Organizational Psychology, 2025, Vol. 15, No. 1, P. 48–67.
DOI: 10.17323/2312-5942-2025-15-1-48-67

ORGANIZATIONAL PSYCHOLOGY

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# The link between job crafting and employee-driven innovation: The mediating roles of perceived organizational support and employee engagement

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**Abstract**. *Purpose*. This study aimed to explain the interaction between job crafting and employee-driven innovation through the mediating role of perceived organizational support and employee engagement. *Study design*. This study proposes a sequential mechanism that prevails among the variables with an aim to improve organizational performance. The sample consists of 594 employees in the Indian IT industry. The research applied SPSS and SPSS AMOS to develop a measurement model and PROCESS MACRO Model 6 to analyze sequential mediation. *Findings*. Job crafting leads to employee-driven innovation through perceived organizational support and employee engagement. The findings indicate that organizations can develop innovative employee behaviors by promoting job crafting. In addition, the key drivers were employee perceptions of organizational support and engagement at work. Implications for practice. The study's results offer a model that encourages job crafting and employee-driven innovation through perceived organizational support and engagement. Organizations can develop a mechanism to encourage employees to adjust and modify their work to innovate processes and products. Organizations can ensure innovative employee behavior through a supportive and engaging work environment. *Value of the results.* To date, there needs to be more studies investigating the sequential relationship between job crafting, employee-driven innovation, perceived organizational support, and employee engagement. This study employs a multi-level analysis to promote a new association between job crafting and employee-driven innovation. Although earlier studies have tested different relationships between variables, the methodology and investigated model contribute to the available literature.

**Keywords**: employee engagement, job crafting, perceived organizational support, organizational performance, employee driven innovation.

## Introduction

In the dynamic landscape of technology, society, and the workplace, businesses must innovate continually to maintain competitiveness (Sekiguchi et al., 2017). This pursuit of innovation hinges on motivated and creative employees thriving in well-coordinated work environments, resulting in enhanced organizational performance (Malinowska, 2018). Achieving performance goals requires

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organizations to mold and enhance employee behavior, necessitating process adjustments and a culture fostering employee-driven innovation (Noopur, Dhar, 2020; Dam van et al., 2008; Janssen et al., 2004). Integrating diverse organizational activities creates an innovative culture and elevates overall performance (Arsawan et al., 2022; Migdadi, 2020). In such an environment, establishing an innovation culture among employees becomes essential for organizations to achieve success (Asurakkody, Kim, 2020; Cangialosi et al., 2020), while taking employee behavior and access to job-related resources as factors to ensure optimal performance.

As M. Tims with colleagues stress, the idea of job crafting (JC) has evolved in importance, allowing individuals to not only adapt to job needs but also contribute effectively to corporate goals (Tims, Bakker, Derks, 2012; Wrzesniewski, Dutton, 2001). This active engagement causes behavioral and expectation modifications, which eventually leads to enhanced employee performance and a desire to accept more tasks (Siachou et al., 2020). The proactive modification of one's job is at the heart of JC. Employees take on additional responsibilities to gain oversight, establish social support networks, or eliminate technology constraints to reduce workplace requirements (Tims, Bakker, 2010; Wrzesniewski, Dutton, 2001). While JC theory suggests that employees adjust job features for personal benefits such as psychological well-being and task performance (Bruning, Campion, 2018), design for work ideas contend that deliberate job changes have a major impact on employee outcomes (Parker, 2014). The complex interplay between inventive employee behaviors, organizational innovation, and strategic human resource management is essential to corporate success (Jong, Hartog, 2010; Fu, Na et al., 2015; Afrianty et al., 2021).

Moreover, highly engaged individuals reinforce their resources to manage intensified job demands (Demerouti et al., 2001: Ramlawati, 2023). Employee engagement (EE) and JC exhibit a positive correlation; deeply engaged individuals reshape their roles with the organization's support (Tims et al., 2013; Petrou et al., 2012). Likewise, positive perceived organizational support (POS) fosters employee well-being and creativity (Kang et al., 2015; Saragih et al., 2020; Phuong, 2022). However, there needs to be more understanding of the sequential mediation of EE and POS between JC and employee driven innovation (EDI). While some JC studies have directly explored the essential "job characteristics" process, varying results have yet to emerge with a clear pattern of indirect impact (e.g., Tims, Bakker, Derks, 2013). A comprehensive understanding of JC is required to institute this evolving field (Holman et al., 2023). Notably, existing literature needs to be more comprehensive in comprehending these indirect relationships. Therefore, this study aims to synthesize current empirical JC literature, emphasizing the core process.

This study delves into whether job crafting influences EDI through the intermediaries of POS and EE. The active involvement of employees, coupled with organizational support, augments job crafting, ultimately enhancing EDI. Specifically, the research seeks to experimentally explore the hypothesized sequential mediation function of POS and EE in the relationship between JC and EDI. The study's objectives encompass three main aspects: first, to scrutinize the direct relationships among the variables JC, EDI, POS, and EE; second, to evaluate the mediating roles played by POS and EE individually in the link between JC and EDI; and third, to investigate a model proposing potential sequential associations among these variables. This study carries significant theoretical and realistic implications in advancing understanding of job crafting and EDI. The proposed model holds organizational implications for stimulating innovation through employee engagement and job customization. By advancing our comprehension of job crafting and EDI, this research enables organizations in adopting innovation by encouraging job customization and engagement. Additionally, it highlights the significance of EDI and its associated variables, thus advancing organizational innovation and overall performance.

## Literature review and hypothesis development

### Job crafting and employee-driven innovation

A. Wrzesniewski and J. E. Dutton suggested three types of job crafting: task crafting, relational crafting, and cognitive crafting (Wrzesniewski, Dutton, 2001). This construction has been shown to increase employee motivation and productivity significantly. M. Tims and A. B. Bakker further rationalize that employees offset job demands and resources, proactively introducing efficient changes in their work practices (Tims, Bakker, 2010). This encompasses modifying task loads, setting goals, and showing a commitment to work (Tims, Bakker, 2010). In essence, job crafting involves four key features: first, it offers prospects for professional growth to employees coping with challenging roles; second, it helps mitigate or remove obstacles hindering task accomplishment; third, it provides operational job resources, enlarged autonomy, and avenues for improvement; and fourth, it encourages a collective approach aided by supervisor and colleague support (Tims et al., 2012). P. Petrou with colleagues explain job crafting as seeking employment resources, overcoming barriers, and reducing work demands (Petrou et al., 2012). Organizations' acknowledgement of job crafting drives employees to accomplish effectively and realize higher job satisfaction (Chang et al., 2021).

Moreover, role and resource crafting is depicted by P. E. Bruning and V. A. Campion to encapsulate job crafting (Bruning, Campion, 2018). Flexibility in roles, as highlighted by J. van Wingerden with colleagues, fosters higher motivation and engagement among employees (Wingerden van et al., 2017). This leads employees to mold their job roles in four primary ways: (a) enhancing social job resources, (b) mitigating inconvenient demands, (c) amplifying structural resources, and (d) refining demanding job requirements (Tims et al., 2012). Organizations extend recognition and support to employees capable of fostering, supporting, or leading innovation, even without high-level strategic access (Hyrup, 2012; Deslee, Dahan, 2018; Echebiri, 2020). Similarly, R. M. Kantern defines innovative employee behavior as the generation and execution of practical ideas to achieve organizational goals (Kanter, 1988). This entails identifying challenges and barriers, presenting pragmatic, creative concepts, and actively implementing them, ultimately contributing to organizational performance (Shanker et al., 2017). The association between job crafting and creative employee behavior is well-documented (Bindl et al., 2019).

The existing literature indicates a correlation between job crafting and employee-driven innovations, marked by inventive and adaptable employee conduct. Job crafting involves redesigning and reconfiguring the existing job structure and enhancing productivity through novel approaches. Similarly, employee-driven innovation entails discovering novel methods for optimal operations. Given the conceptual parallels between these two constructs, it becomes imperative to delve into their relationship. Hence, we posit the following hypothesis:

*H1. Job cafting and employee-driven innovations are positively associated.*

### Job crafting, perceived organizational support, and employee engagement

Organizations must cultivate fresh ideas to maintain competitiveness in the contemporary work landscape, characterized by volatility and escalating job demands (Axtell et al., 2006; Kang et al., 2015). A critical determinant of inspiring consistent and innovative task performance among individuals is employee perception of organizational support (Voxted, 2018; Saari et al., 2015). To achieve their goals, organizations analyze job demands and provide requisite resources (Tufan, Wendt, 2020). In reciprocation, organizations expect employees to invest additional efforts matched with adequate resources. In response, employees exhibit job crafting behavior, which involves going beyond the basic task requirements to propel organizational objectives (Renkema, 2018). During this process, employees recalibrate job prerequisites and reinforce job resources to enhance productivity

(Bakker, Demerouti, 2007). Establishing larger workplace flexibility nurtures favourable behaviors for individuals and organizations (Saragih et al., 2020).

The framework of this research adopts principles of job demand — resource (JD-R) approach, suggesting that employees align job prerequisites with their effort and accessible resources, leading to effective handling of job demands and shared advancement for individuals and organizations together (Demerouti et al., 2001). P. Tufan and H. Wendt highlight that an organization's inclination to help employees fulfilling their expectations fosters goal attainment for both stakeholders (Tufan, Wendt, 2020). The association between employees and employers has substantial influence over organizational functioning (Engen, Magnusson, 2015). Organizations that provide sufficient employee support and appreciate their accomplishments notably affect employee commitment and engagement (Eisenberger et al., 1997; Rhoades, Eisenberger, 2002; Alfes et al., 2013; Abel, 2023). Some researchers intimate that perceived organizational support boosts employee engagement, encouraging positive ecosystem that echo in developed employee functioning (Nurcholis, Budi, 2020). Other scholars realized that employees' identification with an organization is shaped by their observation of its support (Agreeably, Chhabra, 2020). Consequently, organizations should incentivize employees to increase the likelihood of engaging in extra-role behavior in the workplace (Morales-Sanchez, Pasamar, 2019).

The literature underscores employees' quest for a gratifying and enriching work setting, leading to improved employee engagement, well-being, and favorable conduct (Tekleab et al., 2005; Vasudeva, Gummadi, 2017). Thus, individuals harboring a positive perspective of organizational support exhibit elevated levels of employee engagement (Dai, Qin, 2016). This study postulates that POS positively influences JC behavior and significantly shapes employee engagement behavior. Hence, the following hypotheses are proposed:

*H2. Job crafting and perceived organizational support have a positive relationship.*

*H3. Perceived organizational support and employee engagement are positively related.*

**Job crafting and employee engagement**

Organizations consistently aim to elevate employee engagement, expecting to elicit positive responses from their workforce. Research substantiates that EE tends to be more pronounced among employees who perceive favorable organizational support (Dai, Qin, 2016). Individuals maintaining an optimistic outlook and responding positively to the organization's initiatives contribute to higher levels of EE (Robinson, 2004; Saks, 2006). The concept of EE was first introduced by W. A. Kahn, who delved into the psychological impact of job roles on employees, finding that highly engaged individuals exhibit heightened sensitivity to their work environment (Kahn, 1990).

It was described that JC embodies an employee's proactive efforts to enact developmental adjustments while navigating the equilibrium between job demands and the resources at their disposal, as posited by the JD – R Model (Tims et al., 2010). The enhancements resulting from JC are closely linked with heightened employee job satisfaction and a profound sense of work engagement. Employees who tailor their roles in response to organizational resources report increased motivation and investment in their work (Wingerden van et al., 2017). Thus, JC entails employees taking the initiative to reshape their responsibilities and behaviors to align with the job's demands and capacities. This self-initiation catalyzes heightened involvement and engagement (Aryee, Tan, 1992; Blau, 1985; Chang, 1999; Karatepe, Kim, 2023), effectively fostering traits associated with EE, such as absorption, dedication, and vigor.

The relationship between JC and EE is conspicuous. This study postulates that employee engagement significantly impacts employees' psychological state within the workplace, aligning with the observations made by W. A. Kahn (Kahn, 1990). As a logical extension of this understanding, we posit the following hypothesis:

*H4. Job crafting is positively associated with employee engagement.*

**Serial mediation effect of perceived organizational support and employee engagement**

Organizations today transcend mere concern for their employees' well-being; they actively champion their professional growth and recognize their accomplishments (Chiang, Jang, 2008; Miao et al., 2023). By prioritizing ingenuity over exploitation, organizations emphasize employee well-being, career advancement, incentives, and engagement as pathways to enhance employee performance (Chiang, Jang, 2008; Bakker, Albrecht, 2018). The connection between employees' perceptions and the level of organizational support is tightly intertwined. Organizational support fosters workforce synergy and is pivotal for employee retention (Premchandran, Priyadarshi, 2018; Schreuder et al., 2020). Enhancing employee well-being is a strategic approach employed by organizations to promote employee motivation (Rhoades, Eisenberger, 2002). Previous research has emphasized the connection between human resource management (HRM) practices and organizational performance (Datta et al., 2005; Takeuchi, 2009), prompting researchers to research into factors that promote innovation, such as job crafting and work engagement (Aryee et al., 2012; Bindl et al., 2019).

M. Tims with colleagues have determined that JC matches the demands posed by a job and the existing resources for optimal performance (Tims et al., 2013). Organizational support, linked with bolstered employee involvement, safeguards against burnout. Reinforced by significant organizational support, engaged employees go the extra mile to realize company objectives. It revealed in one study the connection connecting supervisory support, HRM practices, and employee performance, with employee involvement mediating this relationship (Kerstin et al., 2013).

EDI relates to employees planning and performing innovative ideas to realize superior performance. It exceeds the observance to set protocols, concerning the proactive commitment of employees to jobs like growing new work approaches, implementing novel know-hows, and formulating distinctive approaches to accomplish business purposes (Jong, Hartog, 2010). For companies to nurture JC behavior, employees need be corresponded with decision-making independence, helped to initiate changes, and equipped with the necessary means (Kahn et al., 2021). Previous literature emphasizes active employee involvement and performance and innovative contributions to their job (Aryee et al., 2012; Dai, Qin, 2016; Voxted, 2018; Bindl et al., 2019; Mondo et al., 2023). However, further research is warranted to experimentally ascertain whether POS and EE influence the causal interplay between job crafting and employee-driven innovation. In light of these considerations, the following hypotheses are posited:

*H5. Perceived organizational support mediates job crafting and employee-driven innovation.*

*H6. Employee engagement mediates the relationship between job crafting and employee-driven innovation.*

*H7. Job crafting is related to employee-driven innovation through the sequential mediating effect of perceived organizational support and employee engagement.*

## Research methodology

Our research was aimed at middle-level employees in the Indian IT industry, who play a direct role in implementing organizational strategies. We collected data from a total of 594 participants using snowball sampling technique. Snowball sampling is widely used to target hard-to-reach groups or larger populations by building a network of contacts and gradually increasing participation (Kirchherr, Charles, 2018). It was found that this strategy is beneficial when random sampling is not feasible due to the population with specialized, or dispersed nature (Biernacki, Waldorf, 1981; Goodman, 1961). However, snowball sampling has limitations, including selection bias and lack of generalizability, as it is noted, since it may not capture a representative sample and relies heavily on participants' social networks (Handcock, Gile, 2011).

Participants are middle-level employees that are essential for the implementation of strategies are senior managers, who guide departments and align operations with goals; managers, who handle regular responsibilities and resources; assistant managers, who support these initiatives; team leaders, direct teams and track their development; and specialists or analysts, offer knowledge and handle important data. We ensured respondents that their data would remain confidential and solely be used for research purposes, adhering to best practices in previous surveys (Spector, 2006). Among the collected responses, 56% were male, and 44% were female. The participant's mean age was 32.72 years, with most of them (390 out of 594) falling within the age range of 26 to 46 years. The standard deviation (SD) of 1.136 represents the average spread of ages around the mean, suggesting relatively minimal variability in the respondents' ages within this range. The average work experience within the current organization was 2.52 years, and 480 respondents had undergone two or more organizational tenures (*SD* = 1.11).

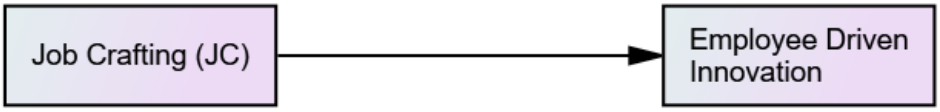


Figure 1. Direct relationship

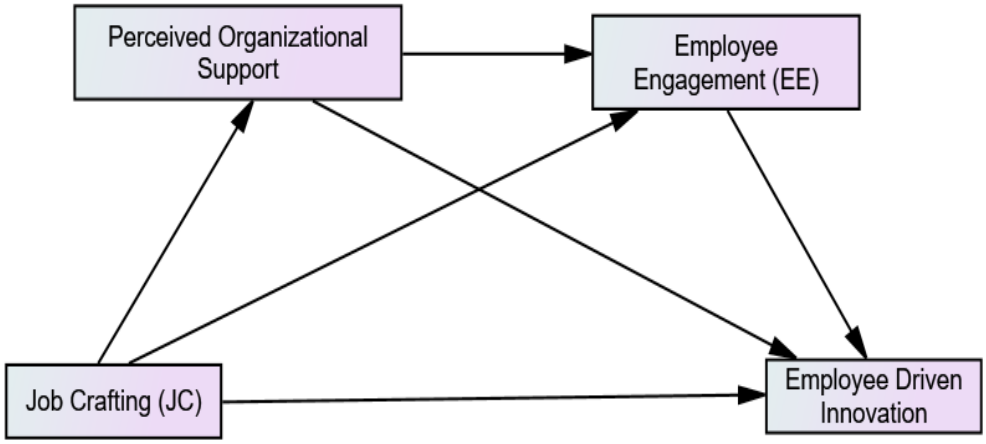


Figure 2. Indirect relationship

For our data analysis, we employed SPSS and AMOS to carry out confirmatory factor analysis (CFA), assessing the proposed model's reliability, validity, and goodness of fit. Our initial analysis examined the direct relationship between JC (as the predictor variable) and EDI (as the outcome variable) (Figure 1). Subsequently, we introduced mediating variables POS and EE to construct a sequential mediation model (Figure 2). In analyzing the mediation models, we followed the approach outlined by Baron and Kenny (1986), utilizing regression and bootstrapping techniques. To scrutinize the relationships further, we employed the Serial Sequential Model 6 using the SPSS Macro, analyzing 5000 bootstrap samples. We established 95% confidence intervals for sequential model analysis (Hayes, 2013).

**Measures**

A self-reported questionnaire on a 5-point Likert scale ranging from (1) «strongly disagree» to (5) «strongly agree» was completed by respondents. The study used established scales with tailored questions to better comprehend the responses.

***Job crafting***

To measure job crafting, the study employed 21-item scale, by M. Tims with colleagues which encompasses four subscales evaluating distinct facets of job crafting: amplification of challenging

job demands, enhancement of structural job resources, augmentation of social job resources, and reduction of obstructive job demands (Tims et al., 2012). Between these subscales, two were selected for this research. The first, "Increase in Structural Job Resources" (SJR), incorporates five items, including "I endeavor to enhance my capabilities." The second, "Reducing Burdensome Job Expectations" (RBJE), encompasses six items, beside one item inquiring, "I endeavor to limit engagement with individuals whose emotional problems affect me." The estimated Cronbach's Alpha value for this scale was 0.795.

***Employee engagement***

The research utilized the nine-item Utrecht Work Engagement Scale (UWES), established and confirmed by W. Schaufeli with colleagues, to evaluate employee engagement (Schaufeli et al., 2006). This scale includes three sub-scales: vigor (EV) (three items), dedication (ED) (three items), and absorption (EA) (three items). Statements for vigor include "I experience energy at work," "I feel passionate about my tasks," and "Time slips away while I am working." The estimated Cronbach's Alpha value for this scale was 0.789.

***Perceived organizational support***

Earlier it was designed a scale to evaluate perceived organizational support (Eisenberger et al., 1986). An edited version of 5-items deemed suitable for our study was selected from the validated scale. An illustrative item reads, "My organization offers assistance when I encounter difficulties." The calculated Cronbach's Alpha value for this scale was 0.804.

***Employee–driven innovation***

For the measurement of employee–driven innovation, a scale with three sub-dimensions was employed (Echebiri, Engen, Amundsen, 2021; Echebiri et al., (in press)). However, our study narrowed its focus to two dimensions: Idea Generation (IG), a four-item scale with a sample item being "I frequently formulate innovative solutions to work-related challenges," and Idea Development and Implementation (II), a six-item scale with a sample item stating "Implemented ideas are integrated into routine practices." The calculated Cronbach's Alpha value for this scale was 0.735.

## Results

Below, we present descriptive statistics in Table 1, showing the correlations between the factors examined. As anticipated, the study reveals a positive association between independent and dependent variables. Significant correlations are observed among JC, EDI, POS, and EE. To assess the reliability of the measures, we calculated Cronbach's Alpha values, which determine the dependability of the scores. The values obtained for the interest variables are all above 0.7, indicating high reliability. Specifically, the reliability scores were as follows: JC (0.795), EDI (0.804), POS (0.789), and EE (0.735) (Table 2). All scores fall within the acceptable minimum range of 0.70 (Anderson, Gerbing, 1988).

Table 1. Descriptive statistics and correlation analyses

| Descriptive statistics | | | | Correlations | | | |
|---|---|---|---|---|---|---|---|
| | Mean | Std. Deviation | N | JC | EDI | POS | EE |
| Job crafting (JC) | 4.0825 | .59503 | 594 | 1 | | | |
| Employee driven innovation (EDI) | 4.2054 | .41917 | 594 | .605** | 1 | | |
| Perceived organizational support (POS) | 4.1872 | .37131 | 594 | .772** | .893** | 1 | |
| Employee engagement (EE) | 3.7044 | .70647 | 594 | .659** | .667** | .708** | 1 |

** — Correlation is significant at the 0.01 level (2-tailed).

Table 2. Internal consistency reliability

| Variables | Cronbach α | N of items |
|---|---|---|
| Job crafting | .795 | 11 |
| Employee driven innovation | .804 | 10 |
| Perceived organizational support | .789 | 5 |
| Employee engagement | .735 | 9 |

### Multicollinearity

To assess multicollinearity, we examined tolerance and variance inflation factor (VIF) values (Table 3). The results indicated that all statistics met the necessary criteria, signifying the absence of multicollinearity. Tolerance values were below 1.0, and the VIF values for predictor variables were below 5, aligning with the guidelines proposed by Yu, Jiang, and Land (2015).

Table 3. Multicollinearity

| Model | | Sig. Tolerance | Collinearity statistics VIF | |
|---|---|---|---|---|
| 1 | (Constant) | .000 | | |
| | Job crafting | .017 | .564 | 1.773 |
| | Perceived organizational support | .000 | .739 | 1.353 |
| | Employee engagement | .000 | .486 | 2.059 |

a. Dependent variable: employee driven innovation

### Confirmatory factor analysis

The study explores the relationship between JC and EDI while considering the mediating effects of EE and POS. Confirmatory factor analysis (CFA) was conducted to ensure the convergent validity of the constructs in the measurement model. The measurement model comprised 35 items, eight subscales, and four constructs to analyze the validity and fit the model. During the analysis of the measurement model, standardized residual covariance and factor loadings were evaluated to assess model fit. Three items from JC, one from POS, and two from EDI were excluded based on the results obtained from CFA to enhance model fit. The outcome of the CFA indicated excellent model fit measures, which are presented in Table 4. ($\chi^2/df$ = 2.419, Goodness-of-fit index (GFI) = 0.915, Normed Fit Index (NFI) = 0.919, comparative fit index (CFI) = 0.95, Tucker — Lewis Index (TLI) = 0.942, Root mean squared error of approximation (RMSEA) = 0.049, standardized root mean squared residual (SRMR) = 0.037).

The RMSEA value of 0.049 is within the recommended threshold of 0.05, indicating a good fit for the proposed model (Hu, Bentler, 1999). Moreover, the model shows favorable fit indices (GFI = 0.915, CFI = 0.95, TFI = 0.942), with all values above 0.9, affirming the validity of the measures adopted for the study. The results from the Confirmatory Factor Analysis provide empirical support for the proposed model, indicating its reliability. Full details of the model fit measures can be found in Table 4.

To evaluate the reliability and validity of the constructs, we assessed discriminant validity (DV), convergent validity (CV), and composite reliability (CR) following the guidelines (Hair et al., 2014; 2017). The outcomes of these evaluations are presented in Tables 5 and 6. All calculated CR values exceed the threshold of 0.7 (Table 5), aligned with the criteria set forth by J. C. Anderson and D. W. Gerbing, who advocate for CR values exceeding 0.7 as an acceptable criterion (Anderson, Gerbing, 1988). This observation underscores the appropriateness of the items and constructs examined in the study, highlighting their robust internal consistency.

Table 4. Model fit measures

| Measure | Estimate | Threshold | Interpretation |
|---|---|---|---|
| CMIN | 844.264 | -- | -- |
| DF | 349 | -- | -- |
| CMIN/DF | 2.419 | Between 1 and 3 | Excellent |
| CFI | .950 | > .95 | Acceptable |
| SRMR | .037 | < .08 | Excellent |
| RMSEA | .049 | < .06 | Excellent |
| PClose | .658 | > .05 | Excellent |

Results fulfill the recommended criteria for both convergent validity (CV > 0.7) and average variance extracted (AVE > 0.5) (Table 5) by the parameters (Fornell, Larcker, 1981; Hair et al., 2006; 2010). These findings validate the constructions and affirm their convergent attributes. Discriminant validity (DV) is established when the square root of AVE surpasses the inter-construct correlation value. In our model, the squared correlations among the variables remained lower than the AVE scores (Table 6), aligning with the criteria (Malhotra, Dash, 2011; Hu, Bentler, 1999). This outcome validates the distinctiveness of the constructs from one another and corroborates satisfactory discriminant validity. Results find no concern regarding the reliability or validity of the hypothesized model. The model can be used for subsequent analysis.

Table 5. Reliability and validity

| Constructs | Subscale | Measured items | Factor loading | CR | AVE | MSV |
|---|---|---|---|---|---|---|
| Job crafting (JC) | Idea development and implementation (II) | II1 | .702 | .848 | .586 | .432 |
| | | II3 | .835 | | | |
| | | II4 | .849 | | | |
| | | II5 | .657 | | | |
| | Idea generation (IG) | IG1 | .904 | .884 | .657 | .498 |
| | | IG2 | .753 | | | |
| | | IG3 | .770 | | | |
| | | IG4 | .806 | | | |
| Employee driven innovation (EDI) | Structural job resources (SJR) | SJR2 | .807 | .886 | .661 | .432 |
| | | SJR3 | .825 | | | |
| | | SJR4 | .846 | | | |
| | | SJR5 | .773 | | | |
| | Reducing burdensome job expectations (RBJE) | RBJE1 | .826 | .868 | .625 | .016 |
| | | RBJE2 | .827 | | | |
| | | RBJE3 | .880 | | | |
| | | RBJE6 | .601 | | | |
| Perceived organizational support (POS) | Perceived organizational support (POS) | POS1 | .770 | .918 | .737 | .498 |
| | | POS2 | .897 | | | |
| | | POS3 | .864 | | | |
| | | POS4 | .896 | | | |
| Employee engagement (EE) | Employee dedication (ED) | ED1 | .823 | .866 | .683 | .386 |
| | | ED2 | .846 | | | |
| | | ED3 | .810 | | | |
| | Employee absorption (EA) | EA1 | .764 | .838 | .633 | .322 |
| | | EA2 | .865 | | | |
| | | EA3 | .755 | | | |
| | Employee vigor (EV) | EV1 | .631 | .763 | .52 | .322 |
| | | EV2 | .741 | | | |
| | | EV3 | .782 | | | |

Table 6. Discriminate validity

| Variable | II | IG | SJR | RBJE | POSi | ED | EA | EV |
|---|---|---|---|---|---|---|---|---|
| II | .765 | | | | | | | |
| IG | .062 | .81 | | | | | | |
| SJR | .657*** | .124** | .813 | | | | | |
| RBJE | –.022 | .126** | –.028 | .791 | | | | |
| POS | .017 | .706*** | .094* | .03 | .858 | | | |
| ED | .084* | .621*** | .152** | .02 | .561*** | .826 | | |
| EA | .019 | –.147** | -.011 | .058 | –.198*** | –.219*** | .796 | |
| EV | –.068 | –.218*** | -.136** | .017 | –.225*** | –.238*** | .568*** | .721 |

**Hypothesis and model testing**

In this study, our initial focus was examining the direct impact of JC on EDI using Amos. Subsequently, we evaluated the core model, which proposed a sequential relationship encompassing JC, POS, EE, and EDI. For the analysis of the sequential mediation model, as recommended by A. F. Hayes, we employed Model 6 and the SPSS Process Macro (Hayes, 2013). The versatility of the SPSS Process Macro is particularly advantageous for conducting regression analyses involving multiple variables, rendering it suitable for mediation and moderation analysis. To ascertain the direct and indirect effects, we employed bootstrapping with up to 5000 samples and a 95% confidence interval (CI), ensuring the statistical significance of the study. The outcomes were deemed significant when the lower limit of the confidence interval (LLCI) and upper limit of the confidence interval (ULCI) values did not encompass zero.

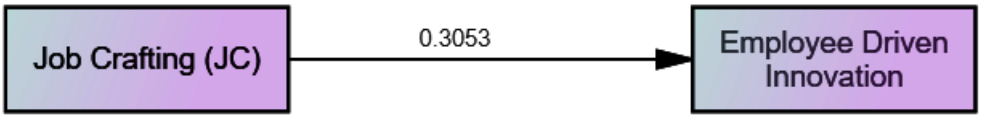


Figure 3. Direct relationship

The path coefficients of the serial mediation model are shown in Figure 4. The initial stage explored the direct relationship between JC and EDI, yielding a statistically significant outcome (Effect = 0.285, SE = 0.26, CR = 10.778, P-value < 0.001), as indicated in Table 7. Consequently, *Hypothesis 1* finds empirical support. Further, we analyzed the direct relationships between the other variables. The findings revealed a statistically significant positive correlation between JC and POS (Effect = 0.4992, SE = 0.549, T-statistics = 9.1002, *p*-value = 0.000, 95% CI, LLCI = 0.3915 – ULCI = 0.6069), affirming *Hypothesis 2*. Similarly, a positive and statistically significant association emerged between POS and EE (Effect = 0.2304, SE = 0.0194, T-statistics = 11.8767, *p*-value = 0.000, 95% CI, LLCI = 0.1923 – ULCI = 0.2684), substantiating *Hypothesis 3*. Likewise, a positive and statistically significant correlation was observed between JC and EE (Effect = 0.1499, SE = 0.0276, T-statistics = 5.4241, *p*-value = 0.000, 95% CI, LLCI = 0.0956 – ULCI = 0.2042), providing validation for *Hypothesis 4*.

Table 7. Result of hypothesis testing — direct relationship

| Construct — direct relationship | | | | Coeff | SE | *t* | *p* | LLCI | ULCI | Result |
|---|---|---|---|---|---|---|---|---|---|---|
| *Hypothesis 1* | EDI | — | JC | .3053 | .0324 | 9.424 | 0 | .2417 | .3689 | Supported |
| *Hypothesis 2* | POS | — | JC | .4992 | .0549 | 9.1002 | 0 | .3915 | .6069 | Supported |
| *Hypothesis 3* | EE | — | POS | .2304 | .0194 | 11.8767 | 0 | .1923 | .2684 | Supported |
| *Hypothesis 4* | EE | — | JC | .1499 | .0276 | 5.4241 | 0 | .0956 | .2042 | Supported |

Table 8. Direct relationship — with mediation

| Effect | SE | t | p | LLCI | ULCI |
|---|---|---|---|---|---|
| –.0045 | .0036 | –1.2395 | .2157 | –.0115 | .0026 |

Moving to the subsequent stage, we assessed the mediating roles of POS and EE between JC and EDI (Table 9). The outcomes unveiled that POS mediates the connection between JC and EDI (Effect = 0.0253, SE = 0.0033, 95% CI, LLCI = 0.0194 – ULCI = 0.0322), substantiating *Hypothesis 5*. Similarly, our analysis found that EE equally serves as a mediating factor between JC and EDI (Effect = 0.1610, SE = 0.0289, 95% CI, LLCI = 0.1051 – ULCI = 0.2203), validating *Hypothesis 6*.

Proceeding to the final stage, we examined the hypothesized sequential model, evaluating the direct impact of JC on EDI in the presence of mediating elements, namely POS and EE. As previously identified, the direct effect of JC on EDI remained positive and statistically significant (Effect = 0.285, SE = 0.26, *T*-statistics = 10.778, *p*-value < 0.001) (Table 7). However, with the introduction of the mediating components, the direct effect of JC on EDI transitioned to a negative and statistically insignificant outcome (Effect = –0.0045, SE = 0.0036, *T*-statistics = –1.2935, *p*-value = 0.2157, 95% CI, LLCI = –0.0115 – ULCI = 0.0026) (Table 8) (Figure 4).

Table 9 provides a comprehensive overview of the total, direct, and indirect effects acquired during the analysis of the hypothesized model. The total effect remained positive and significant (Total Effect = 0.3908, SE = 0.0332, 95% CI, LLCI = 0.2458 – ULCI = 0.3745). After incorporating the mediating factors EE and POS, the results unequivocally confirmed the mediating roles of both EE and POS in the connection between JC and EDI. Moreover, the findings derived from the sequential model underscored that JC indeed exerts a significant indirect impact on EDI through the mediating channels of EE and POS (Indirect effect = 0.1235, SE = 0.0179, 95% CI, LLCI = 0.0906 – ULCI = 0.1605), firmly supporting *Hypothesis 7*. The statistical significance was established at a 95% CI, with a *p*-value < 0.001, and the LLCI and ULCI values excluding zero.

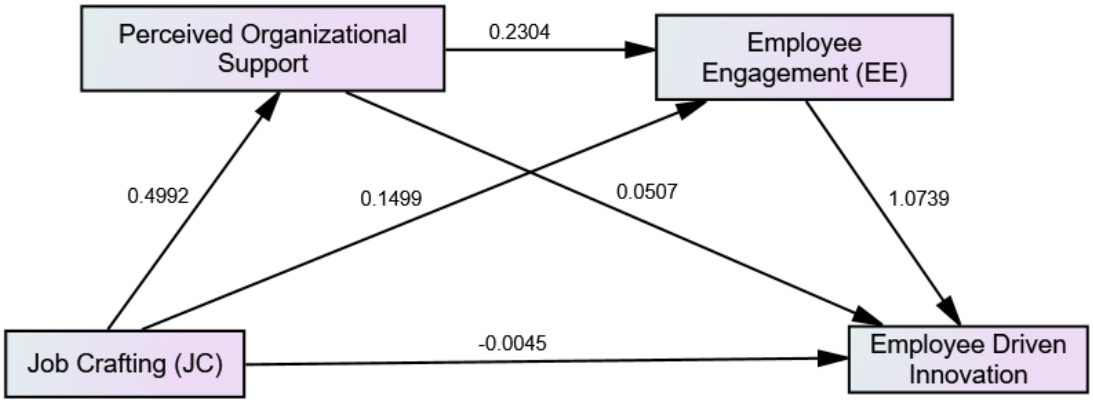


Figure 4. Sequential mediation model

The study's findings support the proposed sequential mediation model, indicating a significant indirect effect of JC on EDI through the mediating variables EE and POS. The analysis confirms the validity of the hypothesized relationships. It contributes valuable insights to the understanding of JC and its impact on EDI in the context of our study.

Table 9. Result of sequential model hypothesis testing — indirect relationship

| Construct — indirect effect | Effect | Boot SE | Boot LLCI | Boot ULCI | Result |
|---|---|---|---|---|---|
| TOTAL | .3098 | .0331 | .2445 | .3745 | |
| H5 JC –> POS –> EDI | .0253 | .0033 | .0194 | .0322 | Supported |
| H6 JC –> EE –> EDI | .1610 | .0289 | .1051 | .2203 | Supported |
| H7 JC –> POS –> EE –> EDI | .1235 | .0176 | .0906 | .1594 | Supported |

## Discussion

The primary objective of this study was to explore the interaction between JC and EDI at the individual level. We hypothesized that POS and EE would mediate the positive relationship between JC and EDI. Our analysis followed a three-stage framework. Initially, we examined the direct impact of JC on EDI without mediators. The results supported *Hypothesis 1*, confirming JC's positive effect on employee-driven innovation (Table 7). Additionally, *Hypotheses 2, 3,* and *4* were upheld, revealing significant associations between JC and POS, POS and EE, and JC and EE (Table 7, Figure 4). This aligns research showing that organizational support fosters employee creativity (Denis et al., 2012).

In the second stage, we explored the specific mediating roles of POS and EE in the JC — EDI relationship (Table 9). The results highlighted substantial mediating effects of both POS and EE. In the third step, we tested a sequential model based on our hypotheses, finding that POS and EE sequentially mediate the JC — EDI link (Table 9). The direct impact of JC on EDI became insignificant when accounting for mediators (Table 8). However, the indirect effect of JC on EDI through POS and EE remained significant. These findings suggest that enhanced POS and EE can foster increased JC and promote EDI.

Our results align with the JD–R model, emphasizing the role of resources in managing job demands for optimal performance. The findings also support that JC enhances challenging job demands while reducing hindrances (Tims et al., 2012; Lichtenthaler, Fischbach, 2018). This is consistent with earlier research identifying work engagement as a mediator in HRM models (Denis et al., 2012; Bakker, Demerouti, 2007; Takeuchi, 2009). Organizations can enhance JC by encouraging staff engagement and creativity. This study establishes an evident connection between JC and EDI alongside examining POS and EE as mediators. The findings support our approach and provide significant information for organizations aiming to encourage innovation and improve EDI.

## Theoretical contributions

This study contributes to our understanding of how organizations promote JC and EDI through POS and EE, leading to three key conceptual developments.

First, the research demonstrates a direct relationship between JC and EDI. It suggests that JC encourages people by developing a sense of purpose in their jobs and enables them to help contribute successfully to organizational goals. By shaping job roles, this autonomy supports EDI (Harrison, Wagner, 2016; Zhang et al., 2018). Employees optimize working conditions and address challenges by modifying their jobs, hence driving organizational creativity (Bindl et al., 2019; Kanter, 1988). These findings align with previous research, which shows that JC promotes beneficial effects and capacity expansion, fostering engagement in innovative work behavior.

Second, the results reaffirm the roles of POS and EE are mediators in the JC-EDI relationship. The findings support the significance of POS and EE as mediators in the JC-EDI connection, enhancing good behaviors and enhancing employee productivity (Troughgakos et al., 2015; Khoreva, Wechtler, 2018; Gardner et al., 2020; Lockwood, 2007; Kim, Rubianty, 2011). The results indicate how employees' JC initiatives enhance resources while minimizing challenges (Petrou et al., 2012). This indicates a significant connection between employee management practices and employee productivity (Snape, Redman, 2010; Obeidat et al., 2016).

Third, the study's findings confirm the hypothesis that JC has an overall and beneficial influence over EDI through POS and EE in a sequential manner. According to the research, an employee's motivation to improve performance has a significant effect on their opinion of the organization (Andrade, Westover, 2019; Cawley et al., 1998; Petrick, Quinn, 1997). This connection coincides with

the findings of K. Alfes with colleagues, who identified relationships between supervisory support, HRM practices, and employee performance (Alfes et al., 2013).

These results align with the Job Demands — Resources strategy, that extends its scope beyond employee engagement to employee-driven innovation. Demand Control Model (DCM) and the Effort Reward Imbalance Model (ERI) stress the inverse link between work needs and resources (Demerouti et al., 2001; Lesener et al., 2020). Effective firms allocate adequate resources to establishing processes which incorporate ingredients that promote favorable employee perspectives. Employee well-being is affected by fairness and transparency, and HRM techniques centered on resource identification improve employee and business performance. In accordance to these theories, insufficient resources enhance stress at work resulting from job demands. The study emphasizes the need to handle employee resource demands fairly and in accordance with cognitive desire (Adam et al., 2021). Furthermore to the research, firms should create an internal climate that fosters employee engagement and supports creative thinking in order to fulfill organizational goals (Carasco-Saul et al., 2015; Hakanen et al., 2016). The current study shows that JC and the mediating variables POS and EE influence EDI, confirming the idea that increased employee engagement and organizational support affect work behavior, promoting innovative approaches.

**Practical implications**

Businesses now recognize the significant benefits of job crafting for fostering employee innovation, thereby enhancing overall corporate performance. Elevating EE is pivotal in cultivating a workforce that actively engages in job crafting and showcases inventive thinking. As organizational support strengthens, employee engagement deepens. Similarly, motivated employees with strong employer backing are more likely to exceed expectations and substantially contribute to advancing business goals.

Moreover, the synergy of JC with robust organizational support fosters heightened employee allegiance to the company. Organizational leadership is key to encouraging employees to embrace inclusivity and proactively embrace innovation (Ramalu, Janadari, 2022). This underscores the necessity of harmonizing organizational support and EE in JC. Integrating JC and EDI as organizational and individual success markers is crucial in today's fast-paced corporate landscape. This fusion can mitigate the potential drawbacks of JC. By promoting JC and acknowledging its potential to drive innovation, companies motivate employees to take the initiative and significantly impact the company's achievements.

**Limitations**

While this study offers insights, it acknowledges limitations and suggests future research directions. Firstly, the study's conclusions are tied to the current business context, urging consideration of potential changes. Second, upcoming studies could explore developing mediation or moderation with additional factors, offering a comprehensive understanding of complex relations. Third, alternative approaches could assess work qualities and activities, unveiling subtler aspects of job design, engagement, and creativity interplay. Fourth, models considering the social dynamics of job creation could yield deeper insights. Finally, longitudinal and quasi-experimental studies with many time points are recommended for establishing causal links. Such study approaches would allow a more accurate assessment of the causal relationship between job crafting, work features, and employee outcomes. While this study improves our understanding of employee-driven innovation, job crafting, and organizational support, it also provides the framework for future research to overcome gaps and broaden our knowledge.

## Conclusion

This study unveils a significant direct impact of JC on EDI, complemented by an indirect influence through POS and EE. The empirical validation of the sequential model lends credibility to our findings. This aligns with the concept that heightened employee engagement and organizational support induce shifts in work behavior, fostering innovative work practices. Our research aligns with the Job Demand — Resources framework, underscoring the reciprocal connection between job demands and resources (Demerouti et al., 2001; Lesener et al., 2020). Furthermore, the demand control model (DCM) and the effort reward imbalance Model (ERI) contribute to our investigation. The study accentuates the value of HRM strategies that allocate job resources according to demand, as these models highlight that inadequate resources can escalate stress due to intensified job demands (Ali, Mehreen, 2020; Mohanty, Arunprasad, 2020). Addressing employee resource needs in a balanced and rational manner, in line with cognitive inclinations, emerges as a pivotal consideration. Consequently, this study underscores the need to foster an internal environment that promotes employee engagement, thus facilitating innovation.

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Received 05.01.2024

# Связь между настройкой работы и инновациями, инициированными сотрудниками: опосредующая роль воспринимаемой организационной поддержки и вовлечённости сотрудников

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**Аннотация**. *Цель*. Целью данного исследования было объяснить взаимодействие между настройкой работы (*job crafting*) и инновациями, инициированными сотрудниками (*employee driven innovation*), при опосредующей роли воспринимаемой организационной поддержки и вовлечённости сотрудников. *Дизайн исследования*. В данном исследовании предлагается последовательное выявление опосредующих переменных, направленное на повышение эффективности организации. Выборка включает 594 сотрудника индийской ИТ-индустрии. В исследовании применялись SPSS и SPSS AMOS для разработки модели измерения, а также PROCESS MACRO Model 6 для анализа последовательного опосредствования. *Результаты*. Настройка работы приводит к инновациям, инициируемым сотрудниками, посредством воспринимаемой организационной поддержки и вовлечённости сотрудников. Результаты показывают, что организации могут развивать инновационное поведение сотрудников, поощряя настройку работы. Кроме того, ключевыми факторами были восприятие сотрудниками организационной поддержки и вовлечённости в работу. *Значение для практики.* Результаты исследования предлагают модель, которая поощряет настройку работы и инновации, инициируемые сотрудниками, посредством воспринимаемой организационной поддержки и вовлечённости. Организации могут разработать механизм, побуждающий сотрудников адаптировать и изменять свою работу для создания инновационных процессов и продуктов. Организации могут обеспечить инновационное поведение сотрудников посредством поддерживающей и вовлекающей рабочей среды. *Ценность результатов*. На сегодня необходимо больше исследований, изучающих последовательную связь между настрой работы, инновациями, инициируемыми сотрудниками, воспринимаемой организационной поддержкой и вовлечённостью сотрудников. В данном исследовании используется многоуровневый анализ для выявления новой связи между созданием рабочих мест и инновациями, инициированными сотрудниками. Хотя в предыдущих исследованиях изучались различные взаимосвязи между переменными, методология и исследуемая модель вносят свой вклад в имеющуюся литературу.

**Ключевые слова:** вовлечённость сотрудников, настройка работы, воспринимаемая организационная поддержка, организационная эффективность, инновации, инициированные сотрудниками.