

# Situational Relation of Job Crafting, Organizational Support, and Innovation Performance\*

Byung-Nam Yu<sup>a</sup>

Business School, Wonkwang University, South Korea

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## Abstract

**Purpose** - This study analyzes the situational relationship between the components of job crafting and innovation performance, and based on this, suggests practical alternatives to the effect of the control variables of organizational support.

**Design/methodology/approach** - For this survey, 350 questionnaires were distributed to Korean SME workers from October 5, 2020 to March 20, 2021, and 230 questionnaires were collected. In order to check the validity of the questionnaire, the questionnaire judged to be inappropriate in response was excluded. The recovery rate was 65.7%, and the effectiveness of the questionnaire was 82%. Structural equation model and hierarchical regression analysis are used to analyze those data.

**Findings** - First, job enhancement through job redesign as well as organizational support is a key task in order to expect innovative results from field members. Innovative performance is not created by individual jobs, but is created between jobs and jobs, tasks and tasks, teams and teams, and departments and departments. This is why it is worth paying attention not to the functional approach, but to the interconnection structure of the process.

**Research implications or Originality** - In this study, it was analyzed that structural job resource increase and social job resource increase, which are components of job crafting, had a positive effect on innovation performance, and that challenging job will had no significant effect. Challenging work will itself does not negatively affect innovation performance. Combining the survey and interview, field members who make up the majority of respondents say that they do not lack the will to work. They claim that there is no channel or opportunity to express or practice a challenging will.

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**Keywords:** Job Crafting, Job Redesign, Job Enrichment, Innovation, Organizational Support

**JEL Classifications:** M1, M12, M53

## I. Introduction

Global companies are reorganizing their organizational structure and fixation based on their core competencies. This is an unavoidable reality not only for large enterprises but also for small and medium-sized enterprises (SMEs). The key is to secure the added value of existing products as well as new products through technology development. How to effectively spread the innovation mindset throughout the organization is at the heart of the problem. In particular, it is important to secure innovativeness in the production and marketing fields, and job crafting is a proposition that has recently attracted attention. In previous studies, it is reported that

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<sup>a</sup> First Author, E-mail: youbn@wku.ac.kr

<sup>b</sup> Corresponding Author, E-mail: youbn@wku.ac.kr

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job crafting has a positive effect on innovation performance, and that for effective job crafting, employees' perception of organizational support plays a role as a moderating variable. Accordingly, it can be said that what emerges as a management task is the situational relationship between the recognition of moderator variables related to innovation performance improvement and the causal structure.

In job crafting, employees voluntarily improve the content and process of their jobs (Wrzesniewski and Dutton, 2001; Tims and Bakker, 2013) and managers support them to independently perform them (Akkermans and Tims, 2017). According to Saks (2006), organizational resources and support promote members' will to innovate and lead to practical actions. Demerouti et al. (2015) and Bindl et al. (2019) also reported that job resources promote job commitment leading to innovation. In summary, job crafting promotes members' innovative behavior and innovative performance. However, it is not spreading issues in the field. This requires an analytical and practical approach to the process leading to innovation performance. Specifically, it is necessary to review the causal structure for parameters and control variables related to innovation tasks in the field. This is because innovation performance is not a single-dimensional concept, but a process that has a step-by-step implementation process. In order to clarify this, this study analyzes the situational relationship between the components of job crafting and innovation performance, and based on this, suggests practical alternatives to the effect of the control variables of organizational support.

## II. Theoretical Considerations

### 1. Concept and Structure of Job Crafting

Job crafting is an action in which members actively change job content and job relationships, redefine job and social environment, and obtain job meaning (Wrzesniewski and Dutton, 2001; Tims and Bakker, 2013). Wrzesniewski and Dutton (2001) specified job crafting as business crafting, relational crafting, and cognitive crafting. Based on this, Bakker et al. (2012), Petrou et al. (2012), et al. defined job crafting as a behavior change that employees practice according to their abilities and desires to balance job demands and job resources. In summary, job crafting is an active behavior change of members to improve performance. The key to job crafting is to actively change job contents and methods upward (Akkermans and Tims, 2017). Looking at the structure of job crafting, Laurence (2010) argued that job crafting is divided into two types: expansion type and contraction type. Expandable job crafting includes the form of extending work and human relationships, and contracting job crafting means reducing work or reducing human relationships. Tims et al. (2013) classified it as an increase in social resources, an increase in structural resources, a challenging will, and a decrease in disruptive job demands. Looking at the preceding studies between job crafting and other management factors, Llorens et al. (2006) presents positive correlation between self-efficacy and job crafting, and Bakker et al. (2012) presents the correlation between positive personality through practical analysis. In the study of Mitchell and Suter (2014), the relationship between employees with improvement focus and job crafting, and Akram et al. (2013) suggested a positive relationship between job autonomy performance. Also, Ghitlescu (2006) suggested a positive relationship between psychological safety and organizational commitment.

## 2. Concept of Organizational Support Awareness and Prior Research

Recognition of organizational support can be said to be an assessment of the importance of an organization and manager on the work and contribution of its members, and the assessment of members on wages and welfare (Rhoades and Eisenberger, 2002). Through previous studies, they suggest that employees who strongly perceive organizational support have higher job satisfaction and organizational commitment, and lower turnover rate. Eisenberger et al. (1986) developed a tool to measure organizational support perception, which is cited by many researchers. Shen and Benson (2016) also reduced their items to eight. McMillin (1997) also manipulated and used 15 items.

Previous studies on organizational support awareness have revealed that organizational support awareness improves employees' sense of duty and plays a positive role in job commitment and performance improvement (Eisenberger and Stinglhamber, 2011). Rhoades et al. (2002) emphasized the interrelationship between fairness, working conditions and organizational support perception, and Moorman et al. (1998) suggested the importance of procedural fairness. Eisenberger et al. (2002) emphasized supervisory support, Wayne et al. (1997) revealed the relationship with human resource management, and Rhoades and Eisenberger (2002) suggested a positive relationship with performance compensation. This study was based on the respondents' perceptions through the survey method in measuring variables. According to Rhoades and Eisenberger (2002), "the degree to which employees value the contribution of members and pay attention to their lives" is defined as organizational support perception. Organizational support perception affects employees' beliefs (Ashforth et al., 2008) and job satisfaction (Rhoades et al., 2001). Therefore, in this study, the organization support recognition measurement tool developed by Shen and Benson (2016) was applied.

## 3. The concept of Innovative Performance and the Situational Relationship

Innovative performance means that members improve quantitative and qualitative performance factors in new and creative ways (Janssen, 2000). According to Amabile (1983), it is an action that specifically solves a problem in a new way. Regarding the structure of innovation performance, Kanter (1988) categorized it as idea development, process construction, and execution, while Krueger (2000) categorized it as opportunity discovery, idea formation, idea protection, and application of ideas. Bunce and West (1995), Janssen (2000) developed a tool for measuring innovation performance, summarized as idea development, idea promotion, and idea implementation, and are often cited by follow-up studies.

Looking at the contextual relationship related to innovation performance, McCarrae and John (1992) described the relationship between creative personality and innovative performance, Hirst et al. (2009) described the relationship between employee goal orientation and innovative performance, and Basu and Green (1997) described the relationship between innovation performance and innovation performance. Leadership and innovation performance, Daft et al. (2010) researched the relationship between learning organization and innovation performance. In addition, Nelson (1993) stated that the competitive environment promotes corporate innovation. McLean (2005) stated that members' perception of organizational support is the key to maintaining and promoting their creativity. This is because organizational support functions as a motivator for the trust and challenge of members (Madjar et al., 2002). Accordingly, Lanaj et al. (2012) argued that high organizational support means high organiza-

tional trust and promotes individual innovation performance and organizational citizenship behavior. Therefore, organizational support perception moderates job crafting and innovation performance.

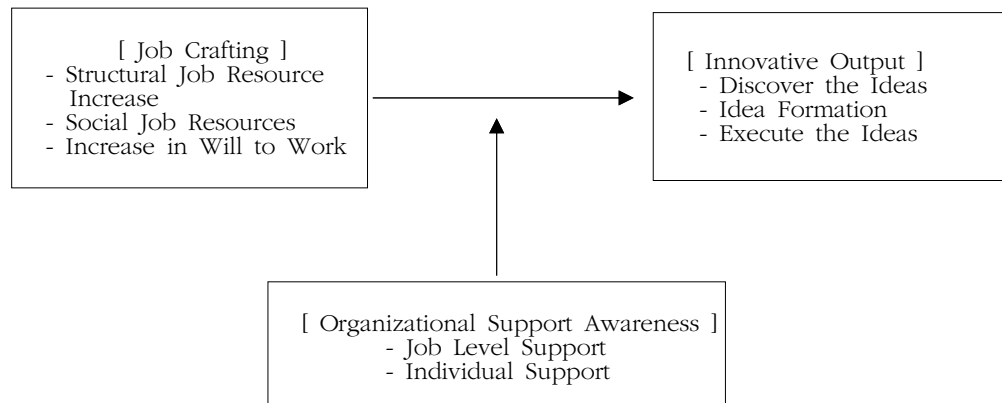
### III. Research Models, Methods and Hypothesis Testing

#### 1. Research Model and Hypothesis Building

The purpose of this study is to explore the moderating effect of organizational support perception on the relationship between job crafting and innovation performance. According to this study, many small and medium-sized enterprises(SMEs) continue to decline in sales due to reduced consumption in the context of Corona 19, and are responding to this with restructuring and labor cost reduction, but in a competitive environment, the fundamentals of overcoming the crisis are the innovation efforts of the members and innovation of the creative process, because it recognizes. For this survey, 350 questionnaires were distributed to Korean SME workers from October 5, 2020 to March 20, 2021, and 230 questionnaires were collected. In order to check the validity of the questionnaire, the questionnaire judged to be inappropriate in response was excluded. The recovery rate was 65.7%, and the effectiveness of the questionnaire was 82%.

The core topic of this study is to explore the causal structure of the organizational support perception on innovation performance by selecting job crafting as an independent variable. In previous studies, only the primary relationships between leadership and organizational support perception, organizational support perception and job satisfaction, and leadership and innovation performance were verified. The measurement of job unit, which is a specific background variable of innovation performance, was excluded, and qualitative variables such as organizational culture and leadership were placed as leading variables. Such a research model appears as a research result in which the substantive evaluation of members for organizational support becomes ambiguous. Based on the theoretical background and research purpose, a research model was established as shown in Fig. 1

**Fig 1. Analysis Model of This Study**



## 2. Hypothesis Building

In this study, the moderating effect of organizational support perception on the causal relationship between job crafting and innovation performance is analyzed. Through the increase of structural job resources, job functions are improved and autonomy induces innovation. The increase in social job resources promotes performance through information and communication. In addition, an increase in the will to work increases the promotion of progressive tasks. In previous studies, the relationship between job crafting and creativity was analyzed (Demerouti et al., 2015; Wingerden et al., 2015). In addition, Kim et al. (2018) found that when the job resources of employees increase, the promotion and performance of innovation also increase. According to Petrou et al. (2012), job crafting without management support is difficult to lead to performance improvement. This is because innovation can be achieved only when job crafting is promoted in an organizational support environment.

There are considerable research results that job crafting can improve employee innovation and job performance (Demerouti et al., 2015; Slemp and Vella-Brodrick, 2014). In particular, Kim et al. (2018) shows the correlation between job resources and innovation performance, Lin et al. (2017) shows self-directed job design and creativity, and Harju et al. (2016) shows the correlation between idea formation through job crafting relationship was presented. In addition, Appu and Kumar (2015), Suifan et al. (2018) also suggested the correlation between organizational support and innovation. Nevertheless, the reality is that there is a lack of research that comprehensively analyzes the contextual fit relationship between job crafting, organizational support, and innovation performance. Accordingly, Choi et al. (2016), Le and Lei (2019), et al. argued that attention should be paid to the role of a moderating variable in organizational support perception, not a fragmentary regression analysis model. Based on these previous studies, the following hypotheses were established.

**H1:** Structural job resources will affect innovation performance.

**H1a:** Structured job resources will affect idea discovery.

**H1b:** Structured job resources will influence idea formation.

**H1c:** Structured job resources will affect idea execution.

**H2:** Social job resources will affect innovation performance.

**H2a:** Social job resources will influence idea discovery.

**H2b:** Social job resources will influence idea formation.

**H2c:** Social job resources will influence the implementation of ideas.

**H3:** Challenging will to work will affect innovation performance.

**H3a:** Challenging will to work will affect idea discovery.

**H3b:** Challenging will to work will affect idea formation.

**H3c:** Challenging will to work will influence the implementation of ideas.

**H4:** Organizational support perception will have a moderating effect between job crafting and innovation performance.

## 2. Variable Setting and Analysis Method

For job crafting variables, a measurement tool developed by Afsar et al.(2018), which is widely applied in previous studies, was used. Specifically, it is an increase in structural job resources, an increase in social job resources, and an increase in the will to work. It consists of 15 items and was measured on a Likert 5-point scale. Organizational support perception was selected from eight items developed by Shen and Benson(2016) and measured on a Likert 5-point scale.

Innovation performance was categorized into idea discovery, idea formation, and idea execution suggested by Janssen(2000), and a measurement tool was used. For the analysis method, SPSS 23.0 program and AMOS 23.0 program were used as statistical analysis tools. Cronbach's Alpha for internal consistency of variables, and exploratory factor analysis and confirmatory factor analysis for validity were reviewed. As a result of performing Varimax rotation in Table. 1, the KMO values for the variables were 0,876, 0,862, and 0,863, respectively, exceeding the 0.6 criterion, and the cumulative value of variance explanatory power was 36.96, 18.345, 15.308 in job crafting, and innovative performance. The cumulative values of variance explanatory power were analyzed to be 34.552, 24.102, 10.306, and 34.708, 12.012 for organizational support. The eigenvalues for each variable were all extracted as 1 or more. Accordingly, the validity of the input variables was statistically recognized. Looking at the reliability analysis results, all Cronbach's Alpha values were above 0.7 and had high reliability.

**Table 1.** Factor Analysis and Reliability Analysis of Variables<sup>1)</sup>

Factor	Item	Loading	Eigen	R <sup>2</sup>	Alpha(deleted)	Alpha	KMO	
JC	IWC	CH5	.860	5.321	36.94	.853	.875	.876
		CH4	.823			.851		
		CH1	.767			.887		
		CH2	.755			.856		
		CH3	.747			.872		
JC	SJR	ST1	.832	2.621	18.345	.827	.844	
		ST5	.831			.836		
		ST3	.795			.843		
		ST2	.767			.839		
		ST4	.762			.855		
	SRI	S05	.833	2.243	15.308	.796	.845	
		S01	.845			.766		
		S04	.765			.832		
		S03	.743			.856		
		S02	.687			.851		
IO	ID	IP3	.854	5.653	34.552	.843	.840	
		IP8	.837			.764		
		IP4	.793			.857		
	IF	IP7	.781	3.709	24.102	.832	.804	

1) JC: Job Crafting IO: Innovation Output OS: Organizational Support IWC: Increase the Will of Challenging job  
 SJR: Structured Job Resource increase SRI: Social duties Resource Increase ID: Idea Discovery  
 IF: Idea Formation IE: Idea Execution JLS: Job Level Support ILS: Individual Level Support

IE	IP6	.765	1.783	10.306	.754	.813		
	IP1	.759			.785			
	IP5	.785			.813			
	IP9	.757			.789			
	IP2	.744			.853			
OS	JLS	OS3	5.210	34.708	.843	.801	.863	
		OS7			.834			.864
		OS2			.865			.832
		OS1			.786			.854
	ILS	OS6	2.704	12.012	.855	.794		
		OS5			.778			.769
		OS4			.765			.802
		OS8			.774			.721
		.760						

### 3. Hypothesis Testing

In this study, job crafting was set as an independent variable and innovation performance was set as a dependent variable to verify the direct impact effect on hypothesis 1. The direct effect analysis method of Marsh et al.(2013) was applied. As a result of the analysis, the hypothesis was accepted at the significance level ( $p < 0.05$ ). The results of analyzing the direct effect of job crafting on innovation performance are presented in Table. 2 below. The fit of the model is also presented.

**Table 2.** Analysis of the Impact of Job Crafting on Innovation Performance (Discovery of Ideas)

Path	$\beta$	S.E	C.R.	P
Structural job resource increase $\rightarrow$ innovation performance (discovery of ideas)	.383	.032	8.657	***
Increase in social job resources $\rightarrow$ innovation performance (discovery of ideas)	.326	.035	6.726	***
Increase in the will to take on a challenge $\rightarrow$ Innovative performance (discovery of ideas)	.260	.021	6.087	
Model Summary: $X^2/df=1.6575$ , $RMR=.0375$ , $RMSEA=.036$ , $GFI=.968$ , $AGFI=.934$ , $NFI=.948$ , $IFI=.976$ , $TLI=.957$ , $CFI=.982$				

\* $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

Looking at the results shown in Table. 2, it was found that the increase in structural job resources had an effect of 0.383 at the significance level of  $p < 0.001$ , and the increase of social job resources had an effect of 0.326 at the significance level of  $p < 0.001$ . appeared to be on the other hand, the increase in challenging job will was analyzed to have an effect of 0.260, so statistical significance was not recognized. In other words, it was analyzed that the increase in structural and social job resources affected the innovation performance, but the increase in the will to challenge the job did not affect the innovation performance. The results of this analysis mean that the increase of job resources and the discovery of ideas related to job performance in job crafting of employees are promoted. On the other hand, an increase in challenging will to work does not lead to innovation performance. The reason is that the will

to challenge is a psychological state that does not lead to actual actions. It is evaluated that the work performed by workers in the industrial field is repetitive and standardized work, and the practice method and expression channel of ideas beyond the scope of the job are limited. Therefore, hypothesis 1 was partially accepted (hypothesis 1-3 rejected).

**Table 3.** Analysis of the Impact of Job Crafting on Innovation Performance (Formation of Ideas)

Path	$\beta$	S.E	C.R.	P
Structural job resource increase → innovation performance (formation of ideas)	.334	.036	7.24	***
Increase in social job resources → innovation performance (formation of ideas)	.286	.028	5.728	***
Increase in the will to take on a challenging job → Innovative performance (formation of ideas)	.207	.032	4.214	
Model Summary: $X^2/df=1.76478$ , $RMR=.0364$ , $RMSEA=.032$ , $GFI=.947$ , $AGFI=.941$ , $NFI=.948$ , $IFI=.936$ , $TLI=.975$ , $CFI=.932$				

\* $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

Looking at the results shown in Table, 3, it was found that the increase in structural job resources had an effect of 0.334 at the significance level of  $p < 0.001$  in the formation of ideas among innovation outcomes, and that the increase in social job resources had an effect of 0.286. appeared to be On the other hand, it was analyzed that the increase in challenging will to work had an effect of 0.207, so statistical significance was not recognized. In other words, it was analyzed that the increase in structural and social job resources had an effect on the innovation performance (formation of ideas), but the increase in the will to challenge the job did not affect the innovation performance. This analysis result is an analysis result similar to the discovery of an idea. The reason is that members use structural and social resources to form ideas related to current job performance, while their challenging will to work functions beyond the current job scope. Therefore, it means that it does not lead to the formation of the idea, which is the practical stage. In reality, the moral will to work can also be held for the job of another person or the job of a manager. The managerial importance suggested by these results is to point out the limitations of individual job design. Job design centered on a team unit, not an individual, and a common goal can promote their innovative performance. Therefore, hypotheses 2 and 3 were partially accepted (hypothesis 2-3 and 3-3 were rejected).

**Table 4.** Analysis of the Impact of Job Crafting on Innovation Performance (Implementation of Ideas)

Path	$\beta$	S.E	C.R.	P
Structural job resource increase → innovation performance (implementation of ideas)	.329	.034	7.42	***
Increase in social job resources → innovation performance (implementation of ideas)	.263	.024	5.783	***
Increase in will to take on a challenging job → Innovative performance (implementation of ideas)	.204	.036	3.366	
Model Summary: $X^2/df=1.6345$ , $RMR=.0254$ , $RMSEA=.031$ , $GFI=.943$ , $AGFI=.936$ , $NFI=.965$ , $IFI=.961$ , $TLI=.932$ , $CFI=.924$				

\* $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .



Looking at the results shown in Table 4, it was found that the increase in structural job resources had an effect of 0.329 at the significance level of  $p < 0.001$  in the implementation of ideas among innovation outcomes, and that the increase in social job resources had an effect of 0.263. appeared to be on the other hand, it was analyzed that the increase in challenging will to work had an effect of 0.204, so statistical significance was not recognized. What is commonly confirmed through this analysis is that it was analyzed that first, structural job resource increase had the greatest influence on innovation performance, second, social job resources had an effect, and third, challenging job will have no effect. Fourth, job crafting has the greatest impact on the discovery of ideas and has little effect on the formation and execution of ideas. The result is that the members of the field have the opportunity to come up with an idea and the process of formation, but it does not develop into the stage of implementation. Field members do not have the authority, resources and tasks to drive the implementation of ideas.

Hierarchical regression analysis was performed to verify the moderating effect. In this study, the influence of variables on innovation performance was analyzed by introducing educational background, position, and working hours as control variables. The moderating effect of organizational support recognition was analyzed to have no collinearity because the Durbin-Watson value was close to the reference value of 2. The regression variance of the model to which the organizational support recognition variable was added was increased to 0.449 and  $F=37.153$  ( $p < 0.001$ ), so the interaction of organizational support recognition on innovation performance is statistically recognized. Organizational support perception has a moderating effect between job crafting and innovation performance. Therefore, hypothesis 4 was adopted.

**Table 5.** Analysis of Moderating Effect of Organizational Support Perception on Job Crafting and Innovation Performance

Variable	Dependent variable: Innovation Output			
	1 step $\beta$ (Model 1)	2 step $\beta$ (Model 2)	3 step $\beta$ (Model 3)	4 step $\beta$ (Model 4)
Constant				
EducationStutas	.134**	.128**	.132**	.121**
Working hours	-.087	-.064	-.057	-.051
Spot	.026	-.007	-.028	-.016
Independent Variable				
JC		.573***	.404***	.558***
OS			.278***	.246***
JC*OS				.126**
Model Summary				
R <sup>2</sup>	.043	.263	.317	.383
$\Delta R^2$	-	.022	.054	.066
Changed R <sup>2</sup>	-	.285	.371	.449
F	4.023**	21.756***	21.288**	37.153***
Durbin-Watson	1.984			

\* $P < 0.05$ , \*\* $P < 0.01$ , \*\*\* $P < 0.001$ , JC: Job Crafting, OS: Organizational Support

#### IV. Conclusion

From a traditional perspective, management's interest in employees' wages, consideration, and welfare will have a positive effect on their job satisfaction and organizational commitment. Therefore, many previous studies emphasize the support of managers to improve innovative performance. As a result of empirical analysis in this study, it was analyzed that structural job resource increase and social job resource increase, which are components of job crafting, had a positive effect on innovation performance, and that challenging job will have no significant effect. Challenging work will itself does not negatively affect innovation performance. Combining the survey and interview, field members who make up the majority of respondents say that they do not lack the will to work. They claim that there is no channel or opportunity to express or practice a challenging will.

They say that even if they have ideas and opinions, they do not speak out and do not pay attention because they are evaluated as being outside the scope of their job or beyond their authority. These results are consistently confirmed through the hypothesis testing of this study. Specifically, the dependent variable with the highest variance explanatory power was analyzed in the order of idea discovery > idea formation > idea execution. The discovery of ideas does not lead to implementation. The results of this empirical analysis imply that job enhancement through job redesign as well as organizational support is a key task in order to expect innovative results from field members.

Innovative performance is not created by individual jobs, but is created between jobs and jobs, tasks and tasks, teams and teams, and departments and departments. This is why it is worth paying attention not to the functional approach, but to the interconnection structure of the process. Of course, it is confirmed through hypothesis testing that organizational support perception plays a role as an important moderating variable in the causal structure of job crafting and innovation performance. What I want to emphasize in this study is that organizational support to improve innovation performance is the key to organizational support that can develop into the implementation of ideas. This is because the innovation achievements that can be achieved by ignoring this are limited.

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