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How High–Involvement Work Practices (HIWPs), Leadership and Job Crafting Influence Nurse’ Innovative Work Behavior

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Abstract

Purpose – This study determines the effects of high-involvement work practices (HIWPs) and servant leadership (SL) on job crafting (JC). It also investigates the effect of job crafting (JC) on innovative work behavior (IWB). It further examines the mediating role of job crafting (JC) in the relationship between HIWPs and innovative work behavior (IWB), as well as between servant leadership (SL) and innovative work behavior (IWB) based on self-determination theory (SDT) and conservation of resources theory (COR).

Design/methodology/approach – Data were collected in two waves with a one-week interval (Time 1 and Time 2) from 138 nurses from seven public hospitals in Baghdad through survey design. The data analysis was done through Structural Equation Modelling using Smart Partial Least Squares (PLS).

Findings – This study reveals that HIWPs, and servant leadership (SL) have significant effects on job crafting (JC), while job crafting has a significant relationship with innovative work behavior (IWB). It also shows that job crafting (JC) has a significant mediating role in the relationship between HIWPs and innovative work behavior (IWB). Finally, the relationship between servant leadership (SL) and innovative work behavior (IWB) is significantly mediated by job crafting (JC).

Originality/ value – This study contributes to the extant literature by revealing the direct effects of job crafting (JC) on innovative work behavior (IWB). It further unveils the mediating effect of job crafting (JC) on the nexus between HIWPs and innovative work behavior (IWB), as well as between servant leadership (SL) and innovative work behavior (IWB). This mediating effect has been overlooked in the empirical literature.

Keywords – Servant leadership, HIWPs, Job crafting, Innovative work behavior

Paper type– Research paper

1. Introduction

Nursing staff play a vital role in providing critical and life-saving health care services (Anvari et al., 2017). A previous study revealed that healthcare workers (particularly nurses) are rated as having one of the most stressful jobs (Karimi et al., 2014). The primary goal of this research is to look at how JC affects nurses who are trained to optimize and adjust job demands and resources for personal “fit” and organizational benefit. Because JC is a skill that can be learned and effectively transferred from training to organizational practice, “JC” according to Wrzesniewski and Dutton (2001), refers to the changes employees make at work to their task, relational, or cognitive boundaries. It involves changing the physical, social, or cognitive boundaries of their jobs (Slemp and VellaBrodrick, 2013). According to other researchers, JC is a job redesign strategy aimed at increasing job engagement and meaning by optimizing job demands and resources (Tims and Bakker, 2010). Academics and practitioners have recognized the importance of JC in employee and organizational effectiveness (Oprea et al., 2019). Researchers have investigated the relationship between JC and outcome variables such as person-job fit, job satisfaction and job burnout (Verelst et al., 2021; Chen et al., 2021). Few studies, however, have examined the factors that influence how employees design their jobs (Kim et al., 2018).

The healthcare sector requires innovation to overcome obstacles, control costs, improve patient experiences and promote community health (Noles et al., 2019). Such innovation refers to any simple or complex development that improves health outcomes and patient experience. Kaya et al. (2015) noted that nursing innovation represents a vital source of improvement for the healthcare system. Some studies have stressed the need for innovation in nursing to prevent diseases and improve health, describe and avoid risk factors, provide information and personalized care, improve professional practices and treatment methods, as well as develop healthy life-style attitudes (Kaya et al., 2015). Nursing staff, who are at the forefront and make up most of the healthcare workforce, should be more innovative in their work to meet the increased demand for faster, more reliable, high-quality and more affordable health services (Sönmez and Yldrm, 2019). IWB encompasses idea generation and implementation, which are accomplished through cognitive and socio-political processes. JC is considered

as a mechanism that facilitates these processes. For instance, nurses' positive emotions can facilitate cognitive processes that ultimately contribute to idea generation (Wang et al., 2017; Oldham and Cummings, 1996). Nurses' JC can foster their IWB by eliciting positive emotions, which facilitate the cognitive processes required for idea generation. It also serves as a means of facilitating the socio-political processes required for the implementation of IWB in nurses.

Human resource professionals are concerned about the contradictory findings in studies linking high-performance work systems (HPWS) and employee well-being. While some studies have established the benefits for employee well-being, others have highlighted the "dark side" effects of HPWS, which include negative effects on employee health (Guerci et al., 2019). In light of these contradictory outcomes, Ananthram et al. (2018) explain that the effects of HPWS on employee well-being are neither direct nor unconditional. The researcher advocated additional research into the HPWS-well-being connection to better understand the intricate underlying mechanisms. As a result, the current study develops a mediation analysis that incorporates the mediating role of JC in the relationship between HPWS and IWB. The research examines a particular type/variant of HPWS known as high-involvement work practices (Boxall and Macky, 2009).

High-involvement work practices (HIWPs) promote employee self-management, personal development and problem-solving by providing autonomy and encouragement to employees (e.g., nurses) to complete tasks in the optimal manner (Boxall et al., 2015). Self-Determination Theory (SDT) can be used to explain HIWPs, JC and IWB relationships. Using SDT's fundamental premise that humans are active, growth-oriented organisms (Deci and Ryan, 2000), and in accordance with Bakker and van Woerkom (2017), this study situates JC as a self-determination strategy. The current research asserts that nurses engage in JC to address fundamental human needs for competence or reflection, relatedness or belonging, and autonomy or self-determination, which enhance IWB.

SL is a style of leadership based on an inherent desire to serve others as well as organizations and communities (Reed et al., 2011). SL is widely regarded as the catalyst that propels an organization toward service excellence (Li et al., 2021). According to Eva et al. (2019), SL is

conceptually and empirically distinct from other leadership styles. SL places a premium on meeting the needs of followers, even above organizational goals (Eva et al., 2019). SL can motivate employees to engage in deep acting rather than surface acting (Lu et al., 2019), enhance employees' service performance (Wu et al., 2021'), and improve employees' organizational citizenship behavior (Elche et al., 2020). Though SL could potentially enhance a positive work environment, better collaboration, accelerated learning and development, employees' loyalty and commitment, and organizational agility, some studies have argued that a SL style could reduce resourcefulness or motivation, especially when the leader constantly intervenes to fix the team's issues (Yukl, 2010). Besides, the decision-making process may be slower because of high team involvement, and the servant leader might be perceived as ineffective or weak. The SL style is applicable in the modern era. However, leaders must undergo training and retraining to be effective in preventing team misalignment.

This study contributes to the existing research. First, there have been relatively few studies that examined the factors influencing IWB in the hospitality industry (Li and Hsu, 2016), and prior research has tended to focus on manufacturing rather than service industries (Lai et al., 2016; Ren and Zhang, 2015). Given the critical role and expectation of innovative behavior on the part of employees in this sector, this is unexpected (Danaei and Iranbakhsh, 2016). Second, this study contributes to the fledgling JC literature and advances existing knowledge (Khan et al., 2021) by examining the critical link between SL and IWB via JC. Third, this study contributes to the current body of knowledge by determining the effect of HIWPs on nurse JC and IWB. It focuses on the mediating role of JC in the relationships between HIWPs (SL) and IWB, issues that have not been empirically/thoroughly explored.

2. Literature review and hypothesis development

2.1 HIWPs and JC

High-involvement work practices minimize the use of employees' existing skills and abilities (Boxall et al., 2015). Employees in an HIWP environment are empowered to carry out their responsibilities to the best of their abilities (Boxall et al., 2015). Employees engage in self-initiated change behaviors with the goal of aligning their jobs with their personal preferences,

motivations, and passions as described by the environment created by HIWPs (Tims et al., 2012). Some scholars (e.g., Van Beurden et al., 2021; Nishii et al., 2008) have distinguished between the design of human resource practices, employee perceptions of those practices, and employee responses/behaviors regarding JC. HIWPs are opportunities for employees to potentially engage in JC behaviors that are created by an organization.

Theoretically, SDT explains how JC occurs due to the opportunities created by HIWPs. The fundamental premise of SDT is that humans are active and growth-oriented organisms (Deci and Ryan, 2000). And engaging in interesting activities is an integral part of the human organism's adaptive design. According to Tims et al. (2013), JC is a form of self-determination because it is centered on changing jobs to meet basic psychological needs. Additionally, Deci et al. (2017) explain that work environments provide the context for meeting these fundamental psychological needs, encouraging JC that leads to a variety of positive outcomes. As a result, we propose at the following hypothesis:

H1: HIWPs is positively associated with JC.

2.2 SL and JC

JC represents one of the preferred methods of motivating employees, and employers actively assist employees to engage in JC behavior. The use of employee-centered leadership is one of the available strategies (Lichtenthaler and Fischbach, 2018). SL portray acceptable and desired behaviors in organizations (Mayer et al., 2012). They also encourage and inspire employees to view them as desirable role models by exhibiting attractive qualities and characteristics (Mayer et al., 2012). Additionally, they provide resources and assistance to employees to develop new skills and accomplish work objectives (Neubert et al., 2008; Chen et al., 2015). As a result, SL is likely to act as a contextual factor that allows individual employees to amass additional structural and social job resources for the purpose of increasing job engagement and meaningfulness. Thus, under the supervision of an effective servant leader, employees may develop similar strategies and skills to achieve goals and complete tasks (Szpunar, 2010).

Individuals seek to accumulate resources to protect their well-being, according to the COR

theory (Hobfoll, 1989, 2002). To engage in such behavior, however, they must first believe that they have some resources. This means that employees need opportunities to create more resources in their jobs. As a result, leadership support could encourage the creation of new jobs (Wrzesniewski and Dutton, 2001). Furthermore, because JC is essentially an activity in which individuals seek to shape more resourceful and challenging jobs for their own benefit (Wrzesniewski and Dutton, 2001; Tims et al., 2012), a SL style may be uniquely suited for driving such behaviors since it focuses primarily on the individual's good rather than the organization's. Although evidence for a link between SL and JC behavior is still limited, there is growing evidence (Harju et al., 2018). Based on the available theoretical foundations and empirical precedents, we formulate the following hypothesis:

H2: SL is positively associated with JC.

2.3 JC and IWB

IWB refers to an individual's capacity to generate new ideas while at work (Birdi et al., 2016). According to Janssen (2000), this is the result of a broad range of behaviors associated with idea generation and implementation. IWB consists of two components, namely, idea generation and idea implementation, which are accomplished through cognitive and socio-political processes, respectively. JC is comprehensively described as a mechanism for facilitating these processes. To begin with, positive emotions facilitate cognitive processes (Wang et al., 2017). Given that cognitive processes contribute to idea generation (Oldham and Cummings, 1996), it could be argued that JC promotes IWB by eliciting positive emotions in employees, thereby facilitating the cognitive processes necessary for idea generation.

Second, the presence of positive emotions and resources (Fredrickson, 2001) facilitates socio-political processes (Skerlavaj et al., 2014). Positive emotions strengthen employees' thought-action repertoires, and a strengthened thought-action repertoire enables employees to present and sell their ideas more effectively (Fredrickson, 2001). Additionally, the implementation of the concept necessitates the allocation of resources (Skerlavaj et al., 2014). Employees, as described by the theory of resource conservation (Hobfoll, 2002), can use these extra resources to generate more resources. Thus, based on COR theory, JC can be proposed as

a means of facilitating the sociopolitical processes required for the implementation of IWB. As a result, JC is an excellent strategic advantage for employees when it comes to proposing and implementing new ideas (Petrou et al., 2012). Based on the foregoing arguments, we hypothesize the following:

H3: JC is positively associated with IWB.

2.4 Mediating role of JC

SDT opines that an environment that prioritizes autonomy will meet basic psychological needs and predict greater long-term well-being compared to more controlled work environments (Deci and Ryan, 2000). The critical nature of nurses' perceptions of their work environment and its effect on their ability to innovate has also been emphasized in the literature (Laschinger and Leiter, 2006). It can be argued that JC mediates the effects of HIWPs on employees' IWB by empowering employees to complete tasks efficiently. Employees engage in JC as a form of self-determination to meet their basic psychological needs, which enables them to engage in their jobs with a view to becoming more creative and innovative. Since some studies have shown that HIWPs significantly contribute to IWB (Li et al., 2022; Wang et al., 2021), it is fundamental to ascertain whether JC is one of the channels or mechanisms through which HIWPs influence IWB.

It is important to investigate the mediating role of JC because it has a dynamic relationship with HIWPs (Sheehan et al., 2021; Li et al., 2020) and IWB (Harbridge et al., 2022; Ok and Lim, 2022). If JC has a direct relationship with both HIWPs and IWB, it can be argued that JC could mediate the relationship between HIWPs and IWB. For instance, Li et al. (2020) noted that employees would have the capacity to craft their tasks, relations, and cognitions as well as improve creative performance if human resource management provides extensive training, incentive rewards and information sharing. Boxall et al. (2015) asserted that work supervision and organization that provide more opportunity for workers' discretion and involvement in making decisions that affect them will offer a condition for more learning and enhancement of workers' well-being. Theoretically, the SDT contended that workers who experience more autonomy will likely have greater satisfaction at work and possibly engage in JC (Deci and

Ryan, 2000). Besides, the social exchange theory notes that autonomy serves as a motivation for IWB because if the work environment offers workers considerable freedom, they will reciprocate by generating and implementing innovative ideas (Ramamoorthy et al., 2005). Since JC entails workers' adjusting proactively and redesigning their jobs in a more meaningful manner (Harbridge et al., 2022), it could influence the relationship between HIWPs and IWB. Based on the foregoing discussion, the following hypothesis is generated:

H4: JC mediates the relationship between HIWPs and IWB.

Since SL has the capacity to influence employees' JC (Khan et al., 2021; Harju et al., 2018) and the latter enhances IWB (Uen et al., 2021), there is a possibility that JC could mediate the relationship between SL and IWB. Therefore, it is fundamental to investigate the mediating role of JC in the nexus between SL and IWB because nurse-centered SL could instill positive emotions in nurses that increase their resources and engagement in JC activities that boost IWB. When nurses perceive special attention from their leaders, they can increase their job resources, tackle challenges, and generate new workplace ideas. Ok and Lim (2022) noted that JC boosts work environment fit perceptions, work-related attitudes, as well as behavior. Harbridge et al. (2022) asserted that JC could be attained by modifying tasks or activities, changing employees' perceptions about their jobs, and utilizing discretion about the choice of individuals to work with.

SL increases employees' ability to generate ideas by fostering positive emotions. Additionally, SL enables employees to pursue IWB by eliciting positive emotions and enhancing resources. Along with the rationale outlined previously, there is empirical evidence that JC improves employee creativity (Van de Riet et al., 2015). Empirically, some studies have argued that JC has the capacity to mediate the relationship between SL and employees' behaviors (Khan et al., 2021; Harju et al., 2017). Based on the foregoing theoretical and empirical discussions, the following hypothesis is developed:

H5: JC mediates the relationship between SL and IWB.

The theoretical framework of the study is modelled in Figure 1.

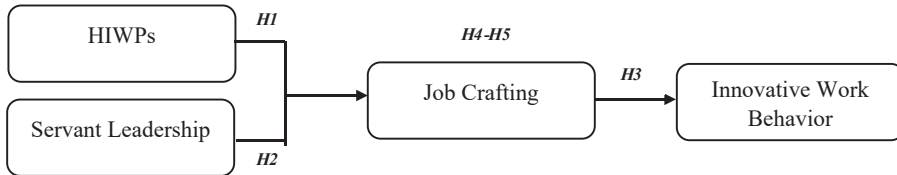


Figure 1. Theoretical framework

3.Methods

3.1 Sample and procedure

We collected data from full-time healthcare professionals (nurses) and recorded their opinions on HIWPs, SL, JC and IWB. Data was collected between May and June 2021 in two waves (Period 1 and Period 2). Consistent and appropriate for small sample sizes, the one-week time lag increases participant effectiveness (Karatepe and Karadas, 2012). Questionnaires were administered online to the participants. The original version of the questionnaire, written in English, was administered to the participants (without translation) since they understand English. The email addresses of all nurses were provided by the public hospitals. The participating nurses could start the anonymous online questionnaire by clicking on the respective link in the invitation e-mail. Participants were informed that their responses would remain confidential. A total of 273 nurses were invited, of which 199 participants responded (72.9 percent). In all, 138 participants completed the whole questionnaire (69.4 percent), while the remaining (30.6 percent) was incomplete.

Despite the increasing popularity of PLS in the social sciences, researchers such as Rönkkö and Everman (2013) have questioned the validity and dependability of this method as a technique for SEM data analysis. They stated, for example, that the PLS path estimate cannot be used for testing the significance of the null hypothesis and that the assumption that PLS data can be used to validate a measurement model is a fallacy. They concluded as a result that PLS could not be used to evaluate models. In response to these PLS criticisms, Henseler et al. (2014)

stated that PLS is not a panacea, but it is a significant method that deserves a prominent place in any empirical researcher's statistical toolbox.

According to Hair et al. (2012), even when the sample size and model are quite complex, as they are in this study, PLS-SEM analysis still yields statistically credible results. To assuage academic concerns regarding the use of PLS, SmartPLS version 3 appears to be the most appropriate data analysis method for this study. Additionally, our study used SmartPLS 3 software (Ringle et al., 2015) the PLS-SEM to ascertain the relationship between the variables in the model. It chooses the PLS-SEM for the following reasons: First, our research model attempts to predict and explain variance in fundamental target constructs (Alwali and Alwali, 2022; Chin, 2010). Second, the relationships examined in our study (IWB, CSE, HL, and JP) are at an early stage of theoretical development, allowing for further exploration of novel concepts (Al wali et al.,2022; Richter et al., 2016). Third, our research makes use of innovative developments in PLS path modelling, such as the use of latent variable scores in successive analyses, goodness-of-fit measures, and effect sizes (Al Wali et al., 2022; Latan, 2018). Finally, because the structural model is relatively representative of complexity, it can reveal the relative effects of exogenous variables on endogenous variables (Richter et al., 2016).

3.2 Measures

In this study, items were adapted from previously well-established and published studies. All items were scored on a 5-point Likert scale ranging from "1" "*strongly disagree*" to "5" "*strongly agree*".

3.2.1 General information: In the first period, the participant information's form was developed by the researchers. The form consists of eight questions about the nurses age, gender, education level, marital status, employment institution, work unit, work schedule and work experience.

3.2.2 HIWPs scale: This study uses the Searle et al. (2011)'s HIWPs nine-item scale in the first period. The items capture perceptions of a set of HIWPs such as information sharing and employee participation, job security, performance management, training, and family-friendly work practices. Sample items are: "I am consulted before decisions related to my work situation are reached"; "Appropriate levels of job security are offered to employees". Cronbach's

alpha value of this scale is 0.948 (Table 1).

3.2.3 SL Scale: measure in the first period, this study uses the seven-item scale known as the SL-7 developed by Liden et al. (2015). One of the scale's representative items is, "I will seek help from my leader if I have a personal problem." Cronbach's alpha value of this scale is 0.908 (Table 1).

3.2.4 JC scale: measured in the second period using a five-item scale by Tims et al. (2012), who developed the scales for "increasing challenging job demands." This scale has also been used by Matsuo (2019) to study the effects of JC on public health nurses in Japan. Sample items are: "If there are new developments, I am one of the first to learn about them and try them out"; "I try to make my work more challenging by examining the underlying relationships between aspects of my job." Cronbach's alpha value of this scale is 0.971 (Table 1).

3.2.5 IWB scale: measured in the second period using nine items from Janssen (2000). Following Kanter's (1988) work on stages of innovation, the Janssen (2000) IWB scale is a multidimensional scale in which three items assess idea generation, three items assess idea promotion, and three items assess idea realization (Al Wali et al., 2022). In line with some previous studies, our study uses the multidimensional scale as one dimension (Al Wali et al., 2022; Uen et al., 2021). A sample item is "I create new ideas as solutions to difficult issues." Cronbach's alpha value of this scale is 0.978 (Table 1).

4. Findings

4.1 Profile of the respondents

The profile of the nurses surveyed in this study indicates that 90.1% (n=124) were female, 61.1% (n=84) were in the 26–40 age group, and 57.2% (n=79) had a bachelor's degree. Besides, 93.6% (n=129) were staff nurses, 59.2% (n=82) worked in services, and 66.3% (n=91) worked in shifts. The respondents' profile further indicates that 52% (n=72) had work experience of 1–5 years, and 29% (n = 40) had work experience of 16 years or above in their unit. The demographic variables were not included as control variables since this study represents one of the few studies that empirically ascertain the association between high-involvement work

practises and IWB. This enables us to keep the model as simple as possible when unveiling the mediating role of JC in the relationship between HIWPs, SL and IWB.

4.2 Test for the potential common method bias

Given the nature of our data, which is derived from a single source, it is essential to check for potential CMB (MacKenzie and Podsakoff, 2012). There are procedural and statistical approaches to CMB (Podsakoff et al., 2012). For the procedural approach, we followed Podsakoff and Organ's (1986) recommendations to guarantee respondent anonymity, provide guidance with clear instructions, add reversed items, and shorten the survey.

For statistical approaches, we utilized a correlation-based marker variable technique. The socially desirable responding (SDR) scale was thereby identified as a marker variable (Appendix). Previous research, such as Papadas et al. (2019), adopted the SDR scale developed by Strahan and Gerbasi (1972). According to Papadas et al. (2019), SDR is present when there is a high and statistically significant correlation between the SDR scale and other model variables. The SDR was chosen because the marker variable was not expected to be theoretically related to the studied main variables (Podsakoff et al., 2012), a qualification met by the SDR. Next, a partial correlation was performed while controlling for SDR (as the marker variable). CMB is present in a data set when the correlation coefficients from both analyses (before and after controlling for the marker variable) are significantly different. From Table 1, we can conclude that there was no CMB in our dataset because the correlation scores from the restricted and unrestricted estimations were not significantly different from each other (Borah et al., 2021).

4.2 Measurement model

The descriptive statistics reported in Table 1 indicate small variations among the variables. For instance, the mean values of HIWPs, IWB, JC, and SL were 4.330, 4.506, 4.502, and 4.045, respectively. Cronbach's alpha and composite reliability are used to assess construct reliability via inter-item consistency. For advanced research, CR values of between 0.7 and 0.9 are considered satisfactory (Hair et al., 2011). As shown in Table 1, the CR values for all

constructs ranged from 0.908 to 0.978, which is greater than the recommended value (Hair et al., 2021; Henseler et al., 2009). Moreover, the average variance extracted (AVE) was used to assess the convergent validity, and the AVE displayed in Table 1 suggest that the variables meet the minimum benchmark of 0.50 proposed by Fornell and Larcker (1981).

Table 1. Descriptive, reliabilities and correlations

Variables	Mean	SD	CR	Alpha	AVE	Correlation			
						HIWPs	IWB	JC	SL
HIWPs	4.330	0.419	0.957	0.948	0.712	1			
						0.232			
IWB	4.506	0.520	0.981	0.978	0.852		1		
						0.103			
						0.448	0.377		
JC	4.502	0.538	0.978	0.971	0.897			1	
						**0.329	*0.186		
						0.501	0.381	0.481	
SL	4.045	0.495	0.924	0.908	0.637				1
						*0.179	*0.212	*0.174	

Notes: HIWPs = High-involvement Work Practices, SL= Servant Leadership, JC = Job Crafting, IWB = Innovative Work Behavior

Standardized Root Mean Square Residual (SRMR) and the Normal Fit Index (NFI) are two metrics that can be used to evaluate how well a model fits the data (Hair et al., 2014). SRMR value less than 0.1 (Chen, 2007) and NFI more than 0.90 are acceptable in social science research (Anderson and Gerbing 1988). Table 2 shows that the study model’s SRMR and NFI values are 0.050 and 0.937, respectively. As a result, the study adequately met the model fit indicators.

Table 2. SRMR and NFI of the Measurement Model

	Saturated Model	Estimated Model
SRMR	0.050	0.074
NFI	0.937	0.918

Notes: SRMR = Standardized Root Mean Square Residual, NFI = Normed Fit Index

4.3 Structural model

The structural model tested both direct and indirect relationships between the constructs using Smart PLS3, and the results are displayed in Table 3. The first hypothesis that relates HIWPs to JC was supported ($\beta= 0.443$; $p < 0.001$). Similarly, the second hypothesis that proposes a link between SL and JC was found to be significant ($\beta= 0.469$; $p < 0.001$). The third hypothesis that proposes a relationship between JC and IWB was found to be significant ($\beta= 0.523$; $p < 0.001$). The fourth hypothesis focuses on the mediating role of JC in the relationship between HIWPs and IWB. The research indicates that JC significantly mediates the relationship between HIWPs and IWB ($\beta= 0.180$, $p < 0.001$). Finally, the fifth hypothesis that determines the mediating role of JC in the relationship between SL and IWB was found to be empirically supported ($\beta= 0.217$, $p < 0.001$).

Table 3. Structural model

Relationship	Coefficient	SD	t- test	P- Value
HIWPs→ JC	0.443	0.077	3.658	0.000
SL→ JC	0.469	0.079	4.111	0.000
JC→ IWB	0.523	0.082	4.608	0.000
HIWPs→ JC→ IWB	0.180	0.037	2.887	0.004
SL→ JC→ IWB	0.217	0.044	2.817	0.005

Notes: HIWPs = High-involvement Work Practices, SL = Servant Leadership, JC = Job Crafting, IWB = Innovative Work Behavior

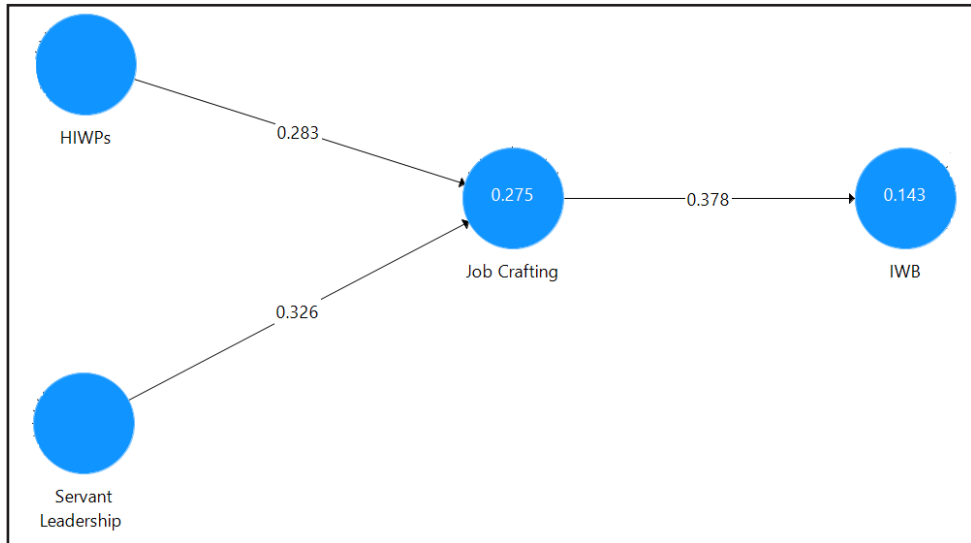


Figure 2. Path coefficients

5. Discussion and conclusion

The current study has five objectives. First, it determines the effect of HIWPs on nurse JC. Prior studies show that HIWPs promote JC in nurses, which is consistent with some previous findings (Sheehan et al., 2021; Li et al., 2020). HIWPs may improve JC by allowing nurses to use and maximize their existing abilities and skills. The nurses are empowered to perform their duties optimally in the HIWP setting (Boxall et al., 2015). Nurses can engage in self-initiated change behaviors that enable them to align their jobs with their personal passions, motivations, and preferences (Tims et al., 2012). Moreover, the empirical outcome of this study is consistent with the SDT, which noted that JC occurs because of the opportunities provided by HIWPs. SDT argues that individuals are active and growth-oriented entities who want to engage in interesting activities (Deci and Ryan, 2000), and JC is a form of self-determination since it focuses on changing jobs to attain basic psychological needs (Tims et al., 2013).

Second, it examines the effect of SL on enhancing nurse JC. The study indicates a positive correlation between SL and nurse JC. The finding corroborates with previous studies that

emphasized a strong link between SL and JC (Khan et al., 2021; Harju et al., 2018). SL promotes nurses' JC probably because servant leaders cultivate a team environment that allows the nurses to be more active in crafting inspiring tasks for themselves (Khan et al., 2021). Moreover, the COR theory posits that people strive to obtain the resources that will protect their well-being (Hobfoll, 1989). Since JC is an activity that enables nurses to shape more challenging and resourceful tasks for their benefits, SL could drive such behaviors by focusing on the good of the nurses (Khan et al., 2021). The social learning theory notes that individuals learn suitable behavior by observing the behaviors of credible role models (Bandura, 1971). SL, through the role-modeling process, could encourage (consciously or unconsciously) service-oriented behaviors among nurses (Liden et al., 2014).

Third, it investigates the extent to which JC influences the IWB nurse. The finding validates the assertion that JC is positively associated with IWB. The findings agreed with prior research that linked JC and IWB (Uen et al., 2021). JC boosts nurses' IWB, possibly because it enables them to generate new ideas and apply the ideas in their jobs since IWB entails wide-ranging behavior associated with the creation and implementation of novel and useful ideas. Through JC, nurses can overcome their work challenges by creating ideas that offer solutions to certain job problems or challenges. Consistent with the social exchange theory, the expectation is that nurses with the requisite resources will be willing to invest those resources in the performance of their jobs. It enables them to make changes to their tasks, generate new job resources, and reduce the hindrances to their job performance. JC also enables the nurses to consider their personal needs and redesign their job processes with a view to generating sustainable changes in the healthcare system (Demerouti, 2014).

Fourth, this study also seeks to determine the mediating effect of nurse JC in the nexus between HIWPs and IWB. To the best of our knowledge, no study has examined JC as a mediator between HIWPs and nurse IWB. Evidence from this study reveals that JC significantly mediates the relationship between HIWPs and IWBs of nurses. Though some previous studies (Li et al., 2022; Wang et al., 2021) reported that HIWPs boost IWB and productivity, our study contributes to the extant literature by showing that JC mediates the relationship between HIWPs and IWB. The plausible explanation for this empirical outcome

is that the perceptions of nurses about their work environment are critical to their ability to innovate (Laschinger and Leiter, 2006). JC can mitigate the influence of HIWPs on IWB by empowering the nurses to accomplish their tasks efficiently. JC enables nurses to modify the way they operate, think about their jobs, and interact with colleagues, which enables them to enjoy their work and perform effectively.

Finally, our study examines the mediating effect of nurse JC in the relationship between SL and IWB. The empirical outcome shows that JC has a significant mediating role in the relationship between SL and IWB. Our findings extend the extant literature by providing empirical evidence that indicates that JC plays a mediating role in the relationship between SL and IWB in the healthcare system. SL instills positive emotions in nurses, which ultimately increases their resources. It enables the nurses to utilize positive emotions, increase resources, and engage in JC behaviors that boost IWB. Servant leaders give special attention to nurses' growth and achievement by acting as mentors. And when nurses perceive this special attention from their leaders, they can increase their job resources, tackle challenges, and generate new workplace ideas. Besides, Khan et al. (2021) argued that SL and JC can reinforce each other to boost the well-being of an employee. Therefore, the interplay between SL and JC can enhance IWB in the healthcare system.

5.1 Theoretical contribution

This study responds to calls from some studies (i.e., Ananthram et al., 2018; Zhang et al., 2013) to conduct further research into the complexity underlying the mechanisms or relationship between HIWPs and well-being. Using the self-determination theory, this study theorizes and empirically validates a significant relationship between HIWPs and JC. It also confirms a mediation model by showing the mediating role of JC on the nexus between HIWPs and IWB. When confronted with HIWPs initiatives, the study theorizes that JC can be used to meet basic psychological needs. Employees' decisions to use skills to tailor the way their work is completed is consistent with the basic premise of SDT, which opines that humans are active, growth-oriented organisms (Deci and Ryan, 2000). Engaging in interesting activities is part of the human organism's adaptive design. JC is a form of self-determination because it focuses on

switching jobs to meet basic psychological needs. As a result, employees are more willing to give their all for the job. This study has extended the state of knowledge in the field of HIWPs by using the mediation model to unravel the mediating role of JC in the relationship between HIWPs and IWB, unlike previous studies that typically focused on the direct relationship. Besides, this study has implications for SDT by situating JC as a self-determination strategy. It theorizes that nurses engage in JC to address vital human needs for competence or reflection, relatedness or belonging, and autonomy or self-determination with a view to boosting IWB.

The study's findings contribute to the existing knowledge about the role of SL in enhancing JC. It further unveils the previously unknown mediating process by elucidating the role of JC in mediating the relationship between SL and IWB. Essentially, prior research has established the suitability of JC as a mediator between SL and extra-role behavior (Bavik et al., 2017). Through its employee-centered philosophy, SL practices (such as delegating authority to employees, standing back in the event of failure, and explicitly promoting the employee's growth and development) are used to instill the employee with the confidence necessary to craft their jobs. This study has implications for the COR theory by emphasizing that employees gain positive emotions and resources through JC, which enables them to engage in IWB.

5.2 Practical contribution

Numerous practical implications flow from this study. First, nurses perform a variety of professional functions concurrently, such as medical care for multiple patients, accurate communication with other medical staff and patients' families, as well as providing patient comfort and reassurance (Bacaksiz et al., 2018). The study emphasizes the importance of HIWPs for nurse IWB that prioritize competency training. It should also foster an environment of consultation in which nurses can voice their opinions and concerns freely. It should support nurses' suggestions for improving work processes without fear of retaliation. Second, consistent with previous research, the study discovered that SL promotes IWB. SL provides the necessary support and confidence to enable nurses to engage in IWB through its service orientation toward them.

The study establishes that nurses first demonstrate job-crafting behaviors before showing IWB. Leaders should be cognizant of JC's mediating function. They should not anticipate that SL will immediately result in IWB. Since nurses first engage in JC before pursuing IWB, leaders should wait after introducing or promoting SL before pursuing IWB. IWB manifest themselves once JC is fully ingrained. The use of SL to promote JC will enable the leaders to foster or motivate the nurses IWB. Finally, innovation is critical to achieving a sustainable competitive edge. JC is critical for nurses, and this promotes initiative on their part. JC is a critical behavior for nurses when it comes to adapting to their hospital resources. Hospitals benefit from both job customization and IWB.

5.3 Limitations and future research

Despite the important findings of this study, there are some limitations. First, the current study relied on a single source for data collection since the information was gathered from the nurses. Self-reporting bias (MacKenzie and Podsakoff, 2012) is a type of common method bias that can be caused by this practice. It is recommended that researchers collect data from a variety of sources. In future studies, the employees can be asked to rate their leaders' SL and HIWPs, while the managers can be asked to rate their employees' JC and innovative behavior. Second, data collection for this study was done in two waves separated by one week during the COVID-19 pandemic, and we recommend that future research should collect data at a longer interval. Thirdly, some studies have asserted that the COVID-19 pandemic could have an adverse and unprecedented impact on some employees' IWB and job performance (Dhoopar et al., 2021; Karani et al., 2021). Hence, the constructs of this study, such as HIWPs, JC, and IWB, could be adversely influenced by the COVID-19 pandemic. Therefore, it is suggested that future studies should be conducted using data collected outside the COVID-19 pandemic. Finally, because we only consider positive outcomes in JC, future research should include negative outcomes like job content plateau and intention to leave.

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Appendix:

Socially Desirable Responding (SDR) scale items

- (1) You like to gossip at times
- (2) There have been occasions when you took advantage of someone
- (3) You are always willing to admit it when you make a mistake
- (4) You sometimes try to get even rather than forgive and forget
- (5) At times you have really insisted on having things your own way

- (6) You have never been annoyed when people expressed ideas very different “from your own”
- (7) You have never deliberately said something that hurt someone’s feelings Source: Strahan and Gerbasi (1972).

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