

# Research on the Mechanism of Employee Work Reshaping's Impact on Innovative Behavior

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**ABSTRACT.** *Based on 204 managers and employees of large enterprises in Shanghai, this paper conducts an empirical study on the impact mechanism of employee job remodeling and innovation behavior. The results show that there is a significant positive relationship between them, in which interpersonal love plays a mediating role, and inclusive leadership regulates the relationship between job remodeling and innovative behavior.*

**KEYWORDS:** *job remodeling; innovative behavior; interpersonal love; inclusive leadership*

## 1. Introduction

Innovation activities help enterprises to occupy an advantage in the competitive environment. Employee innovation is the cornerstone of enterprise innovation. How to effectively stimulate employees to try more innovative behavior and improve their innovative ability has become a research hotspot in recent years. Work remodeling, as an initiative self-change in work tasks, relationships and perceptions, is widely believed to have a positive impact on innovative behavior, but the black box mechanism between the two remains to be explored. This paper intends to explore the mediating role of job remodeling through interpersonal love and the mechanism of the moderating role of inclusive leadership on employees' innovative behavior through empirical research, trying to explore effective ways to improve employees' innovative behavior.

## 2. Theoretical Basis and Research Hypothesis

### *2.1 Work Reshaping and Innovative Behavior*

Job Crafting refers to a series of positive behaviors that employees self-implement in order to make their interests, motivations and passions consistent with their work and change their work tasks and relationship boundaries (Wrzesniewski and Dutton, 2001). This concept includes staff's bottom-up

re-planning of work content, work style and work relationship, and active participation in work redesign (Kulik, 1987), while active participation, reconstruction and redesign itself contains re-thinking and innovation of work. Dutton (2001) believes that remodeling is part of job innovation and job adaptability and makes employees more aware of their talents, interests and strengths. In addition, job remodeling can satisfy employees' autonomy and innovation, increase their sense of control over their work, avoid unchanged work environment and work content, make them meet more challenging tasks, and voluntarily participate in projects of interest, thereby enhancing their innovative behavior. Therefore, this paper assumes that:

Hypothesis 1: Employees' job remodeling has a positive impact on their innovative behavior.

## ***2.2 Mediating role of interpersonal affection***

Interpersonal affection refers to the lovely image of individuals in the process of interpersonal communication within a team organization, which will be affected by external factors such as team environment (Mao Peijuan, 2015). Employees' spontaneous work remodeling reflects their high degree of work engagement, and their willingness to further improve their ability to work, and the resulting high enthusiasm for work. Similarly, job remodeling also reflects employees' love for the organization and their loyalty to the job. Employees' positive working state will infect other colleagues in the organization through interpersonal communication, which will make the people around them regard it as an example, further promote employees' interaction and communication, and establish an image of willing to cooperate and share, so as to improve their interpersonal love. Wrzesniewski and Dutton (2001) put forward the concept of work remodeling, which is divided into task remodeling, relationship remodeling and cognitive remodeling. Among them, relationship remodeling means that employees change the scope or quality of social circles and networks to strengthen their own social ties. In the process of job remodeling, employees will have a sense of control over internal and external factors. This sense of control will make employees get positive emotions (Ryan and Deci, 2000). This kind of happy and happy emotions will infect other members of the organization, and will also promote the improvement of employees' interpersonal love. Therefore, this paper assumes that:

Hypothesis 2: Employee's job remodeling has a positive impact on employee's interpersonal preference.

In the process of interpersonal communication, the favorite image displayed by employees helps to get the good impression of others, and is willing to communicate with them, exchange, share more resources and give support and help. Through the influence of interpersonal love on others, employees are more likely to get the support of other members of the team, in order to better realize their new ideas, new ideas and products in the work, and achieve innovative behavior. Therefore, interpersonal love is conducive to deepening interpersonal communication and

creating innovative behavior in Ideological collision. Research by Lee and Lin (1998) also shows that people with positive and optimistic personality traits will be more willing to share their knowledge, thus promoting innovative behavior of individuals and organizations. The image of pleasant, kind, willing to share and willing to cooperate is high interpersonal love, which makes it easier for employees to get encouragement, support and resource assistance from managers, colleagues and partners, to master external information and form a unique knowledge framework, and to create a strong example to support and encourage innovation. Organizational climate, which maximizes employee motivation for innovation (Oldham and Cummings, 1996). Therefore, this paper assumes that:

Hypothesis 3: Employees'interpersonal preference has a positive impact on their innovative behavior.

In conclusion, high job remodeling can infect other members of the organization by employee's positive working status, and form a higher degree of interpersonal love and acceptance, thus improving the support of organizations and managers, creating an organizational atmosphere that encourages innovation, and helping employees to make more innovative behavior. Therefore, this paper assumes that:

Hypothesis 4: Employees'interpersonal preference plays a mediating role between job remodeling and innovative behavior.

### ***2.3 The moderating role of inclusive leadership***

Inclusion has always been regarded as a variable emphasizing interpersonal relationships and team cohesion, and inclusive leadership has also been considered as a key factor affecting organizational creativity and employee innovation behavior (Mumford and Hunter, 2005). Inclusive leadership can serve as an example of employees'innovative behavior (Jaussi and Dionne, 2003), provide resources such as time, money and information needed for employees' efforts (Reiter-Palmon and Illies, 2004), and motivate employees to participate more in job remodeling and innovative behavior (Atwater, 2009). Therefore, in the case of highly inclusive leadership, managers can adjust the relationship between work remodeling and innovative behavior by providing relationship support to employees, and reshape the team atmosphere. In the process of interaction between managers and employees, through positive attitude, open communication and leadership style of supporting trust, managers urge employees to remodel their behavior through work, discover their work significance, recognize their interests and strengths, and stimulate their subjective initiative, so as to enhance their innovative behavior. On the contrary, in the case of low-inclusive leadership, managers maintain a conservative attitude towards new ideas and things, keep distance from employees and lack communication. Employees encounter work problems can not be effectively solved and help guide, in order to avoid work errors and cautious. In this low-inclusive leadership organizational environment, although employees will consciously remodel their work, they are more likely to be blocked because of the lack of managers'inclusiveness and support, lack of enthusiasm and initiative, and lack of

positive guidance and help in the process of transforming work remodeling into innovative behavior. Therefore, in the case of low inclusive leadership, the positive effect of job remodeling on innovation behavior will be weakened. Therefore, this paper assumes that:

Hypothesis 5: Inclusive leadership regulates the positive relationship between job remodeling and employees' innovative behavior, that is, under high inclusive leadership, job remodeling can promote employees to implement more innovative behavior; under low inclusive leadership, the positive impact of job remodeling on innovative behavior is weakened.

### **3. Research methods**

#### **3.1 Subjects**

The data of this study selected the supervisors and employees from five enterprises of different nature in Shanghai as matched samples. A total of 300 questionnaires were distributed and 204 valid questionnaires were collected, with an effective recovery rate of 68%. According to the distribution of the sample, 58.8% were males, 57.8% were under 30 years old, 32.4% were 31-40 years old, 5.9% were 41-50 years old, 3.9% were over 50 years old, 2% were junior high school or junior high school, 16.2% were junior high school or junior high school, 77.5% were junior college or undergraduate, and 4.4% were master or above.

#### **3.2 Variable measurement**

The measurement of job remodeling refers to the items used by previous scholars, and forms a measurement scale of job remodeling through pre-interview and other predictive tests, which contains 12 items. For the measurement of interpersonal love, the scale of William H. Turnley and Mark C. Bolino (2001) contains four items. Inclusive leadership was measured using Carmeli, Reiter-Palmon and Ziv (2010) scales with 9 items. Scott, S. G. and Bruce (1994) were used to measure innovation behavior, which included six items. In order to ensure the objectivity of the respondents' answers, this study was conducted by employee self-evaluation and supervisor self-evaluation. The items of each scale were measured on Likert 5 scale. 1 indicated total disagreement and 5 indicated total agreement.

### **4. Results of Research**

#### **4.1 Reliability and validity analysis**

In this study, SPSS 19.0 was used for data processing, and Cronbach's alpha coefficient was used to test the reliability of each variable. The results showed that the alpha coefficient of the Work Reshaping Scale was 0.891; the alpha coefficient

of the Interpersonal Loving Scale was 0.930; the alpha coefficient of the Inclusive Leadership Scale was 0.953; and the internal consistency coefficient of the Innovative Behavior Scale was 0.918. The Cronbach's alpha coefficients of all scales were greater than 0.8, which passed the reliability test.

The exploratory factor analysis method was used in validity test. The KMO value of job remodeling scale was 0.856, interpersonal affection scale was 0.813, the KMO value of inclusive leadership scale was 0.933, and the KMO value of innovative behavior scale was 0.893, which were far greater than the lowest level of factor analysis 0.5. The variances of explanatory variances of corresponding factors were 76.566%, 82.331%, 72.988% and 70.552%, respectively. The results showed that all the scales had high structural validity.

#### 4.2 Descriptive statistics and correlation analysis of variables

The analysis results of mean, standard deviation and correlation coefficients of the variables in this study are shown in Table 1. Table 1 shows that there are significant correlations between job remodeling and innovation behavior, interpersonal love and innovation behavior, job remodeling and inclusive leadership, job remodeling and interpersonal love, which provides preliminary support for the hypothesis proposed in this study.

Table 1 Reliability coefficients, correlation coefficients and descriptive statistics of variables

variable	mean value	standard deviation	1	2	3	4	5	6	7
1. Age	31.64	7.398							
2. Education	2.84	0.511	-0.266**						
3. Gender	1.41	0.493	-0.132	0.121					
4. Job reshaping	3.5715	0.62888	-0.080	0.128	0.016	(0.891)			
5. Interpersonal love	3.9939	0.79965	-0.050	0.106	0.050	0.179*	(0.930)		
6. Inclusive leadership	3.9880	0.73271	-0.172*	0.027	0.103	0.574**	0.204**	(0.953)	
7. Innovative behavior	3.4103	0.40478	0.209	0.148*	-0.437	0.381**	0.240**	0.127	(0.918)

Note: \*  $P < 0.05$ , \*\*  $P < 0.01$ ; alpha reliability coefficients of variables in brackets

#### 4.3 Regression analysis

Hierarchical regression method was used to analyze the hypothetical model, and the main effect of job remodeling on employees' interpersonal love and innovative

behavior was obtained. Multilevel regression analysis of each hypothesis is shown in Table 2.

Table 2 Multilevel regression analysis of hypotheses

	Innovative behavior				Interperso nal love	Innovativ e behavior
	M1	M2	M3	M4	M5	M6
<b>control variable</b>						
Age	0.220	0.239	0.236	0.232	-0.011	0.225
Gender	0.439	-0.438	-0.436	-0.426	0.037	-0.448
Education	0.259*	0.216*	0.214*	0.210*	0.077	0.235*
<b>independent variable</b>						
Job reshaping		0.379**	0.389**	0.373* *	0.167*	
<b>Intervening variable</b>						
Interperson al love						0.249**
<b>Moderator variable</b>						
Inclusive leadership			-0.017	0.008		
<b>Moderating effect</b>						
Inclusive leadership*				0.119*		
Job reshaping						
R <sup>2</sup>	0.276	0.417	0.418	0.431	0.040	0.338
ΔR <sup>2</sup>		0.141**	0.001	0.013*	0.027*	0.062**
ΔF	25.457 *	48.221* *	0.064	4.651*	5.692*	18.380**

Note: The data listed are standard beta coefficients; \* P < 0.05, \*\* P < 0.01.

Age, gender and education were used as control variables to make regression analysis on employees' innovative behavior. Then, based on control variables, work remodeling and interpersonal love were added as independent variables respectively. The results of regression analysis on dependent variables' innovative behavior were shown in M2 and M6 in Table 2. After excluding the influence of control variables, innovative behavior was positively correlated with job remodeling and interpersonal love. The regression coefficients beta were 0.379 and 0.249, respectively, P < 0.01. The explanatory power of work remodeling and interpersonal love for innovative behavior (Delta R<sup>2</sup>) increased by 14.1% and 6.2%, respectively, achieving significant predictive effect. Hypothesis 1 and hypothesis 3 were supported.

Age, gender and education were used as control variables to make regression analysis of dependent variables' interpersonal preference. Then, based on control variables, job remodeling was added as independent variables to make regression analysis of dependent variables' interpersonal preference. The results were shown in

M5 in Table 2. After excluding the influence of control variables, job remodeling was positively correlated with employee's interpersonal preference. The regression coefficient beta was 0.167,  $P < 0.05$ . The explanatory power of job remodeling on interpersonal preference ( $R^2$ ) increased by 2.7%, achieving significant predictive effect. Hypothesis 2 was supported.

Following the suggestion of MacKinnon et al., 2002, this paper uses Bootstrap method to test the mediating effect of interpersonal affection on job remodeling and innovation. After controlling age, gender and education with Mplus, the sample number is set to 2000, and the upper and lower limit of 95% confidence interval for mediating effect is obtained [0.0041, 0.0469]. The confidence interval does not contain 0, so the mediation effect is valid. Hypothesis 4 is supported.

Age, gender and education are used as control variables to make regression analysis of dependent variable innovation behavior; then, based on control variables, an independent variable work remodeling is added to the dependent variable regression analysis; then, based on control variables and independent variable work remodeling, the regulatory variable inclusive leadership is added to the dependent variable regression analysis, and finally, the control variable and independent variable are added to the dependent variable regression analysis. Based on work remodeling and variable-adjusted inclusive leadership, independent variable work remodeling \* variable-adjusted inclusive leadership was added to the regression analysis of dependent variables. The results are shown in Table 2, M4. Under the influence of inclusive leadership excluding control variables and regulatory variables, job remodeling was significantly correlated with employee innovation behavior ( $\beta = 0.373$ ,  $P < 0.05$ ;  $R^2 = 0.431$ ). Inclusive leadership moderates the relationship between job remodeling and innovative behavior ( $\beta = 0.119$ ,  $P < 0.05$ ;  $R^2 = 0.431$ ), and Delta  $R^2$  changes significantly. Hypothesis 5 is supported.

Figure 3 depicts the moderating effect of inclusive leadership on the relationship between job remodeling and innovative behavior. It shows that when inclusive leadership is high, the positive impact of job remodeling on employees' innovative behavior is stronger, so Hypothesis 5 is further confirmed.

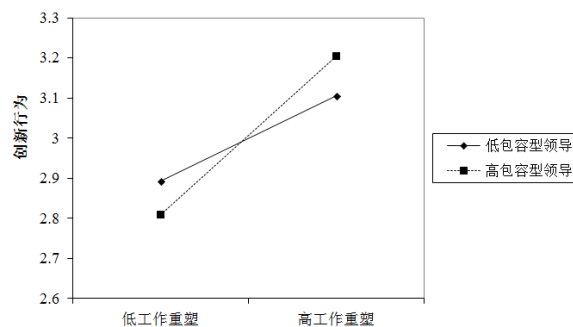


Figure 3 The moderating effect of inclusive leadership on the relationship between job remodeling and innovative behavior

## 5. Conclusions and Suggestions

The empirical results show that job remodeling has a significant positive impact on employees' innovative behavior, that is, the higher the degree of job remodeling, the higher the degree of employee's innovative behavior; job remodeling has a positive impact on employee's interpersonal preference, that is, the higher the degree of job remodeling, the higher the degree of employee's interpersonal preference. Hypothesis 1 and hypothesis 2 are verified. In addition, employees' interpersonal preference can promote employees' innovative behavior. Employees' interpersonal preference is higher, which helps employees to achieve more innovative ideas and innovative behavior. Hypothesis 3 is verified. At the same time, this study establishes a mediating effect model to explore and demonstrate the mediating role of interpersonal love between job remodeling and innovative behavior. Hypothesis 4 is validated. At the same time, in organizations with low inclusive leadership, the impact of employee job remodeling on innovation behavior is relatively small, while in organizations with high inclusive leadership, with the increase of employee job remodeling level, the scope of innovation behavior will increase. Hypothesis 5 is verified. Therefore, enterprises should pay more attention to employees' work remodeling behavior, establish effective early warning mechanism and intervention mechanism from regulation, system, management, culture, concept and other aspects, establish and gradually improve the people-oriented harmonious organizational culture, and discover, motivate and guide employees' work remodeling behavior.

One is to take innovation as the orientation and improve interpersonal love through work remodeling. In enterprise work and interpersonal communication, employees actively think about how to create a good and lovely image through relationship remodeling, enhance interpersonal love, so that their innovative ideas are supported by team and leadership, and stimulate innovative behavior with internal motivation. At the same time, through internal job rotation, encouraging internal competition and other company human resources optimization policies, enterprises give employees the opportunity to experience different positions, recognize their abilities and job needs, encourage employees to start from their own, carry out effective job remodeling, and combine their own personalized expertise with the company's job needs. To guide employees from "passive receiver and executor" to "active job reshaper", help employees build a sustainable career, make employees realize their personal value, at the same time, contribute to the innovation and development of enterprises, and ultimately achieve a win-win situation.

Second, we should create a highly inclusive leadership environment and guide the work to be reshaped. Business managers need to remember that every member of the team work has its own shining point, not only to become a Bole that can identify the Qianli Ma, but also to strive to create a highly inclusive leadership environment, cultivate and motivate more "Qianli Ma". Therefore, managers should pay attention to the training and learning of inclusive leadership in their daily management practice. Enterprises can also strengthen the training of managers' critical thinking, communication skills and interpersonal communication skills through team reflection and report. Without violating the collective interests and company rules,



managers should respect and retain the personality of employees who are beneficial to team development, give them room to exert their special skills, create an open and free working environment by following the good lead, encourage employees to turn passive into active ones, start from their own interests, hobbies, abilities, expertise and resources, and remodel their work. Managers need to discover employees' work remodeling behavior in time, guide employees' own preferences, personal motivation and work to better match, ensure that employees' personal goals and organizational goals are consistent, and more effective innovative behavior.

Third, enhance interpersonal love and create an atmosphere of organizational innovation. In an enterprise organization, managers and employees, as well as employees and employees, should maintain good interpersonal relations and working atmosphere, which is also an important basis for employees' innovative behavior. Employees with high interpersonal affinity are welcomed and trusted by other members of the organization, free exchange of ideas and knowledge sharing among members of the organization can stimulate their own innovative behavior to a certain extent; at the same time, they are generally accepted by colleagues outside the organization, and get opportunities for resource sharing and information exchange, so they can form a good communication platform, and The organizational climate of innovation forms a favorable foundation for innovative behavior. Therefore, employees need to pay attention to the cultivation of their interpersonal love. Enterprise managers should also appropriately guide the management of their personal image and the cultivation of their high interpersonal love, and give them appropriate development and growth space, as well as a pleasant working atmosphere. Managers should respect employees, understand them, care for them, listen to and understand their ideas and needs, establish a people-oriented organizational culture, a harmonious and innovative organizational atmosphere, as far as possible to understand and meet employees' differentiated and autonomous needs, stimulate employees to enhance innovative behavior, so that the expectations of each employee are respected and recognized, and create a harmonious and progressive enterprise culture essence. God, maintain the stability of the enterprise staff.

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