

Impact of Job Crafting on Employee's Innovative Work Behaviour in Renewable Energy Companies in Amman

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Abstract: - Employees that are highly engaged are more likely to put out effort in their given responsibilities, solve problems creatively and innovatively, and show initiative and enthusiasm at work. The service company has become innovative. Due to the obvious short product life cycle and globalization, companies cannot imagine growing without innovation. Unlike in the past, when the quest for innovation was limited to a select few, today's search for innovation involves all of the company's employees. Hence, this study examined impact of job crafting on employee's innovative work behavior in Renewable Energy Companies in Amman. The data were collected from 200 managers, heads of departments, production supervisors and workers in renewable energy companies. In addition, the study employed Multiple Regression Analysis. The results of this study showed that task crafting, cognitive crafting and relation crafting have significant and positive effect on innovative work behavior in Renewable Energy Companies in Amman. This research is aimed to get a deeper understanding of job crafting and its micro level investor consequences, which have never been studied previously.

Key-Words: - Innovative Work Behaviour, Job Crafting, Multiple Regression Analysis, Renewable Energy

Received: March 2, 2022. Revised: July 13, 2022. Accepted: August 11, 2022. Available online: September 7, 2022.

1 Introduction

Innovative work behavior has become increasingly vital [1] and an essential condition for organizational survival response to the different growth prospects, globalization, and expanding conflicting demands [2]. This is especially true in quality of service provided businesses, such as those in the renewable energy companies, where continuously changing customers' needs constitute employees who are adaptable to change. These companies are now encouraging their staff to come up with and execute new ideas that will help them significantly boost efficiency and durability of their services [3, 4]. Management support has the capacity to support innovative work behaviour by inspiring people and creating an environment that fosters the growth of their creative and inventive skills, resulting in increased innovation processes and improved competitive advantages for the company [5, 6].

Even though the twenty-first century have not yet reached, a feeling of gloom pervaded about the highly competitive environment world that awaited. It was projected that in order to be competitive in the world economy of the twenty-first century, companies would need to be inventive [7]. Companies today, at the conclusion of the first quarter of the twenty-first century, consider

themselves in a highly competitive environment where they are pressured to constantly reinvent their goods, services, and processes. These innovations are inspired by employees referred to as knowledge employees bringing unique ideas to the forefront of the company, allowing them to take on a larger role [8].

Companies have started to encourage and assist individuals in order to harness their creative potential across businesses, allowing them to engage in innovative work behavior [9]. Firms all around the globe are experimenting with methods to encourage workers to engage in innovative work behavior [10]. The use of appropriate management is one of the many variables that may favorably inspire employees to develop innovative work behavior and, as a result, provide the company a competitive advantage [11]. Managers' efforts at reform are known as organizational change when they are used to bring about beneficial changes in employee behavior that benefit the organization. Employees must adapt to changes in order for an organization to develop throughout time. The long-term goal of managers in organizations is to adjust to the situation while also influencing it [12].

Job features can have a significant effect on job demands and resources. According to the job demands-resource (JD-R) paradigm, some job demands are largely linked to poor health and

energy, whereas certain job resources are mostly linked to employee engagement. Employees can use the JD-R model to improve their job resources and requiring job demands while decreasing their impeding job demands [13]. Job crafting is described in this research as the adjustments that people make to match their job resources and responsibilities with their own strengths and requirements [14]. Employees who try to improve resources by adapting their job features, we believe, will boost their innovative work behavior. Multilevel analysis has received little attention in recent studies on job crafting and Innovative work behavior. The influence of job crafting on innovative work behavior was investigated in this study. To best knowledge of the researchers, this is the first study to investigate at this relationship, particularly in Jordan's renewable energy sector. The remaining sections of this study are as follows. Section two discussed the literature review of variables, section three discussed the research methodology, section four discussed the research findings, while the last section discussed the conclusion of the study.

2 Literature Review

2.1 Effect of Job Crafting on Innovative Work Behaviour

As shown by [15], top - down management techniques may be used to give job resources to employees. Employees can also use a bottom-up method to build or mobilizeresources by seeking input and assistance from their bosses. The availability of appropriate employment resources can boost a person's motivation, well-being, and dedication to coming up with new ideas using present job resources [6]. How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. *European Journal of Innovation Management* [4]. Employees are encouraged to invest resources in the development of additional resources [5].

Consequently, researchers believed that committed and successful workers will have a lot of resources to spend in their jobs and will thus exhibit behaviors that are not even technically mandated. Employees who have access to resources are more likely to be enthusiastic about their jobs and to act in ways that benefit the company and/or other employees. Furthermore, according to social exchange theory, employees with resources are required to invest

these resources in completing their jobs [16]. They may use these numerous resources to come up with and innovate. Employees participate as active agents in the job crafting process, molding, reinventing, and creating their jobs to create a good person-job fit in their workplace [17]. Leaders have a critical role in the social environment of work, and firms will benefit if they motivate their staff to adopt growth tactics like job crafting, which increases employee engagement and high attendance [18]. Employees who construct their work modify tasks or connections, add new employment resources, and lessen the pressures on them.

Employees can consequently boost resources and lower demands (e.g. reducing challenging components of the job by changing their resources or demands to better meet their particular needs and skills [19]. Job crafting entails employees altering specific parts of their work, such as how they function, interact with coworkers, and think about their jobs. When seen in a favorable light, these acts may assist an employee in performing better and enjoying their work more. Actions that are not generally rewarded but yet assist the business are considered innovative work behavior. This is likely that the more employees participate in crafting activities, the more confident they get in their ability to come up with innovative new ideas or responsibilities and perform them effectively. Employees can construct depending on their resources, according to the work demands and resource model [20].It may be easier for the person to craft if they have more employment resources. Job crafting enables individuals to consider their particular requirements and restructure their job procedures as a result, resulting in long-term organizational transformation [21].

Employees feel energized, eager, and interested in addressing these issues, which makes the process of change easier. Employees are encouraged to try out new methods of doing things as a result of job crafting. When employees are given the flexibility to seek new resources to address the monotony of completing the same routine chores with the support of present resources, boredom, emotional tiredness, irritation, and burnout all diminish significantly. Job crafting can also benefit employees by allowing them to respond to the company's and other decision makers' ever-changing expectations. Employees are not confined in ineffective procedures, and they may seek tools to proactively search for places where change can be transformed into a more engaging and effective experience.

2.2 Job Crafting

Improvements to a job that are instigated by an employee, such as shifting relational constraints, task constraints, and cognitive constraints [22]. Despite the simplicity of the description, the variability of work across sectors makes developing a single scale to quantify job crafting for people working in various professions challenging, as activities, relationships, and meanings fluctuate from job to job. Times and colleagues developed a more comprehensive description. They described job crafting as adjustments made by workers to the set of job demands and resources to make it more fit for their needs and interests, using the JDR model [23]. This formulation solves the difficulty of creating a universal scale that could be used in a variety of professions. Any work may be deconstructed into a collection of requirements and resources. The characteristics of a work that require effort or because strain is referred to as job demands [20]. Job resources, on the other hand, are features of a job that aid an employee's performance [24]. The concept of job crafting is to flip the typical power dynamic between employee and management on its head. Historically, the manager was the one who knew the task and had a significant or complete voice in determining the employee's job design. The overall choice to design the job continued with the supervisor, even if there were shifts from the early efficiency job characteristics to the later engagement productivity improvement techniques [25]. With the growth of the information economy, the manager's influence began to wane. With the rise of the information economy, the manager's historical capacity to define the work begins to decline [5]. Because of the rapid speed of technological development, last year's job design did not work for this year's job [26].

As a result, top-down attempts to making the job more inspiring for employees were proven to be ineffective. The rising power of knowledge workers, along with the manager's poor job enrichment initiatives, prepared the way for employees to play a larger role in job design. Job crafting was the concept that embodied employee-initiated modifications in job design. Unlike job enrichment, job crafting is a bottom-up method [23]. As people initiate job modifications, their efficacy in ensuring employee engagement is greater than top-down approaches to job enrichment. Job crafting is highly important in today's information economy, when occupations are complicated and ever-changing, since it allows employees to adapt their employment to make them more meaningful, engaging, and therefore more gratifying [27]. There is scientific evidence that job designing is beneficial to both the

person and the organization. Work crafting has been proven to be beneficial in improving employee well-being, job satisfaction [28], and person-job fit.

According to [19], job crafting dimensions are divided into three categories: job crafting, the environment in which employees collaborate in the workplace (relationship crafting), and work-related thinking (cognition crafting), as detailed as: Task crafting is the process of modifying a job's task by including changes in the job's content, as well as the job's kind or nature; Relationship crafting is a shift in events and surroundings that improves the quality and quantity of interpersonal engagement or alters the style of interpersonal interaction in the workplace; and Cognition crafting is the process of altering one's experience of work by changing one's beliefs or thinking.

2.3 Innovative Work Behaviour

Simply described, innovative work behavior is the creation and implementation of an idea [29]. Innovative work behavior is defined as an individual's activity aimed at generating new helpful ideas about processes, products, or procedures inside a work position, group, or organization [30]. Innovative work behavior encompasses not only the production and execution of new ideas, but also the adoption of an idea from someone else that is new to the organization in which it is being presented and executed [31].

Work behavior that is innovative is complicated and sequential [32]. Concept generation, idea promotion, and idea implementation are the three steps [33]. To bring each level to fruition, different abilities are required. For example, idea generation need higher cognitive abilities, whereas idea propagation necessitates sociopolitical abilities. These stages are not always in order; they may occur concurrently, making the entire process of innovative work behavior more complicated [34]. Organizations strive to develop innovative work behavior among their staff since it is highly valued. It is advantageous to both the employees and the company. Employees that exhibit innovative work behavior have a better degree of satisfaction [14], as well as higher performance. On the other hand, innovative work behavior has been linked to a firm's innovative performance at the organizational level.

2.4 The Theoretical Model

In order to create a conceptual structure to direct this paper, the theoretical context and empirical studies regarding the Innovative Work Behaviour, as well as the theoretical framework on Job Crafting and Innovative Work Behaviour, were reviewed and incorporated. The model described here was

proposed to investigate the effect of Job Crafting (Task Crafting, Cognitive Crafting, and Relational Crafting) on Innovative Work Behaviour. Three main classes of variables compose of the conceptual framework. These are: Job Crafting as the independent variable; and Innovative Work Behaviour as the dependent variable. The following figure represented the hypothesis and research model.

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3 Method

The data was collected from managers, heads of departments, production supervisors and workers in renewable energy companies. The managers, heads of departments, production supervisors and workers in renewable energy companies were contacted and asked to participate in the survey. A total of 200 were responded and shared their data. The response rate was 89%. In addition, Innovative work behavior (IWB) items were adopted and modified from [35]. Moreover, Job crafting was measured with the help of Tims, Bakker and Derks scale that was developed in terms of job demands and resources (Tims et al.,

2012). There were overall 21 items (Task Crafting (8); Cognitive Crafting (7); and Rational Crafting (6) in the scale that were measured on a five-point Likert scale where 1 was used to denote “strongly disagree” while 5 was used to denote “strongly agree. The study used multiple regression analysis approach for data analytical techniques.

4 Results

IBM SPSS Statistics version 25.0 was used to analyse the data. The extrapolation approach is used in this analysis to screen for non-response bias. The most widely used approach is extrapolation, which includes comparing early and late respondents for potential differences in populations and mean values of other primary constructs [36]. An unbiased sample t-test was used to compare the answers of the first 50 and last 50 questionnaires for this reason. The results of the independent sample t-test showed that the mean values of both classes were not significantly different at the 0.05 stage (first 50 respondents vs last 50 respondents). As a result of the results of the independent sample t-test, it was determined that there was no significant variation between the responses of both groups; hence, non-response bias was not an issue in this analysis. A comprehensive review process was carried out as part of the data processing planning. Data was checked for outliers, and missing values. About the fact that there were few missed values, the commonly recommended method of mean substitution was used to manage them. One of the most sought-after advantages of the mean replacement strategy is that it does not change our sample size (unlike list-wise and pair-wise deletion) while maintaining the mean values of all variables [37].

Table 1. Descriptive Statistics and Correlation Matrix

	Mean	Std. Deviation	Innovative Work Behaviour	Task Crafting	Cognitive Crafting	Relational Crafting
Innovative Work Behaviour	4.320	0.479	1.000			
Task Crafting	4.150	0.529	0.796	1.000		
Cognitive Crafting	4.142	0.719	0.533	0.529	1.000	
Relational Crafting	4.243	0.649	0.55	0.549	0.618	1.000

Table 1 above showed the mean and standard deviation of the variables. The results revealed that

Innovative Work Behaviour mean and standard deviation were 4.320 and 0.479 respectively. In addition, results showed that Task Crafting mean

and standard deviation were 4.150 and 0.529 respectively. Moreover, results discovered that Cognitive Crafting mean and standard deviation were 4.142 and 0.719 respectively. Additionally, results revealed Relational Crafting mean and standard deviation were 4.243 and 0.649

respectively. Moreover, the results of correlation matrix showed positive correlation among the variables. Table 1 also indicated that the data is free from the issue of multicollinearity since all the correlation values were below 0.85.

Table 2. Regression Analysis Results

	Beta	Std. Error	T-Statistics	Sig.	Tolerance	VIF
(Constant)	1.162	0.168	6.917	0.000		
Task Crafting	0.631	0.046	13.717	0.000	0.679	1.472
Cognitive Crafting	0.542	0.049	11.061	0.000	0.322	3.109
Relational Crafting	0.741	0.056	13.232	0.000	0.312	3.203

The results in the table 2 showed that all the direct paths with different p-values in the regression model were significant. At a p-value of less than 0.05, hypotheses are significant. The t-statistics and p-values of Task Crafting in predicting Innovative Work Behaviour in Renewable Energy Companies in Amman were 13.717 and 0.000, respectively, as shown in Table 5. This implies that 0.000 was the possibility of achieving a critical magnitude ratio as high as 13.717 in definite value. Therefore, the regression weight of the Task Crafting in determining the Innovative Work Behaviour was significantly different from zero at the 0.050 stage (two-tailed). In addition, the standardized Beta value was 0.631, implying a positive linkage. This implies that Innovative Work Behaviour rises by 0.631 standard deviations when Task Crafting rise by one standard deviation. Furthermore, Table 2 showed

that in estimating Cognitive Crafting, the outcome of t-statistics was 11.061 with a p-value of 0.000. The standardized Beta value was 0.542, implying a positive relationship. Therefore, Innovative Work Behaviour increases by 0.542 standard deviations as Cognitive Crafting increases by one standard deviation. In addition, Table 2 showed that the t-statistics result was 13.232 with a p-value of 0.000 for Relational Crafting in Innovative Work Behaviour prediction. The Beta's standardized estimate was 0.741, suggesting a positive linkage. Therefore, Innovative Work Behaviour improves by 0.741 standard deviations when Relational Crafting is one standard deviation. Furthermore, the Table 3 showed that 65.40 percent of the variation currently used is explained by Task Crafting, Cognitive Crafting, and Relational Crafting, 34.60 percent of the Innovative Work Behaviour is clarified by itself.

Table 3. Coefficient of Determination

	R	R ²	R ² Adjusted
Organizational Excellence	0.709	0.654	0.648

5 Discussion and Conclusion

The impact of job crafting on innovative work behavior in Jordan's renewable energy sector was investigated in this study. Job crafting has a significant and positive impact on innovative work behavior, according to the findings. This positive influence supports the findings of Mulyati, et al., (2019). This shown that job crafting is a strategy to increasing innovation in the workplace by adding new features in terms of career progression, earnings, or employment resources. Employee working circumstances, including growth, might be affected by organizational restructuring in unanticipated and uncertain situations. It has an influence, particularly when

there are variations in the attributes, variety (Mulyati et al., 2019), and specifically when there is the option to undertake job crafting, employees can adapt the environment or work to restore significance in their jobs. One of the work demand characteristics that is similar to motivation is job crafting. The findings of this hypothesis also support De Spiegelare (2014) prior study. The findings showed that job crafting and innovative work behaviour have a positive relationship. Based on the findings, this study's issue formulation may be addressed. Job crafting has a considerable favorable impact on inventive behavior. Cultivate competition connected to work innovation as a method to encourage millennial generation employees to build their own jobs. Workplace innovation competitions

that are accompanied by an acknowledgement of these accomplishments can instill emotions of inventiveness in employees and have ramifications for their engagement. Future research should collect data from various of sources, such as evaluating workers' innovative work behavior and conducting in-depth interviews with them. This is done in order to offer full information regarding workers' innovative behavior and to evaluate employee assessments with those of their supervisors.

Acknowledgement:

The Authors is grateful to the Zarqa university, Jordan for the full financial support granted to this research project.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself

The Authors is grateful to the Zarqa university, Jordan for the full financial support granted to this research project.

Conflict of Interest

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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