



The Impact of Job Crafting on Employees' Radical Innovative Behavior

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Abstract. Radical Innovative Behaviors have received widespread attention from academia and practice due to their ability to maximize self-actualization of employees in organizations. Job Crafting, an employee-initiated self-directed work redesign behavior, plays an indispensable role in this process. Based on the resource conservation theory and the perspective of job crafting (promotion-focused), this study uses SPSS 27.0 to test the research hypotheses through 567 questionnaires. The results show that promotion-focused job crafting positively affects employee radical innovative behavior. This study extends the antecedent research of employee radical innovative behavior, and the research findings provide useful references for enhancing employee innovation management practices.

Keywords: Promotion-focused job crafting, radical innovation behavior, Organizational Behavior

1 Introduction

In recent years, geopolitical conflicts have persisted, and the global economy has been in a state of instability and volatility, with escalating economic and trade uncertainties. Enterprises are confronted with unprecedented challenges. Against the backdrop of an increasingly complex and unstable external business environment, innovation has emerged as the core driving force for the survival and sustained development of enterprises. As the executors of enterprise innovation strategies, whether employees can exhibit effective innovative behaviors is crucial for the successful implementation of innovation strategies by enterprises. Since the advent of the digital economy era, the rapid competitive rhythm has intensified the demand for employee innovation among various enterprises, particularly radical innovative behaviors of employees, namely those innovative activities that can fundamentally transform the operation and business models of the organization. Such innovative behaviors can bring about disruptive products and services for enterprises, enabling them to obtain a lasting competitive edge in the fierce market competition. Hence, exploring how enterprises can stimulate radical innovative behaviors of employees in the digital age has become an important management topic.

Job crafting is the process by which employees shape and redefine work tasks, perceptions, and interactions to optimize their fit with work¹. Previous studies have shown that promotion-focused job crafting has positive effects on employees' creativity² and job performance³. The research on moderation-oriented job reshaping provides theoretical basis and practical guidance for employee job redesign and organizational intervention, and becomes a new perspective of job reshaping research. To sum up, based on the resource conservation theory and the perspective of job crafting (promotion-focused), this paper discusses the impact of promotion-focused job crafting on employees' radical innovation behavior, in order to provide useful enlightenment for enterprises to stimulate employees' radical innovation ability in practice.

2 Theoretical Analysis and Research Hypothesis

Job crafting refers to the process by which employees actively adjust or make substantial changes to their work content, work style, or work relationships in order to better align their work with their professional identity, skills, and values¹. Tims et al. (2012) put forward four forms of job crafting, among which two kinds of job crafting strategies involve job requirements, that is, reducing obstructive job requirements and increasing challenging job requirements; the other two involve job resources, that is, increasing structural job resources and social job resources⁴. Based on the regulation focus theory, Lichtenthaler and Fischbach (2018) classified increasing structural work resources, increasing social work resources, and increasing challenging work requirements as promotion-focused job crafting. Classify the need to reduce impediments as prevention-focused job crafting⁵.

According to the theory of resource conservation, when resources are threatened or lost, resource-rich individuals can effectively cope with the pressure, timely stop the loss and show higher work enthusiasm.⁶ In order to make up for the lost resources and further obtain resources, employees may adopt the promotion-focused job crafting.

Radical innovation involves a large number of unknown tasks, requires the integration of heterogeneous resources and the formation of various new ideas, and involves very complex activities with high uncertainty and risk⁷. Employees who adopt the promotion-focused job crafting usually have a strong desire for self-improvement and a higher motivation for innovation, and constantly improve their innovation performance through active work adjustment. First, Employees increase structural resources by seeking learning and growth opportunities. Through digital tools, employees can better integrate heterogeneous resources across departments, providing a resource base for employees to carry out radical innovative behaviors. Secondly, employees increase social resources by seeking support and feedback from leaders or colleagues, and the activities involved in radical innovation behavior are highly uncertain and risky. The openness and inclusiveness of organizational culture directly affect the motivation and behavior of employees to innovate, and when employees believe that the company will support their innovation attempts and will not be punished if they fail, they are more likely to take risks and try new approaches. Finally, employees increase challenging work de-

mands by completing complex tasks and goals. The activities involved in radical innovation are very complex and challenging for employees, and the completion of these tasks and goals requires employees to have a high degree of adaptability, creativity and problem-solving ability⁸. Challenging work demands push employees to think deeply, and when employees are faced with such tasks, they use all available resources, including the latest technological tools, industry best practices, and cross-domain knowledge to find solutions. This process forces employees to push the boundaries of their knowledge and skills into a whole new area of problem solving.

H1: Promotion-focused job crafting has a positive effect on radical innovation behavior.

3 Method

3.1 Sample

The data were obtained by sending questionnaires to employees of several companies, and all participants were assured that the questionnaires would be filled out anonymously and the responses would be kept strictly confidential. The industries covered by the survey include a variety of sectors, such as finance, manufacturing, and information transmission, software and information technology services. A total of 768 questionnaires were issued and 684 were returned, of which 567 were valid. Male employees accounted for 50.44%.

3.2 Measures

The scales used in this study are all original English scales widely used in previous studies, and the five-point Likert scoring method is used for measurement.

(1) Promotion-focused job crafting: Using the scale compiled by Tims et al. (2012), there are a total of 15 items, among which, adding structural work resources includes 5 items, such as "I will give full play to my ability at work"; The addition of social work resources includes five items, such as "I will actively seek opinions from colleagues"; The requirements for more challenging work include five items, such as "When an interesting project comes up, I will volunteer as a project partner"⁴. Cronbach's α was 0.962.

(2) Radical innovation behavior: Using the scale developed by Madjar et al. (2011), there are three measurement items in total, such as "I can propose a new working mode"⁹. Cronbach's α was 0.868.

In addition, the employee's gender, age, corporate scale were used as control variables.

4 Results

4.1 Correlation Analysis

Table 1 shows the results of descriptive statistics and correlation analysis of variables. The results showed that increasing structural work resources ($r=0.301$, $p<0.01$), increasing social work resources ($r=0.326$, $p<0.01$) and increasing challenging work requirements ($r=0.361$, $p<0.01$) were significantly positively correlated with employees' radical innovation behavior. Hypothesis 1 and hypothesis 2 are preliminarily supported.

Table 1. Results of descriptive statistics and correlation coefficients (N=567)

	Mean Value	Stand-ard de- viation	1	2	3	4
1.Add structure	3.155	0.992	1			
2.Be social	3.099	0.904	0.906**	1		
3.Increase the chal- lenge	3.073	0.927	0.903**	0.894**	1	
4.RIB	3.203	1.039	0.301**	0.326**	0.361**	1

** . At level 0.01 (two-tailed), the correlation is significant.

4.2 Hypothesis Testing

In this study, SPSS 27.0 was used for hierarchical regression analysis. The results in Table 2 show that increasing structural job resources ($\beta=0.280$, $p<0.01$), increasing social job resources ($\beta=0.344$, $p<0.01$) and increasing challenging job requirements ($\beta=0.373$, $p<0.01$) are significantly positively correlated with employees' radical innovation behavior. Hypothesis 1 and hypothesis 2 are supported and verified.

Table 2. Results of regression analysis

Variables	Radical Innovation Behavior							
	M1	M2	M3	M4	M5	M6	M7	M8
Gender	0.006	0.033	0.006	0.033	0.006	0.030	0.006	-0.026
Age	0.037	0.014	0.037	0.024	0.037	0.007	0.037	0.029
Scale	-0.010	0.030	-0.010	0.033	-0.010	0.045	-0.010	0.016
Add struc- ture		0.280**						
Be social				0.344**				
Increase the challenge						0.373**		
R ²	0.062	0.128	0.062	0.145	0.062	0.164	0.062	0.087
ΔR^2	0.062	0.065	0.062	0.083	0.062	0.101	0.062	0.025
F	5.316	10.227	5.316	11.833	5.316	13.644	5.316	6.668

Note: ** $p<0.01$

5 Conclusions

Based on the resource conservation theory analysis and empirical test, this study found that the promotion-focused job crafting has a positive impact on employees' radical innovation behavior. This study enriches the research content of how job crafting from a moderating-oriented perspective influences employee innovation behavior, and the results of this study extend the existing literature on employee radical innovation behavior.

Firstly, promotion-focused job crafting enables employees to integrate a large number of heterogeneous resources. Increase employees' willingness to take risks, stimulate innovation potential and initiative; At the same time, it helps employees to take unconventional measures to work, break through the original knowledge and skill boundaries, and then produce radical innovation behavior.

In terms of management enlightenment, enterprises should encourage employees to adjust their work content and tasks according to actual needs, give them more autonomy and flexibility, and enable employees to redefine their working methods in the face of new technologies and new environments. At the same time, it is necessary to appropriately increase the challenge and sense of significance of the work, so that employees feel a sense of value and achievement when completing the task, so as to further stimulate their innovation potential.

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