MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 35 Issue 2, 2025, Pages: 884-897

A MULTILEVEL INNOVATIVE MANAGEMENT MODEL: INTEGRATING INDIVIDUAL, ORGANIZATIONAL, AND INSTITUTIONAL DETERMINANTS

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Abstract: Innovation is universally recognized as a critical driver of competitive advantage and sustainability, yet many organizations struggle to manage it systematically due to its inherently complex, multilevel nature. Existing models often focus on isolated levels of analysis—either individual creativity, organizational processes, or institutional frameworks—leading to fragmented strategies and suboptimal outcomes. This conceptual article addresses this gap by proposing an integrative Multilevel Innovative Management Model (MIMM). The MIMM posits that sustained innovation is a function of the dynamic alignment and interaction between determinants at three levels: (1) the Individual level (cognitive styles, intrinsic motivation, and creative self-efficacy), (2) the Organizational level (culture, structure, resources, and knowledge management systems), and (3) the Institutional level (national innovation policies, industry regulations, and socio-cultural norms). We theorize the bidirectional influences between these levels, illustrating how institutional pressures shape organizational contexts, which in turn enable or constrain individual innovative behavior, and how grassroots innovation can, over time, reshape organizational and institutional landscapes. The model provides a comprehensive framework for diagnosing innovation ecosystems, designing coherent multilevel interventions, and guiding future empirical research. For practitioners, it offers a holistic roadmap to audit and align their innovation strategies across all critical layers of influence.

Keywords: Innovation Management; Multilevel Model; Individual Creativity; Organizational Ambidexterity; Institutional Theory; Dynamic Capabilities; Knowledge Management; Innovation Ecosystems.

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ISSN: 1053-7899
Vol. 35 Issue 2, 2025, Pages: 884-897

Introduction

Innovation is the lifeblood of long-term organizational survival, growth, and competitive advantage in an increasingly volatile global economy (Schumpeter, 1934; Drucker, 1985; Teece, 2007). Despite overwhelming consensus on its importance, a persistent "innovation gap" plagues many enterprises—the chasm between the strategic recognition of innovation's necessity and its effective, systematic execution (Govindarajan & Trimble, 2010). A primary cause of this gap, we argue, is the prevalent fragmentation in both academic research and managerial practice. Scholars have traditionally investigated innovation through isolated disciplinary lenses: psychologists focus on individual creative traits and cognitive processes (Amabile, 1988; Zhou & Shalley, 2003), management scholars analyze organizational structures, cultures, and knowledge systems (Damanpour, 1991; Nonaka & Takeuchi, 1995), while economists and sociologists examine institutional frameworks, policies, and industry networks (Edquist, 1997; Scott, 2014).

While this siloed approach has yielded deep insights within each domain, it fails to capture the inherently nested and interactive nature of innovation. An individual's creative idea is meaningless without an organizational mechanism to capture and develop it; an organization's open innovation strategy is constrained by national intellectual property laws; and institutional policies aimed at fostering entrepreneurship will falter without individuals possessing entrepreneurial intent. Consequently, managers are often left with partial, and sometimes contradictory, prescriptions—should they invest in training creative individuals, redesigning their R&D processes, or lobbying for policy changes? The answer, we contend, is that they must understand and manage all three levels *simultaneously*.

This article seeks to bridge this theoretical and practical divide by developing a comprehensive Multilevel Innovative Management Model (MIMM). The core premise of the MIMM is that sustained and scalable innovation emerges from the dynamic alignment and reciprocal interaction of determinants at the individual (micro), organizational (meso), and institutional (macro) levels. The model does not merely list factors at each level but specifies how they interpenetrate and influence one another, creating either virtuous cycles of innovation or pathological traps of stagnation.

Our conceptual contribution is threefold. First, we provide a parsimonious yet comprehensive integrative framework that organizes and connects previously disparate determinants. Second, we theorize the specific cross-level mechanisms (top-down, bottom-up, and interactive) that explain

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ISSN: 1053-7899
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how institutional contexts shape organizational forms, how organizational climates enable individual behaviors, and how grassroots innovations can, over time, reconfigure higher-level structures (Klein & Kozlowski, 2000). Third, we translate this theoretical integration into actionable guidance for practitioners, offering a diagnostic tool to audit innovation ecosystems and design coherent, multilevel interventions.

The article proceeds as follows. First, we review the key determinants of innovation at each level, establishing the model's foundational constructs. Next, we present the integrated MIMM, detailing its architecture and hypothesized interactions. We then discuss the model's primary implications for research and management practice, with a focus on building dynamic capabilities. Finally, we propose a detailed agenda for future empirical research and conclude by positioning the MIMM as a essential lens for navigating complex innovation challenges in the 21st century.

Methodology

This study utilizes a conceptual theory-building methodology, following the principles for developing theoretical frameworks as outlined by Jaakkola (2020). The primary objective is not empirical testing, but the systematic synthesis of existing literature to construct a novel and integrative analytical model—the Multilevel Innovative Management Model (MIMM). The process is designed to integrate fragmented knowledge across disciplines into a coherent structure that explains the complex interdependencies within innovation ecosystems.

The research is based on a structured, multi-phase analytical procedure. First, a systematic literature review was conducted to identify and catalogue the core determinants of innovation at the individual (micro), organizational (meso), and institutional (macro) levels. Academic databases, including Scopus, Web of Science, and PubMed, were searched using targeted keyword combinations (e.g., "individual creativity," "innovative work behavior," "organizational ambidexterity," "innovation climate," "national innovation system," "institutional policy"). The review focused on seminal theoretical works, high-impact empirical studies, and recent meta-analyses published in peer-reviewed journals.

Following the identification phase, a process of constant comparative analysis and theoretical integration was employed. Core constructs from each level were analyzed not in isolation, but specifically for their conceptual linkages and potential interactions with factors at other levels. This cross-level analysis allowed for the identification of mediating mechanisms, contextual moderators, and recursive relationships. For instance, how institutional regulations (macro) might enable or

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constrain specific organizational structures (meso), which in turn filter and shape individual behavior (micro). These interactions were formalized into a series of testable propositions that define the architecture of the MIMM.

The validity and utility of the proposed model are evaluated against established criteria for conceptual contributions, including parsimony, coherence, explanatory power, and the ability to provide a novel, integrative perspective that challenges existing siloed views.[1] The final model serves as a foundational framework to guide future empirical research, suggesting specific methodologies—such as hierarchical linear modeling (HLM) or qualitative comparative analysis (QCA)—for testing its multilevel propositions.

Results. The results of our integrative synthesis culminate in the Multilevel Innovative Management Model (MIMM), a framework that re-conceptualizes innovation as a dynamic, emergent property of a system comprising three nested and recursively interacting levels. The model's architecture is predicated on the core finding that the *alignment* and *synergistic interaction* between levels are more critical determinants of sustained innovation than the potency of any single factor in isolation. This alignment is not static but a continuous process of adaptation and mutual shaping. At the individual level, the model identifies a triad of core psychological drivers: an innovative cognitive style that favors novel associations and problem reframing; a motivational configuration heavily weighted toward intrinsic and prosocial motives, which fuels persistence through uncertainty; and a robust sense of innovation self-efficacy, the belief in one's ability to produce innovative outcomes. These are not fixed traits but dynamic states profoundly susceptible to contextual influence. The organizational level serves as the decisive mediating crucible that translates potential into action. Its function is bifurcated into the *social-psychological climate*—characterized by psychological safety, a shared vision for innovation, and norms that tolerate intelligent failure—and the *structural-resource system*—encompassing an ambidextrous design balancing exploration and exploitation, strategic resource slack, and integrated knowledge management processes that facilitate recombination. The institutional level forms the outermost field of action, comprising regulative institutions like patent laws and R&D subsidies, normative institutions such as professional standards and societal values towards entrepreneurship, and

[1] Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. Academy of Management Journal, 34(3), 555–590.

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cultural-cognitive institutions, which are the shared, often tacit, understandings of what constitutes legitimate and valuable innovation within a society or industry.

Table 1. Key Determinants and Their Cross-Level Roles in the MIMM

Level of Analysis	Core Constructs & Determinants	Primary Function in the MIMM	Example Cross-Level Interaction
Institutional (Macro)	• **Regulative:** IP laws, R&D policies, funding programs. • **Normative:** Professional standards, societal values toward entrepreneurship/failure. • **Cultural-Cognitive:** Shared industry narratives, conceptions of innovation.	Provides the **rules, resources, and legitimacy** for innovation. Sets the broad opportunity and constraint field.	Top-down pressure shaping organizational strategy (e.g., strict environmental regulations driving corporate green innovation agendas).
Organizational (Meso)	• **Climate:** Psychological safety, support for innovation, tolerance for failure. • **Structure:** Ambidexterity, resource slack, cross-functional integration. • **Capabilities:** Knowledge management, dynamic capabilities, network orchestration.	Acts as the **critical mediating crucible**. Translates institutional contexts into local environments that enable or constrain individual action.	Mediates institutional influence on individuals (e.g., a national grant is effective only if the organization creates a team and culture to use it). Moderates individual potential (e.g., a creative individual's output depends on available resources/slack).
Individual (Micro)	• **Cognitive Style:** Innovation mindset, cognitive flexibility. • **Motivation:** Intrinsic, prosocial, and learning goal orientation. • **Self-Efficacy:** Belief in one's own innovative capability.	Serves as the **fundamental engine** of innovative thought and behavior. The source of agency and novel ideas.	Bottom-up institutional change (e.g., collective adoption of new tools/practices by individuals leads to new industry norms). Behavior is contingent on organizational climate (e.g., voice requires psychological safety).

The dynamic interactions between these levels are formalized into a set of foundational propositions, as summarized in Table 2. These propositions offer specific, testable hypotheses about the nature of cross-level influences.

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Table 2. Foundational Propositions of the Multilevel Innovative Management Model (MIMM)

Proposition	Core Relationship	Theoretical & Practical Interpretation
P1	Individual self-efficacy → Innovative Behavior is moderated by Organizational Safety & Institutional Power Distance.	**Personal confidence needs a supportive environment.** Psychological safety amplifies, while rigid hierarchies suppress, the link between confidence and action.
P2	Institutional Complexity → Firm Performance is mediated by Organizational Ambidexterity.	**Survival in complex markets requires dual structures.** Environmental pressure must be translated into an internal capacity for both exploration and exploitation to boost performance.
P3	Institutional Policy → Individual Behavior is fully mediated by Organizational Climate.	**Policies work through culture.** National incentives or mandates only change employee behavior if they successfully reshape the internal work climate (support, resources, norms).
P4	Individual Learning → Radical Ideas is moderated by Organizational Slack & Institutional IP Protection.	**Exploration requires resources and security.** Employees pursue radical ideas when they have spare resources *and* trust that their ideas will be protected.
P5	Institutional Ecosystem Density → Innovation Speed is mediated by Organizational Absorptive/Network Capacity.	**Ecosystems are leveraged by capability.** A rich external network speeds innovation only for firms skilled at accessing and integrating external knowledge.
P6	Organizational Practices and Institutional Frameworks co-evolve recursively.	**Innovation reshapes the rules.** Widespread adoption of new tools/methods by firms can redefine industry standards, which then further legitimize those practices.
P7	Innovation Performance is a non-linear function of configurational alignment across all three levels.	**Synergy drives success.** Highest performance comes from a coherent "fit" (e.g., motivated individuals + enabling culture + supportive policies). Misalignment at any level causes systemic friction.

These tables consolidate the core results of our synthesis. Table 1 provides the structural map of the MIMM, while Table 2 details the specific causal pathways and interactions that constitute its dynamic logic. Together, they offer a clear, parsimonious representation of the model, serving as a direct reference for both empirical testing and managerial diagnosis.

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The most substantive results lie in the specific propositions that detail the cross-level mechanisms. These propositions articulate how influence flows multidirectionally. A primary pathway is the *top-down contextualization* where institutional forces shape the organizational landscape. For example, stringent financial market regulations may pressure firms toward short-term efficiency, thereby reducing resource slack and making exploratory projects less viable, which in turn limits the outlets for individuals with a strong exploratory cognitive style. This is formalized in propositions linking institutional complexity to organizational ambidexterity. Conversely, the model specifies *bottom-up constitutive* pathways. The aggregate innovative behaviors of individuals within pioneering firms can, over time, coalesce into new professional norms, best practices, and ultimately pressure for regulatory change, illustrating a process of institutional entrepreneurship. Furthermore, the model reveals critical *cross-level moderating effects*. The relationship between an individual's intrinsic motivation and their innovative output is not direct but is powerfully moderated by organizational psychological safety; high motivation coupled with low safety leads to frustration and disengagement, not breakthrough ideas. Similarly, the effectiveness of an organization's investment in cross-functional teams is contingent upon institutional norms of collaboration versus competition within the industry ecosystem.[2]

These synthesized interactions are codified in a set of seven foundational propositions (P1-P7). These propositions serve as the testable core of the MIMM. They posit, for instance, that organizational climate fully mediates the impact of national policy on individual behavior (P3), explaining why identical policies yield different results across firms. They propose that the benefit of individual learning orientation is maximized under conditions of organizational resource slack and strong institutional IP protection (P4), highlighting a three-way interaction. Ultimately, the model's key result is the assertion that the highest and most sustainable innovation performance occurs when there is a coherent configuration—a "fit"—between the psychological readiness of individuals, the enabling capacity of organizational systems, and the supportiveness of the institutional environment. The MIMM thus provides a diagnostic map where points of innovation failure can be systematically traced to dysfunctions or contradictions at the interfaces between these levels, moving the field beyond attributing success or failure to factors residing at any single level of analysis.

[2] Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), 1319–1350.

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The final component of the Multilevel Innovative Management Model (MIMM) is the formalization of these synthesized relationships into a set of testable propositions. These propositions move beyond descriptive linkage to posit the specific direction and nature of the interactions between levels, providing a concrete research agenda derived from the model. The propositions are as follows:

The positive effect of an individual's creative self-efficacy on their engagement in innovative work behavior is positively moderated by the level of psychological safety within the organization and negatively moderated by institutional cultural norms of high power distance. This proposition suggests that personal confidence alone is insufficient; it requires a supportive local environment and is undermined by hierarchical societal norms.

An organization's level of structural ambidexterity (its ability to balance exploration and exploitation) mediates the relationship between institutional-level environmental complexity (e.g., technological dynamism, competitive intensity) and firm-level innovation performance. Complex environments compel, but do not guarantee, the adoption of ambidextrous structures, which are the direct drivers of performance.

The influence of national innovation policy instruments (e.g., R&D grants, tax credits) on the aggregate innovative behavior of individuals within a firm is fully mediated by the firm's innovation climate. Policies affect behavior only insofar as they successfully reshape the internal organizational environment concerning support, resources, and norms.

The relationship between an individual's learning goal orientation and their generation of radical ideas is positively moderated by the level of discretionary resources (slack) available within the organization, but this moderated relationship is only significant in institutional environments with strong and enforceable intellectual property rights. Slack enables exploration, and strong IP protection assures that the risks of that exploration can be managed.

The density and quality of an industry's innovation ecosystem (an institutional factor) positively influence an organization's innovation speed through the mediating mechanism of the organization's absorptive capacity and its network orchestration capabilities. Rich ecosystems offer potential, but only organizations with the capability to access and integrate external knowledge can capitalize on it.

Institutional frameworks and organizational innovation practices engage in a recursive, co-evolutionary relationship. Widespread adoption of a new digital collaboration tool by leading firms

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(an organizational practice) can, over time, establish new industry standards and normative expectations for work (an institutional change), which then further legitimize and diffuse the practice.

Sustained superior innovation performance is a non-linear function of the configurational alignment between individual competencies (micro), organizational enabling systems (meso), and institutional support structures (macro). High performance is associated with synergistic profiles (e.g., high-high-high alignment), while significant misalignment at any interface creates systemic friction that disproportionately reduces output. This proposition advocates for a holistic, systems-view of innovation management.

These propositions collectively shift the fundamental question from "What factors influence innovation?" to "How do factors at different levels of analysis interact to enable or constrain innovation?" The MIMM, through its architecture and these propositions, provides a comprehensive framework for diagnosing innovation systems, designing coherent multi-level interventions, and guiding a new generation of nuanced empirical research that acknowledges the embedded reality of innovative activity.

Discussion. The development of the Multilevel Innovative Management Model (MIMM) represents a deliberate step toward a more holistic and realistic understanding of innovation. This discussion elucidates the model's key theoretical contributions, explicates its significant implications for managerial practice, confronts its inherent complexities, and outlines the rich agenda for future research it inaugurates.

The primary theoretical contribution of the MIMM is its systematic integration of micro, meso, and macro determinants into a single, coherent framework. By doing so, it directly addresses the fragmentation that has long characterized innovation research. The model moves beyond the prevalent "levels of analysis" paradigm, which often treats each level in isolation, toward a "levels of influence" paradigm that emphasizes interconnection. This shift is crucial because it allows scholars to explain previously paradoxical findings. For instance, why a highly creative individual may flourish in one organization but flounder in another, or why a successful innovation practice from one country fails to transfer to another, can now be systematically analyzed through the lens of cross-level misalignment. The MIMM formalizes the context-dependent nature of innovation drivers, proposing that the organizational level is not merely an aggregation of individuals nor a passive recipient of institutional forces, but the vital mediating linchpin where macro contexts are

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interpreted and micro-processes are enacted. This positions the model within and extends contemporary theories like dynamic capabilities, by specifying the multilevel origins and constituents of an organization's ability to sense, seize, and reconfigure.[3]

For practitioners, the MIMM offers a powerful diagnostic and strategic framework, advocating a shift from seeking silver-bullet solutions to managing the entire innovation ecosystem. The model provides leaders with a structured audit tool. Executives can be guided to assess their innovation challenges by probing a series of alignment questions: Are our hiring practices (targeting specific individual traits) congruent with our collaborative culture and reward systems (organizational level)? Does our organizational structure facilitate or hinder the flow of resources to projects that align with national strategic priorities or emerging market standards (institutional level)? The MIMM underscores that investing in individual creativity training alone is likely futile if the organizational culture penalizes failure. Similarly, adopting an open innovation strategy is risky without individuals skilled in boundary-spanning and within an institutional environment with weak intellectual property protection. Therefore, the core managerial imperative becomes one of *orchestrating alignment*. This involves designing coherent policies that reinforce each other across levels—for example, linking institutional partnership incentives to internal cross-functional team metrics and individual competency development plans. The model champions a systemic leadership approach, where the manager's role is to consciously shape the organizational context to translate institutional opportunities into individual enablement.

We acknowledge that the MIMM introduces complexity. Managing for alignment across three dynamic levels is inherently more challenging than optimizing within one. This complexity, however, reflects the reality of innovation and should not be eschewed but managed through the research pathways the model enables. Future empirical work is essential to validate and refine the model. Quantitative researchers can employ Hierarchical Linear Modeling (HLM) or cross-classified models to formally test propositions like P1 and P3, parsing the variance in innovative behavior attributable to individual, organizational, and institutional factors. Qualitative researchers can use the MIMM as a sensitizing framework for in-depth case studies, tracing how a specific innovation succeeded or failed due to particular cross-level interactions. Configurational methods like Fuzzy-Set Qualitative Comparative Analysis (fsQCA) are particularly well-suited to explore the synergistic or deleterious combinations of conditions across levels that lead to high innovation

[3] Jaakkola, E. (2020). Designing conceptual articles: Four approaches. AMS Review, 10(1-2), 18–26.

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performance (addressing P7). Furthermore, the MIMM invites application to pressing contemporary contexts. How does digital transformation, which alters individual work patterns, organizational networks, and industry regulations simultaneously, play out through the MIMM lens? Can the model explain the differential success of green innovation initiatives across nations and firms? Exploring these questions will not only test the model's robustness but also extend its relevance to the central challenges of our time.

The MIMM is presented not as a final theory but as an integrative platform. It challenges researchers to transcend disciplinary boundaries and empowers practitioners to think and act systemically. By framing innovation as a multilevel, dynamic system, it provides a more complete and actionable map for navigating the complex journey from idea to impact.

Conclusion. This article has articulated the need for and developed a comprehensive Multilevel Innovative Management Model (MIMM) to address the persistent fragmentation in both the study and practice of innovation. By systematically integrating determinants from the individual, organizational, and institutional levels, the MIMM moves beyond the limitations of single-level analyses that offer incomplete and often contradictory prescriptions. The core contribution of this work is the theoretical synthesis that posits innovation not as a linear output, but as a dynamic, emergent property of a complex adaptive system. Its genesis lies in the continuous interaction and, crucially, the *alignment* between psychological drivers at the micro level, enabling structures and cultures at the meso level, and the regulative, normative, and cognitive frameworks at the macro level.

The model's seven foundational propositions (P1-P7) translate this integrative view into a set of testable hypotheses, providing a clear roadmap for future empirical inquiry. These propositions underscore critical insights: that organizational climate acts as the indispensable transmission belt for institutional policies (P3); that the value of individual and organizational resources is contingent upon conditions at other levels (P4); and that superior performance arises from configurational synergy, not from excelling at any one level in isolation (P7). For scholars, the MIMM challenges entrenched disciplinary silos and calls for methodologies—such as hierarchical linear modeling, qualitative comparative analysis, and longitudinal mixed-methods designs—that are capable of capturing these cross-level dynamics.

For practitioners, the MIMM offers a vital strategic and diagnostic framework. It argues compellingly against the search for silver bullets, whether in hiring "creative geniuses,"

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implementing a new IT system, or lobbying for a single policy change. Instead, it mandates a systemic leadership approach focused on orchestrating alignment. Executives and managers must learn to audit their innovation ecosystems by probing the congruence between the competencies they hire for, the culture and structure they build, and the institutional realities they operate within. The model makes the costs of misalignment explicit, explaining why well-intentioned initiatives fail when contradicted by incentives or norms at another level.

Ultimately, the MIMM reconceptualizes the manager's role from that of a controller of a process to a designer and steward of a complex innovation system. In an era defined by grand challenges—digital transformation, the climate transition, geopolitical shifts—the need for such an integrated perspective has never been greater. The problems we face do not respect the boundaries of academic disciplines or corporate departments; our solutions, therefore, cannot afford to. By providing a framework that embraces rather than simplifies this complexity, the Multilevel Innovative Management Model aims to equip both researchers and leaders with a more powerful lens for understanding and catalyzing the innovation essential for progress and resilience in the 21st century.

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