them self-identification and self-worth, bringing emotional pleasure (Sean Peter Tinker, 2014). Accomplishments at work bring satisfaction and happiness, called the flourishing of employees (Sydenham, 2020). Employees who better fit into their work environment feel and perform better and flourish (Rensburg et al., 2017). The pleasant events at work strengthen the emotional aspects of job demands and increase flourishing (Nelson et al., 2016). A work environment characterized by daily uplifts is typified by being considerate, helpful, meaningful, and motivating. Daily uplifts facilitate creating and enhancing employee flourishing (Redelinghuys et al., 2018). Hinchliffe (2004) also stressed that the daily uplifts substantially enhance well-being and flourishing at work (Hinchliffe, 2004). Thus, we hypothesized that:

Hypothesis 2: Daily uplifts promote flourishing at work.

Flourishing at Work and Personal Information Management Motivation

Personal information management motivation refers to the expressed will of an individual for effective use of the information available to him. The willingness is expressed by being proactive, readiness to share information, maintaining transparency, and formality (Hwanga et al., 2013). The employees' motivational aspects are considered as the fundamental contributing factors of information management practices. It has been empirically established that the employee motivation to share information is an indispensable factor for the organization's success (Sackett et al., 1998). The values of individual employees regarding sharing and using available information determine the extent of their information management motivation. Therefore, to achieve the organizational objectives, it is imperative to institute personal-level information management motivation by focusing on employees' attitudes and beliefs that promote information sharing motivation (Hwang et al., 2015). An employee's information management depends on the individual's perceived and actual experiences about the environmental work factor (Hwang, 2016) and anticipated benefits such as incentives and rewards (H. Lin & Hwang, 2014). An event that brings simple pleasure, such as a daily uplift, necessitates employees' enduring efforts and attaining work objectives (Mead et al., 2016). Therefore, flourishing at work increases the employee's affective motivation, commitment, and job performance (H. Lin & Hwang, 2014). An employee feeling good, that is, having healthy emotional well-being, is expected to perform better (Diedericks, 2012). The flourishing resulting from job satisfaction enhances employees' voluntary information usage and

sharing by enhancing their personal information management motivation (Sun et al., 2018). Moreover, the employees' perception about their self-worth and self-efficacy strengthens the individual motivation to share and manage personal information (H.-F. Lin, 2007).

Hypothesis 3: *Flourishing at work augments personal information management motivation.*

Personal Information Management Motivation and Organizational Innovativeness

The performance of individuals and organizations is a function of individual information-related behaviors at the workplace (Hwang et al., 2010). Personal information management motivation enables employees to undertake information-related tasks to achieve individual and organizational goals (Hwang et al., 2015). It increases the employees' ability to accept change for good (Hwang, 2016). Therefore, employees' motivation and ability to acquire, share and manage available information for personal and organizational gains is indispensable for their mutual success (Sun et al., 2018). The employees who feel good about helping out fellow workers by sharing vital information have greater motivation to share and seek knowledge with their fellow employees. The movement and application of knowledge facilitate the transfer and development of knowledge.

Moreover, a unified understanding, motivation, and ability to absorb information provides information-sharing, strengthening organizational knowledge and innovativeness (Ko et al., 2005). Lack of motivation to manage information may cause information passivity, information hoarding, which negatively impacts the information absorption and, resultantly, hamper the performance and innovativeness of both the employees and the organization (Dreu, 2007). In this context, we anticipated that:

Hypothesis 4: *Personal information management motivation enables organizational innovativeness.*

Serial Medication Mechanism

The employees' agreement, disagreement, or perceptions about organizational decisions and subsequent work environment emanate emotional reactions. These reactions are transient positive or negative affective responses exhibited by positive or negative emotions, respectively (Claire E. Ashton-James & Ashkanasy, 2005). These emotional states and related behaviors affect employees' job performance (Wegge et al., 2006). The supportive environmental factors, such as daily uplifts, positively influence the employees' well-being (Oishi et al., 2007), creative behaviors, and performance (Lukes & Stephan, 2017). Nonaka's knowledge-creation model of SECI necessitates result-oriented collaborations and exchanges between explicit knowledge and individual/tacit knowledge (Nonaka, 1994). It renders that the individual employee is the irreplaceable ingredient of knowledge creation and enhancement that is fundamental to building and sustaining the organization's innovativeness. Therefore, the positive affective events such as daily uplifts and consequential positive emotional responses such as a sense of flourishing can enhance employees' information management motivation and, eventually, innovativeness (Lukes & Stephan, 2017). Accordingly, we projected that:

Hypothesis 5: *Flourishing at work and personal information management motivation, both in serial, mediate the relationship between daily uplifts and organizational innovativeness.*

Research Methodology

Context, Sample, and Procedure

The pharmaceutical industry is a knowledge-intensive sector that requires innovativeness to achieve sustainability and competitiveness (Qurashi et al., 2020). Therefore, we conducted a cross-sectional survey in the pharmaceutical industry in Pakistan for several reasons. It is highly import intensive. Drug export is meager compared to the regional competitors. Not more than 7% of pharmaceutical companies in Pakistan hold more than 90% share in country's drug market. It is far behind in producing innovative solutions to health sector issues (Dawani & Asad, 2019).

In this study, we involved a random sample of 112 employees employed at supervisory level and above from 759 pharmaceutical industrial units in Pakistan. The estimated population size is 37950. The respondents were approached with the help of their senior management via email and WhatsApp to fill the Google-Form-based online questionnaire in two phases at an interval of two months. At time 1, the questionnaires on daily uplifts (independent variable) and flourishing at work (mediating variable 1) were filled by 150 participants. Two months later, the respondents of time 1 were requested to complete the questionnaire on personal information management motivation (mediating variable 2) and organizational innovativeness (dependent variable). We received responses from 112 participants at time 2, which constituted the sample for this study.

The frequency analysis of data showed participation of male (70.5%) and female (29.5%) employees. They were young managers (aging between 20 to 40 years=79%), highly educated (16 to 18 years of education=83.1%, well experienced (6 and above years=71.4%) working of various tiers of management (entry level=52.6%, middle-level=28.6%, and senior-level=18.8%). The participants reported working in pharmaceutical companies across Pakistan; Islamabad (11.6%), Punjab (46.4%), Sindh (35.7%), Khyber Pakhtunkhwa (5.4%), and Baluchistan (0.9%).

Measures

Daily Uplifts

Daily uplifts ($\alpha=0.96$, CR=0.96) in the organizational work environment were assessed using 25 items (Junça-Silva et al., 2020). The items such as “I was complimented at work” focused on pleasant interactions, helpfulness, and compliments; achievement and recognition; organizational and task uplifts, humor and communication; and time management and customer-related uplifts.

Flourishing at Work

Flourishing at work ($\alpha=0.88$, CR=0.90) were measured eight items (Diener et al., 2010). The items such as “I am a good person and live a good life” focused on assessing how good employees feel and engage in daily activities at work.

Personal Information Management Motivation

Personal information management motivation ($\alpha=0.94$, CR=0.95) of employees was estimated using 16 items (Hwang, Kettinger, & Yi, 2015), such as “I feel it is my duty to share information with others”. The items assessed how proactively the employees share information, keeping in view the required level of transparency and formality within the organizational context.

Organizational Innovativeness

Organizational innovativeness ($\alpha=0.95$, CR=0.95) was valued using 20 items (Wang & Ahmed, 2004). The items such as “Our company adopts technological innovations earlier than its competitors” aimed to assess how well organizations respond to innovation requirements to meet community needs and their institutional survival in a competitive business context.

Data Analysis and Results

Measurement Model

Figure 2 and Table 1 display the results of the measurement model. All factor loadings of items were above 0.50 (Hair et al., 2020). The Alpha and composite reliability coefficients exceeding 0.70 showed adequate reliability of measures (Bhutta et al., 2019; Tahir et al., 2019). The average variance extracted (AVE) above 0.50 reflected the convergent validity of the measures (Purwanto et al., 2020). Table 2 indicated that correlations were not high enough to point to multicollinearity. The square roots of AVEs of all constructs were higher than their correlations with the other constructs and the variables. These pointed to the adequacy of discriminant validity as per Fornell and Larcker (1981) criterion. We also computed HTMT ratios, which were found below the cutoff value of 0.85

(Ab Hamid et al., 2017). Thus, the discriminant validity of measures used in this study was established.

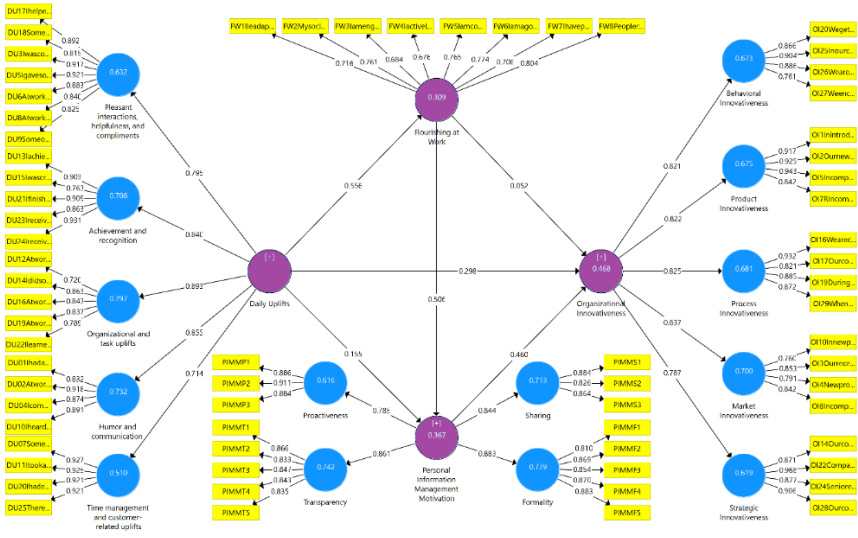


Figure 2. Measurement model

Table 1. Reliability and convergent validity of measures

Constructs	Items	Loadings		α	CR	AVE
		Min	Max			
1. Daily Uplifts	25	.72	.93	.96	.96	.51
2. Flourishing at Work	8	.68	.80	.88	.90	.54
3. Personal Information Management Motivation	16	.81	.91		.95	
4. Organizational Innovativeness	20	.87	.97	.95	.95	.51

Note: α =Cronbach's Alpha, AVE=Average Variance Extracted, CR=Composite Reliability, Max=Maximum, Min=Minimum.

Table 2. Correlations and discriminant validity

Constructs	1	2	3	4
1. Daily Uplifts	.71			
2. Flourishing at Work	.56	.74		
3. Personal Information Management Motivation	.44	.59	.73	
4. Organizational Innovativeness	.53	.49	.62	.71

Structural Model (Hypotheses Testing)

Figure 3 and Table 3 show the results of the structural model. The total effects on the proposed path model were significant, with an acceptable overall model fit (SRMR=0.89).

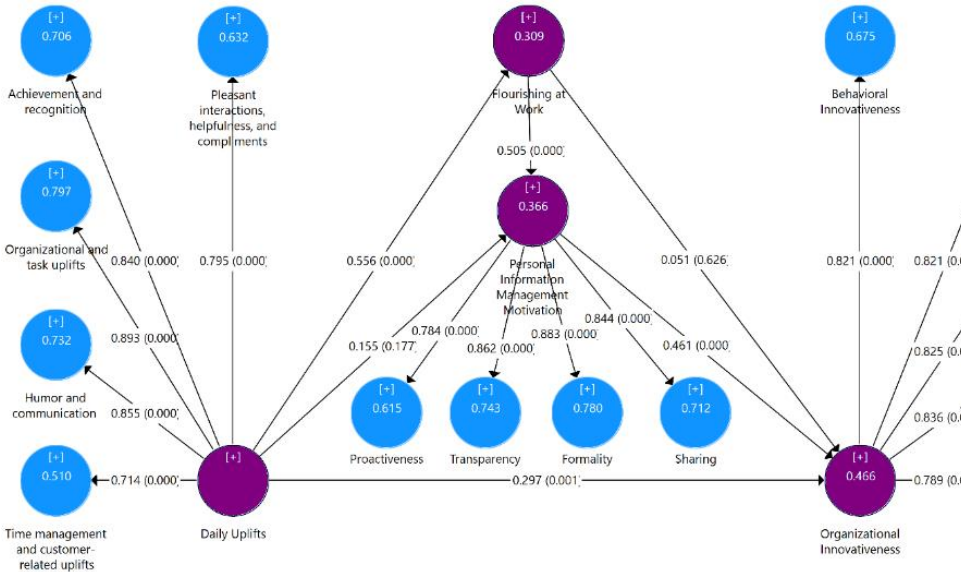


Figure 3. Structural model

To test the proposed hypotheses, we examined the total, indirect, and specified indirect effects. First, we looked at the relationship between daily uplifts and organizational innovativeness. The total effect ($b=0.53$, $p<0.01$), total indirect effect ($b=0.23$, $p>0.01$), and direct effect ($b=0.30$, $p<0.01$) of daily uplifts on organizational innovativeness supported hypothesis 1 that daily uplifts, directly and indirectly, support organizational innovativeness. Second, we examined the linkage of daily uplifts and flourishing at work. The total effect ($b=0.56$, $p>0.01$) revealed that daily uplifts play a significant positive role in enhancing employee flourishing. Hence, hypothesis 2 was accepted. Third, the total effect ($b=0.51$, $p>0.01$) also indicated that flourishing at work significantly contributes to personal information management motivation. Therefore, hypothesis 3 was accepted. Forth, we observed that personal information management motivation plays a significant positive role ($b=0.46$, $p>0.01$) in promoting organizational innovativeness. Thus, hypothesis 4 was accepted.

Fifth, a serial mediation mechanism of flourishing and personal information management motivation linking daily uplifts to organizational innovativeness was examined. The indirect effect ($b=0.13$, $p<0.01$) pointed out that both flourishing and personal information management motivation, in serial, mediate the relationship between daily uplifts and organizational innovativeness. Accordingly, hypothesis 5 was accepted. We found insignificant indirect effects of daily uplifts on organizational innovativeness through flourishing at work ($b=0.03$, $p>0.10$) and via personal information management motivation ($b=0.07$, $p>0.10$). These findings further maintained our proposed serial mechanism, supporting hypothesis 5.

Table 3. Structural estimates

Hypotheses	Path	Effect Type	Beta	T-Value	R-Square	Decision
H1	DU→OI	Total	0.53**	6.29**	-	Accepted
H1	DU→OI	Indirect	0.23**	3.67**	-	Accepted
H2	DU→FAW	Total	0.56**	6.49**	-	Accepted
H3	FAW→PIMM	Total	0.51**	5.40**	-	Accepted
H4	PIMM→IO	Total	0.46**	4.35**	-	Accepted

H5	DU→FAW→PIMM→OI	Indirect	0.13**	2.73**	0.466**	Accepted
-	DU→FAW→OI	Indirect	0.03 ^{ns}	0.49 ^{ns}	-	-
-	DU→PIMM→OI	Indirect	0.07 ^{ns}	1.44 ^{ns}	-	-

Note: **p<.001, ns= Not significant (p>0.10), DU=Daily uplifts, FAW=Flourishing at work, PIMM=Personal information management motivation, OI=Organizational innovativeness

Discussion and Implications

Findings

The findings of this study reveal that daily uplifts, directly and indirectly, enhance organizational innovativeness. The results are coherent with earlier research that argues that the supportive work-environmental factors reinforce organizational innovativeness (Oishi et al., 2007). Daily uplifts significantly impact employee flourishing at work, aligning with the earlier findings that positive emotions enhance employees' flourishing (Nelson et al., 2016). This is also in line with the previous findings that daily uplifts are perceived as considerate, supportive, and motivating and, therefore, facilitate employee flourishing (Redelinghuys et al., 2018). Moreover, flourishing at work enhances employee motivation (Ahlstedt et al., 2020).

Personal information management motivation is significantly associated with organizational innovativeness, supporting that a unified understanding, motivation, and ability to absorb information provides information-sharing that strengthens the organizational knowledge and innovativeness (Ko et al., 2005). The results supported the proposed mechanism that flourishing and personal information management motivation, in serial, mediate the relationship between daily uplifts and organizational innovativeness. Therefore, the findings support our assertions drawn from the relevant literature reviewed in this study.

To sum up, the findings establish that the daily uplifts of employees at work, enhance the organizational innovativeness through serial mediation of flourishing at work and personal information management motivation.

Managerial and Theoretical Implications

Managers worldwide strive to find ways and means to enhance organizational innovativeness, which has become the survival prerequisite in this contemporary hyper-competitive world. The study offers managerial solutions to optimize innovativeness by effective management of work-environmental factors in the organization. The daily uplifts at work are significant affective factors of the work environment (Junca-Silva et al., 2017). The daily uplifts have a strong potential to improve employee flourishing, personal information management motivation, and organizational innovativeness. The augmentation of daily uplifts at work, both in quality and quantity, will improve employee performance and well-being and, subsequently, the organization's innovativeness.

The study results affirm the Affective Events Theory that highlights that the affective events at work produce employee emotions that impact the work-related attitudes, which, in turn, impact employee satisfaction and job performance (Weiss & Cropanzano, 1996). It offers a better understanding of how daily work-related affective events, called daily uplifts, translate into flourishing, information management motivation, and organizational innovativeness.

Conclusion, Limitations, and directions for future research

The study concludes that the daily uplifts positively influence the organizational innovativeness through serial mediation of flourishing at work and personal information management motivation. That is, the daily uplifts in an organization's work environment positively impact employee flourishing, enhancing their information management motivation and organizational innovativeness. The mediation mechanism revealed that both flourishing and personal information management motivation, in serial, mediate the relationship between daily uplifts and organizational innovativeness. The findings advocate that organizations should improve environmental factors at work, inducing daily uplifts to create and sustain employee

flourishing. It would augment the benefits of flourishing in the form of personal information management motivation and, resultantly, organizational innovativeness.

The study has used the existing measures from the extant literature. However, we felt a dire need to develop pharmaceutical industry-specific measures of at least daily uplifts and organizational innovativeness. In this study, daily hassles have not been examined. Future studies may consider both the daily uplifts and daily hassles. Daily hassles may reduce the effects of daily uplifts. Similarly, the daily uplifts may also neutralize the negative effects of daily hassles. We would also like to see studies replicating our serial mechanism with a larger sample involving multiple stakeholders in the pharma industry.

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