



## THE ROLE OF TRANSFORMATIONAL LEADERSHIP STYLE IN CREATING JOB CRAFTING BEHAVIOR

BY

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### Abstract

**Aim of the Study:** The aim of the study is to examine the impact of transformational leadership style on employee job-crafting behavior.

**Design/Methodology:** Data were collected using a purposive sampling method from 160 Academic staff members and they were asked to rate the transformational leadership style of their respective supervisors and their job-crafting behaviors. The data was used to explore the aim of the study through multiple linear regression statistical analysis.

**Findings:** The study concludes that Job crafting behaviors increasing job resources, and increasing challenge job demands had an impact on transformational leadership style. The study also highlights; the academic staff members' leadership styles positively impact on their job crafting behavior.

**Practical Implications:** The results of the study imply that transformational leadership may be crucial for identifying and utilizing follower strengths. By identifying their special talents and skills and urging followers to use them, transformational leaders inspire their followers.

**Originality/value:** This study will provide a more in-depth understanding, through practical implementation, primarily of employee job-crafting behavior. Organizations may reap the benefits of an innovative workforce by selecting, nurturing, and developing transformational leaders who facilitate employees to proactively craft a challenging and resourceful work environment.

**Keywords:** Employee job crafting behavior, Idealized influence, Inspirational motivation, Intellectual stimulation, Individual consideration, Transformational leadership style.

### 1. INTRODUCTION

Organizations may reap the benefits of an innovative workforce by selecting, nurturing and developing transformational leaders who facilitate employees to proactively craft a challenging and resourceful work

environment. In light of the limited opportunities for personalized working conditions provided by traditional top-down job design, employees often redefine and adjust their working responsibilities from the bottom up (Hornung et al., 2010). By default, leadership is a multi-level behaviour including a single leader and a single follower, as well as groups of followers and groups of followers (Zhong-Xing Su,

2020). The way of leading viewed as a key determinant of organisational change (Wood, et al., 2024) . A leader can influence new ideas' implementation, acceptance, and adoption by setting clear objectives and creating a work environment that fosters change (Harb & Sidani, 2019). Businesses operate in a constantly changing, highly unpredictable environment, and managing an organisation is becoming tremendously complex (Behie, et al., 2023). Today's business climate demands effective leadership from those in positions of authority. These leaders must know the environment's intricacies and organisational stakeholders' needs (Alsayyed et al., 2020).

According to many past researchers, transformational leadership increases staff productivity (Qalati et al., 2022). A collaboration between leaders and followers built on trust, respect, and reverence is the foundation of transformational leadership. According to this definition, transformational leaders prioritize teamwork, mutual respect, cooperation, and reference to accomplish personal and corporate objectives. The roots of this leadership style's inspirational and motivating behaviors toward subordinates can be traced back to moral and upright principles (Alsayyed et al., 2020). For various reasons, employees construct their work in a variety of ways (Conte, 2024). The job might be expanded for personal growth purposes by looking for resources and difficulties, or it could be contracted by lowering demands to lessen heavy workloads. Given that leaders have a substantial impact on the social backdrop of the workplace, it is unclear if transformational leaders would support both employee employment creation and reduction (Wang et al., 2017). Accordingly, job crafting can be defined as the adjustments that employees make to the level of employment requirements and job resources to increase their work's significance, interest, and satisfaction (Holman et al., 2024). As a result, job crafting can be used with top-down ways to improve jobs, address the complexity of modern employment, address worker demands, and overcome the limitations of job redesign approaches. This paper aims to present an overview of the research problem, conceptualizations of job crafting, the motivations behind people's job choices, and potential predictors and outcomes. It also offers recommendations to organisational HR managers on controlling job crafting in their workflows and encourages positive results of job crafting behaviour. Even though research on job crafting is still in its early stages, businesses need to acknowledge its existence and manage it to benefit both the workers and the industry (Demerouti, 2014). However, as explained in the above background strong feelings of organisational identification may serve as an employee's source of change motivation rather than a transformational leader (H. J. Wang et al., 2017) Similarly, although there have been studies in other countries

on how the Transformational leadership style on employee job Crafting behaviour, there is a lack of studies in south asian context. Here, the researcher's final objective is to investigate the effect of transformational leadership style on employee job-crafting behaviour among the education sector.

## 2. LITERATURE REVIEW

Although, transformational leadership is particularly effective during organisational change because it can help people see change as an opportunity rather than a danger (Bass, 2006). Corporate leaders must rely on people to take the initiative and bring about change from the bottom up to handle emerging demands and opportunities at work in a highly competitive and uncertain business environment (Marchese, Gastaldi, & Corso, 2023). Along with performing the essential duties outlined in the job description, employees are also expected to take greater initiative to improve the current situation (Griffin, Neal, & Parker 2007; Grant & Parker 2009). In leadership literature it has acknowledged as a leadership approach that makes organizational members more conscious of achieving shared objectives (Frémeaux & Pavageau, 2022). Transformational leaders are transparent and always choose to share resources with their team members (Afsar et al., 2014). It is likely to encourage the conduct of employees looking for resources. Transformational leaders demand excellent performance and creativity from their team members. Employees may seek counsel and assistance from their managers and coworkers to perform at high levels. They will likely look for difficult situations to be creative and implement new ideas (H. J. Wang et al., 2017).

According to Antonakis & House et al., (2013), their followers' motives, beliefs, and attitudes are stimulated and changed from a low to a high degree of arousal by transformational leaders, who are proactive change agents. Additionally, by going beyond group interests, transformational leaders increase their followers' consciousness, which enables them to accomplish amazing achievements (Nabi, Liu, & Hasan, 2023). Further, transformational leaders impart their vision and creativity to their followers, develop emotional bonds with them, and help people become aware of and believe in accomplishing disdainful objectives (Busari et al., 2020). Accordingly, four areas of transformational leadership; inspirational motivation, idealized influence, intellectual stimulation, and individual judgment, would motivate their team members to strive for the organization's common good rather than just their interests (Harb & Sidani, 2019).

## 2.1 Idealized influence

Idealized influence, defined by Okoli et al. as inspiring a vision for the future while embracing behavior that makes them respectable, is the charismatic component of transformational leadership. A leader can communicate a strong vision, and followers can learn to respect, believe in, and honor those (Le & Le, 2021). The leaders act in a way that makes them role models for their followers in this aspect of transformational leadership (Stock et al., 2022). As a result, the followers end up admiring and respecting the leader, whom they then wish to imitate. The followers also recognize their leader's outstanding abilities, perseverance, and determination, who is willing to take risks to accomplish organizational or personal goals while acting morally and ethically (Boehnke et al., 2002). According to Ojokuku, Odetayo & Sajuyigbe, (2012), idealized influence within an organization can be explained in terms of knowledge generation. Simply influencing ideals is what is meant by "idealized influence." Leaders and their staff members may dedicate themselves to the highest standards when morality is at its highest. Charismatic leadership is the most effective trait-driven approach. (Nyokabi et al., 2017). Individuals who display knowledge through association are the source of knowledge systems. When an organization works with a larger social collective network that requires idealized influence and also needs social relationships, these interactions between individuals bring about social relationships (Simola et al., 2012). By cultivating the ideal business climate, leaders provide the foundation for success. Fostering objective openness and progressive culture is perfect for focused performance information usage (Moynihan et al., 2011).

## 2.2 Inspirational motivation

Inspirational motivation refers to a leader's capacity to present a compelling vision of a brighter future for an organization to persuade followers to put the group's interests ahead of their own (Bakker, Hetland, Olsen, & Espevik, 2023). Additionally, the leader fosters a sense of community among the followers so they may concentrate on shared goals (Nuel et al., 2021). According to Kariuki (2021), contradicts the transformational leader's individualized consideration dimension, which calls for the leader to concentrate on each person's interests and requirements. Inspirational motivation enables followers to deal with new problems and job pressures in today's volatile, unpredictable, complex, and ambiguous (VUCA) organizational environments by viewing obstacles as opportunities (Hasija et al., 2019). Compared to the other characteristics of transformative leadership, Abdullah and Faraj, (2020), stated that inspirational motivation had the strongest association with workers' performance. This

illustrates the potential cosmic influence that motivational inspiration can have when used, among other situations, in the microfinance context (Kariuki, 2021).

## 2.3 Intellectual stimulation

According to Kark & Van Dijk, (2018), employees who are focused on promotions will discover that the environment is constrictive and that new ideas are not encouraged, resulting in reduced creativity levels. Even when the environment offers fewer opportunities for engaging in exploratory practices, people with high promotion focus will still be inspired to engage in creative endeavors when just intellectual stimulation is high (Ng, Koopmann, & Parker, 2022). Leaders who inspire their followers' minds through their actions and position of power will act as role models, somewhat easing structural limitations (Gulsen, 2023). An intellectually challenging boss in this situation promotes promotion-focused problem-solving techniques and associated divergent thinking (Gottman et al., 1998).

## 2.4 Individual consideration

Individualized consideration, a facet of transformational leadership, is comparable to contingent reinforcement in that followers frequently receive affirming input (Avolio et al., 2022). Like contingent reinforcement, customized attention can take positive and negative shapes to advance the follower who is anticipated to accomplish the task while also picking up lessons from triumphs and failures (Goenaga, 2024). Individualized consideration may focus on changing followers' motives, getting them to take into account more than just their self-interests but also the moral and ethical ramifications of their actions and goals, in contrast to contingent reward, which depends on its impact on followers' motives as a given (Avolio & Bass, 1995). Individual consideration refers to coaching following professional growth and accomplishments (August & Faeq, 2020). Additionally, taking into account and listening to each employee individually, assisting them in identifying and strengthening their areas of weakness, and in this notion, delivering pertinent training are some examples of this dimension (Kanwal et al., 2019). Individual consideration was first described by Bass, (2014); as including both follower development and treating each follower as an individual. Activities that enable employees to acquire job-related skills are the main emphasis of the developmental component (Martin Belvisi, Riccardo Pianeti, 2016). The caring component of leadership requires showing concern for followers and acting or making decisions with their requirements in mind (Rafferty & Griffin, 2006).

## 2.5. Job crafting behavior

Job Crafting is the process where workers take a proactive role in molding, reinventing, and creating their jobs to ensure a positive match between their personalities and their careers in the workplace (H. Wang et al., 2020). Organizations will benefit if leaders encourage their staff to apply tactics supporting development like job crafting, which increases engagement and high work attendance. They play a significant part in the social context of the workplace (Afsar & Masood, 2019). Employees can remodel their job processes to their uniqueness thanks to job crafting, which enables them to bring about long-lasting improvements inside the firm (Demerouti, 2014). According to Kim, (2010), employees can alter certain facets of their work, connect with coworkers, and perceive their jobs via "job making." Employees can seek challenges, increase resources, and minimize pressures by tailoring their jobs to suit better their unique needs and talents. (Tims et al., 2012).

### 2.5.1. Increasing job resource

Job resources are those elements of a job that are either/or useful for attaining work objectives, lowering job demands and the resulting physical and psychological expenses, and promoting individual development (Tims et al., 2015). Job resources encourage engagement work, according to research on the JD-R model for a meta-analysis see (Crawford et al., 2010) and can, ultimately, result in fruitful organizational outcomes (Salanova et al., 2005; Xanthopoulou et al., 2009). Additionally, workplace resources can mitigate the negative consequences of job demands and promote high levels of engagement at work in situations where job demands are strong (Bakker et al., 2007). As a result, job crafting may significantly impact work engagement. Raising employment resources will result in positive individual outcomes (Demerouti, & Bakker 2023). Employees will attempt to reduce their level of job resources based on the analysis mentioned above of the motivational impact of job resources (Tims et al., 2012).

### 2.5.2. Increasing challenge job demands

A job that isn't stimulating enough can make you bored, resulting in absences and job discontent. Therefore, it is crucial for employee motivation at work that they face a sufficient level of demanding job requirements (Tims et al., 2012). A job that isn't stimulating enough can make you bored, which can result in absences and job discontent (Kass et al., 2001). Therefore, it is crucial for employee motivation at work that they face a sufficient level of demanding job requirements. Employees are motivated to advance their

knowledge and abilities or to accomplish more difficult goals when their jobs are challenging (LePine et al., 2005). Although challenging job expectations can also be viewed as stressful, and these demands are positively connected to work engagement (Koroglu & Ozmen, 2022). Creating more obstacles at work could be a crucial means of fostering personal development and professional fulfillment (Berg et al., 2008).

## 2.6. The Relationship between Transformational leadership style and employee job crafting behavior

Employees that work for transformational leaders make an effort to expand their knowledge, strengthen their skills, and look for additional structural resources to come up with new and innovative ideas into practice (De Clercq, & Mustafa, 2024). Transformational leaders continuously communicate with their followers personally, inspiring them to develop their social capital (e.g. by looking to their leader for inspiration or asking them to coach them) (Karimi, Ahmadi Malek, Yaghoubi Farani, & Liobikienė, 2023). Consequently, transformational leadership is anticipated to encourage employees to start creating their jobs (Afsar & Masood, 2019). Employees that work with a transformational leader may exhibit resource-seeking behaviors. Leaders have access to a wealth of resources, including assistance with employees' professional growth (such as training opportunities), information about the workplace, expertise, and experiences. Transformational leaders are expected to be open and willing to share these resources with their team members (H. Wang et al., 2005). It is likely to encourage the conduct of employees looking for resources.

Additionally, transformational leaders need their team members to achieve at a high level, which may encourage them to seek out resources to do so. Employees' conduct in minimizing demands may be influenced by leaders' views on what and how much they should be expected to achieve at work (Zhou, Liu, & Xin, 2024). Employees can desire to remove some of the tedious tasks from their positions and so they can spend more time doing what they enjoy. However, staff members might believe they lack the authority to take that action (H. J. Wang et al., 2017). When working with a transformative leader, staff members could be more likely to extend seeking out difficulties. Transformational leaders push the envelope and inspire their teams to go above and beyond what they had anticipated; they are concerned with their team members' personal development (Dvir Dov Eden Bruce Avolio Boas Shamir, 2002). As a result, those who follow transformational leaders could likewise reduce their demands. Therefore, we argue that transformational leadership fosters an environment where employees feel

motivated and supported to proactively shape their job roles, leading to enhanced job satisfaction, performance, and overall organizational effectiveness.

### 3. RESEARCH OBJECTIVES

The research paper is prepared with the following objectives:

General objective; to identify the impact of transformational leadership style on employee job crafting behavior among academic staff members in Sri Lankan state universities.

Specific objectives;

- To explore the impact of idealized influence on employee job crafting behavior
- To explore the impact of inspiration motivation on employee job crafting behavior
- To assess the impact of intellectual stimulation on employee job crafting behavior
- To explore the impact of individual consideration on employee job crafting behavior

### 4. SCOPE OF THE STUDY

Contextually, this research will be conducted with Academic staff members in the State Universities of Sri Lanka

### 6. RESULTS & DISCUSSION

#### 6.1 Demographic profile

The demographic profile was analyzed concerning gender, age, marital status, and period of the service of respondents.

**Table 1: Descriptive Statistics of Demographic Profile**

		Frequency	Valid%			Frequency	Valid%
Gender Profile	Male	94	60.6	Working Experience in years	Less than 1 year	3	1.9
	Female	61	39.4		2-4 years	57	36.8
Age Profile	25-28 Years	3	1.9		5-7 years	30	19.4
	29-31 Years old	41	26.5		7 years and more	65	41.9

however, remains comparatively under-researched. The researcher used a standardized structured questionnaire to gather information from the selected sample.

### 5. RESEARCH METHODOLOGY

The study design we utilized to evaluate our hypothesis is quantitative for two key reasons. Firstly, quantitative research emphasizes quantification in data collection and analysis and is dependent on quantitative data (Bryman, 2003). Secondly, quantitative research is best suited for testing hypotheses and examining the interactions between different variables (Blumberg et al., 2014). Thus, the study provides numerical data that may be useful statistics to quantify the problem. The quantitative approach is more productive for researchers who can employ countable indicators to study particular factors. A further survey is conducted to understand the relationship between Transformational leadership styles on employee job-crafting behavior. Primary data were used and the sample size was 160 Academic staff members. To achieve greater accuracy, the necessary data is required to be collected from a large enough sample size of participants. Section two of the questionnaire asks respondents to mark their agreement on each item according to their opinion using the 5-point Likert scale rating.

	32-35 Years old	44	28.4	Faculty	Agriculture	9	5.8
	more than 36 Years old	67	43.2		Applied Sciences	31	20.0
Highest Education Level	Ph.D./Doctorate or higher	59	38.1		Management Studies	45	29.0
	Masters' degree	68	43.9		Medicine & Allied Science	33	21.3
	Bachelor's	28	18.1		Social Science & Humanities	12	7.7
					Technology	25	16.1

(Source: Survey Data, 2023)

The purpose of the descriptive statistical method is to summarize the data and to interpret this method as a brief descriptive coefficient that summarizes the data collected for research.

## 6.2. Normality

As shown in the table 2 the value of skewness is .004 it is approximately close to zero, which means that it is also normally distributed. Similarly, the Kurtosis value here is -.537, that value is zero. It also means that the data is normally distributed.

**Table 2: Normality of the sample: Employee Job Crafting Behaviour**

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee_Job_Crafting_Behaviour	155	.004	.195	-.537	.387
Valid N (list wise)	155				

(Source: Survey Data, 2023)

The Skewness and Kurtosis values of the independent variable in this research can also be identified as follows. The independent Skewness value is -0.178 similarly, its Kurtosis value is -.309. Those values are approximately close to zero, which also means that the data is approximately normally distributed. In further examination, the researcher has identified that the Skewness and Kurtosis values which are the dimensions of the independent variable are close to zero. Which means that it is also normally distributed.

**Table 3: Normality of the sample: Transformational Leadership**

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational_Leadership	155	-.178	.195	-.309	.387
Idealized_Influence	155	-.276	.195	.274	.387
Inspiration_Motivation	155	-.062	.195	-.743	.387
Intellectual_Stimulation	155	-.248	.195	.099	.387
Individual_Consideration	155	-.528	.195	.501	.387
Valid N (listwise)	155				

(Source: Survey Data, 2023)

### 6.3. Reliability

In order to analyze the reliability of the survey questionnaire, the Cronbach's Alpha test was adopted by the researcher.

**Table 4: Reliability of the sample**

Variable	Dimensions	Cronbach's Alpha	No. of Items
Independent Variable Transformational Leadership Style	Idealized Influence	0.654	4
	Inspirational Motivation	0.730	5
	Intellectual Stimulation	0.626	5
	Individual Consideration	0.804	5
Dependent Variable	Employee Job Crafting Behavior	0.745	15

(Source: Survey Data, 2023)

As per the table 4, the Cronbach's Alpha values of Idealized Influence, Inspiration Motivation, Intellectual Stimulation and Individual Consideration were 0.654, 0.730, 0.626 and 0.804 respectively and Cronbach's Alpha value of dependent variable is 0.745.

The researcher determined the reliability using SPSS software and obtained the variable's Cronbach's Alpha value, which is shown above. In reliability measurement research, it is generally accepted that alpha values more than 0.6 indicate high reliability, and that alpha values between 0.60 and 0.7 indicate approximate reliability. In any event, this value must be more than 0.5 in order to be approved.

## 6.4 Validity

**Table 5: Validity of the sample**

<b>Employee Job Crafting Behaviour</b>		
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		0.586
Bartlett's Test of Sphericity	Approx. Chi-Square	913.699
	df	105
	Sig.	.000
<b>Transformational Leadership Style</b>		
<b>Idealized Influence</b>		
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		0.614
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.	Approx. Chi-Square	130.229
	df	10
	Sig.	.000
<b>Inspiration Motivation</b>		
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		0.704
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.	Approx. Chi-Square	204.554
	df	10
	Sig.	.000
<b>Intellectual Stimulation</b>		
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		0.571
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		135.226
		10
		.000
<b>Individual Consideration</b>		
Kaiser-Meyer-Olkin Measure (AMO) of Sampling Adequacy.		.586
Bartlett's Test of Sphericity	Approx. Chi-Square	335.045
	df	10
	Sig	.000

(Source: Survey Data, 2023)

According to the table 5, KMO value of dependent variable in this research is .586 and in independent variable: .614, .704, .571 and .586 respectively. That is it is higher than 0.5 and it is good validity value. The sig value of Bartlett's test of Sphericity in all the variables is less than 0.05, it is clear from the above information that no issue regarding the validity of this.



## 6.5. Correlation

**6.5.1. Pearson Correlation Analysis of Idealized Influence**  
**Table 6: Pearson Correlation Analysis of Idealized Influence**

Correlations			
		Idealized Influence	Employee_Job_Crafting_Behaviour
Idealized_Influence	Pearson Correlation	1	.628**
	Sig. (2-tailed)		.000
	N	155	155
Employee_Job_Crafting_Behaviour	Pearson Correlation	.628**	1
	Sig. (2-tailed)	.000	
	N	155	155
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Survey Data, 2023)

A Pearson Correlation Analysis of Idealized Influence shown in the above table. Statistically, the Pearson correlation coefficient between Idealized Influence and Employee Job Crafting Behaviour was 0.628.

Also, the significant value here is 0.000, which means that this relationship between Idealized Influence and Employee Job Crafting Behaviour is statistically significant. Because the significant value is less than 0.01, the relationship between these variables is considered statistically significant. So, there is statistical evidence to claim that there is a significant positive relationship between Idealized Influence and Employee Job Crafting Behaviour.

## 6.5.2. Pearson Correlation Analysis of Inspiration Motivation

**Table 7: Pearson Correlation Analysis of Inspiration Motivation**

Correlations			
		Inspiration_Motivation	Employee_Job_Crafting_Behaviour
Inspiration_Motivation	Pearson Correlation	1	.606**
	Sig. (2-tailed)		.000
	N	155	155
Employee_Job_Crafting_Behaviour	Pearson Correlation	.606**	1
	Sig. (2-tailed)	.000	
	N	155	155
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Survey Data, 2023)

A Pearson Correlation Analysis of Idealized Inspiration Motivation is shown in the above table. Statistically, the Pearson correlation coefficient between Idealized Influence and Employee Job Crafting Behaviour was 0.606.

Also, the significant value here is 0.000, which means that this relationship between Inspiration Motivation and Employee Job Crafting Behaviour is statistically significant. Because the significant value is less than 0.05, the relationship between these variables is considered statistically significant. So, there is statistical evidence to claim that there is a significant positive relationship between Inspiration Motivation and Employee Job Crafting Behaviour.

### 6.5.3 Pearson Correlation Analysis of Intellectual Stimulation

**Table 8: Pearson Correlation Analysis of Intellectual Stimulation**

Correlations			
		Intellectual_Stimulation	Employee_Job_Crafting_Behaviour
Intellectual_Stimulation	Pearson Correlation	1	.387**
	Sig. (2-tailed)		.000
	N	165	165
Employee_Job_Crafting_Behaviour	Pearson Correlation	.387**	1
	Sig. (2-tailed)	.000	
	N	165	165
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source:Survey Data, 2023)

A Pearson Correlation Analysis of Idealized Intellectual Stimulation is shown in the above table. Statistically, the Pearson correlation coefficient between Intellectual Stimulation and Employee Job Crafting Behaviour was 0.387.

Also, the significant value here is 0.000, which means that this relationship between Intellectual Stimulation and Employee Job Crafting Behaviour is statistically significant. Because the significant value is less than 0.01, the relationship between these variables is considered statistically significant. So, there is statistical evidence to claim that there is a significant positive relationship between Intellectual Stimulation and Employee Job Crafting Behaviour.

### 6.5.4 Pearson Correlation Analysis of Individual Consideration

**Table 9: Pearson Correlation Analysis of Individual Consideration**

Correlations			
		Individual_Consideration	Employee_Job_Crafting_Behaviour
Individual_Consideration	Pearson Correlation	1	.207**
	Sig. (2-tailed)		.010
	N	155	155
Employee_Job_Crafting_Beh	Pearson Correlation	.207**	1

aviour	Sig. (2-tailed)	.010	
	N	155	155
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source:Survey Data, 2023)

A Pearson Correlation Analysis of Idealized Individual Consideration is shown in the above table. Statistically, the Pearson correlation coefficient between Individual Consideration and Employee Job Crafting Behaviour was 0.207.

Also, the significant value here is 0.003, which means that this relationship between Intellectual Stimulation and Employee Job Crafting Behaviour is statistically significant. Because the significant value is less than 0.10, the relationship between these variables is considered statistically significant. So, there is statistical evidence to claim that there is a significant positive relationship between Individual Consideration and Employee Job Crafting Behaviour.

## 6.6. Hypothesis Testing

The researcher testing hypothesis in simple regression method and multiple regression method.

### 6.6.1 Simple Regression Analysis

The Main objective of the study is to examine the impact of Transformational Leadership Style on Employee Job Crafting Behaviour. Accordingly, the researcher brings out the simple regression analysis on the impact of Transformational Leadership Style on Employee Job Crafting Behaviour.

**Table 10: Model Summary- Idealized Influence**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 <sup>a</sup>	.394	.390	.253
a. Predictors: (Constant), Idealized_Influence				

(Source: Survey Data, 2023)

According to the statistical information shown in the table above, the R-squared value of idealized influence is 0.394 (39.4%). It means that idealized influence explains a percentage value of 39.4% of the employee job crafting behavior variable. Also idealized influence variable does not explain the remaining 60.6% of the employee job crafting behaviour. This means that in addition to idealized influence, there are other dimensions that affect employee job crafting behaviour.

**Table 11: Coefficient Table- Idealized Influence**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.229	.180		12.371	.000

	Idealized_Influence	.480	.048	.628	9.976	.000
a. Dependent Variable: Employee_Job_Crafting_Behaviour						

(Source: Survey Data, 2023)

In the table 11, unstandardized beta coefficient value is 0.480. It means that if idealized influence increases by one, employee job crafting behaviour changes by 0.480. Since the value of this is positive, it means that when the idealized influence changed, employee job crafting behaviour increased compared to it. When this increases, an error of 0.048 occurs here. Moreover, the significance value of this beta coefficient is 0.000, which means it is less than 0.01, which proves the effect significantly.

**Table 12: Model Summary- Inspiration Motivation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 <sup>a</sup>	.367	.363	.259
a. Predictors: (Constant), Inspiration_Motivation				

(Source: Survey Data, 2023)

According to the statistical information shown in the table above, the R-squared value of inspiration motivation is 0.367 (36.7%). Also, inspiration motivation does not explain the remaining 63.3% of the employee job crafting behaviour. This means that in addition to inspiration motivation there are other dimensions that affect employee job crafting behavior.

**Table 13: Coefficients Table- Inspiration Motivation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.107	.204		10.344	.000
	Inspiration_Motivation	.444	.047	.606	9.419	.000
a. Dependent Variable: Employee_Job_Crafting_Behaviour						

(Source: Survey Data, 2023)

In the table 13, unstandardized beta coefficient value is 0.444. It means that if inspiration motivation increases by one, employee job crafting behavior changes by 0.444. Since the value of this is positive, it means that when the inspiration motivation changed, employee job crafting behavior increased compared to it. When this increases, an error of 0.047 occurs here. Moreover, the significance value of this beta coefficient is 0.000, which means it is less than 0.01, which proves the effect significantly.

**Table 14: Model Summary-Intellectual Stimulation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 <sup>a</sup>	.313	.309	.270
a. Predictors: (Constant), Intellectual_Stimulation				

(Source: Survey Data, 2023)

According to the statistical information shown in the table 14, the R-squared value of intellectual stimulation is 0.313 (31.3%). Also, the intellectual stimulation variable does not explain the remaining 68.7% of the employee job-crafting behavior. This means that in addition to intellectual stimulation, there are other dimensions that affect employee job-crafting behavior.

**Table 15: Coefficients Table-Intellectual Stimulation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.486	.185		13.467	.000
	Intellectual_Stimulation	.408	.049	.559	8.350	.000
a. Dependent Variable: Employee_Job_Crafting_Behaviour						

(Source: Survey Data, 2023)

In the table 15, unstandardized beta coefficient value is 0.408. It means that if intellectual stimulation increases by one, employee job-crafting behavior changes by 0.408. Since the value of this is positive, it means that when the intellectual consideration changed, employee job crafting behavior increased compared to it. When this increases, an error of 0.049 occurs here. Moreover, the significance value of this beta coefficient is 0.000, which means it is less than 0.000, which proves the effect significantly.

**Table 16: Model Summary- Individual consideration**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.207 <sup>a</sup>	.043	.037	.318
a. Predictors: (Constant), Individual_Consideration				

(Source: Survey Data, 2023)

According to the statistical information shown in the table 16, the R-squared value of inspiration motivation is 0.43 (4.3%). Also, the individual consideration does not explain the remaining 95.7% of the employee job crafting behavior. This means that in addition to individual consideration, there are other dimensions that affect employee job-crafting behavior.

**Table 17: Coefficients Table- Individual Consideration**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.554	.178		19.982	.000
	Individual_Consideration	.120	.046	.207	2.622	.010

a. Dependent Variable: Employee\_Job\_Crafting\_Behaviour

(Source: Survey Data, 2023)

In the table 17, unstandardized beta coefficient value is 0.120. It means that if inspiration motivation increases by one, employee job crafting behavior changes by 0.120. Since the value of this is positive, it means that when the inspiration motivation changed, employee job crafting behavior increased compared to it. When this increases, an error of 0.046 occurs here. Moreover, the significance value of this beta coefficient is 0.010, which means it is less than 0.05, which proves the effect significantly.

### 6.6.2 Multiple Regression Analysis

**Table 18: Model Summary- Multiple Regression**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 <sup>a</sup>	.744	.737	.166

a. Predictors: (Constant), Individual\_Consideration, Inspiration\_Motivation, Intellectual\_Stimulation, Idealized\_Influence

(Source: Survey data, 2023)

As per the above table, R square value was 0.744 which depicted 74.4% of the dependent variable. It means that transformational leadership Style explains a percentage value of 74.4% of the employee job crafting behavior variable. Also, the transformational leadership Style does not explain the remaining 25.6% of the employee job crafting behavior.

**Table 19: Coefficients Table- Multiple Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.050	.200		.249	.804
	Idealized_Influence	-.297	.091	-.388	-3.252	.001

	Inspiration_Motivation	.545	.039	.743	14.151	.000
	Intellectual_Stimulation	.676	.085	.927	7.932	.000
	Individual_Consideration	.050	.025	.086	2.023	.045
a. Dependent Variable: Employee_Job_Crafting_Behaviour						

(Source: Survey Data, 2023)

When considering the table 19, the regression coefficient of idealized influence that it has a negative and significant impact on the Employee Job Crafting Behavior. ( $\beta = -.297, P < .001$ ). This result further supports the first Hypothesis (H1) of the study.

The regression coefficient of Inspiration Motivation is ( $\beta = .545, P < 0.000$ ). Indicates that has a positive and significant impact on th level of Employee job crafting behavior. This result further supports the second hypothesis (H2) of the study.

According to the above table, the regression coefficient of intellectual stimulation indicates that it has a positive and significant impact on the Employee job crafting behavior ( $\beta = 0.676, P < 0.000$ ). This result further supports the third hypothesis (H3) of the study.

According to the table 19, the regression individual consideration indicates that it has a positive and significant impact on the Employee job crafting behavior. ( $\beta = 0.050, P < 0.000$ ). This result further supports the fourth hypothesis (H4) of the study.

The regression model can be built as follows.

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$$

Were,

Y = Employee Job crafting Behavior

$\beta_0$  = Constant (The intercept of Y)

X1 = Idealized Influence

X2 = Inspiration Motivation

X3 = Intellectual Stimulation

X4 = Individual Consideration

$\varepsilon$  = Error in the model

As per the above-stated theoretical foundation, the regression equation of this study can be built as follows.

$$\text{Employee Job rafting Behaviour} = 0.50(\text{Constant}) - 0.297(\text{Idealized Influence}) + 0.545(\text{Inspiration Motivation}) + 0.676(\text{intellectual Stimulation}) + 0.50(\text{Individual Consideration}) + 200(\text{Error})$$

### 6.6.3. Hypothesis Testing

**Table 20: Summary of Hypothesis Testing Table**

Research Objective	Variable	H	Data Type	Test	Results	Interpretation
	Dependent Variable Employee Job Crafting behavior		Scale			

Impact	Independent Variable Transformational Leadership style	H1	Scale	Correlation	+ .737 P=.000	Significant Positive Strong Relationship
Impact	Idealized Influence	H1a	Scale	Multiple Regression	0.01	Significant Positive Relationship
	Inspiration Motivation	H1b	Scale		0.000	
	Intellectual Stimulation	H1c	Scale		0.000	
	Individual Consideration	H1d	Scale		0.45	

(Source: Survey Data, 2023)

**H1a: There is a significant impact of idealized influence on employee job crafting behavior**

The regression coefficient of idealized influence that it has a negative and significant impact on the Employee Job Crafting Behavior. ( $\beta = -.297, P < .001$ ). Also, there is a positive impact of Idealized Influence on employee Job crafting Behavior.

**H1b: There is a significant impact of Inspiration motivation on employee job crafting**

The regression coefficient of Inspiration Motivation is ( $\beta = .545, P, P < 0.000$ ). Indicates that has a positive and significant impact on th level of Employee job crafting behavior. Also, there is a positive impact of Inspiration Motivation on employee Job crafting Behavior.

**H1c: There is a significant impact of Intellectual stimulation on employee job-crafting behavior**

The regression coefficient of intellectual stimulation indicates that it has a positive and significant impact on the Employee job crafting behavior ( $\beta = 0.676, P < 0.000$ ). Also, there is a positive impact of Intellectual Stimulation on employee Job crafting Behavior.

**H1d: There is a significant impact of Individual consideration on employee job crafting behavior**

The regression coefficient of individual consideration indicates that it has a positive and significant impact on the

Employee job crafting behavior. ( $\beta = 0.050, P < 0.000$ ) Also, there is a positive impact of Individual Consideration on employee Job crafting Behavior.

**7. CONCLUSION**

Tertiary institutions have clear strategic goals that can only be met with strong leadership. A new leadership approach that can handle and carry out strategic intents is required in this academic environment that is changing. To address the current academic unrest, transformational leadership has been advocated as a viable leadership approach. Changes in employees and universities as a whole can be facilitated through transformational leadership, which is a crucial success component

The major purpose of the present study was to explore the The transformational leadership style on job crafting behaviour in academic sector. According to reliability test of questionnaire, the Cronbach’s alpha value was higher than 0.7. Therefore the entire questionnaire was totally correct and reliable. The demographic characteristics gave a clear image of respondents. Out of the total respondents (N=155), 94 respondents (60.6%) are Male and 61 respondents (39.4%) are Female. Out of the total respondents (N=155), 45 respondents (29%) are faculty of management studies staff, 33 respondents (21.3%) are faculty of medicine & Allied Science



staff, 31 respondents (20%) are at faculty of applied sciences staff, 25 respondents (16.1%) are faculty of technology staff, 12 respondents (7.7%) are faculty of social science & humanities staff and finally 9 respondents (5.8%) are faculty of agriculture staff members.

According to the correlation analysis there is a positive and significant relationship between idealized influence, inspiration motivation, intellectual stimulation and individual consideration. there is a positive and significant relationship transformational leadership style and employee job crafting behavior. Thus, the simple regression model for these four variables has significantly explained the variation in employee job crafting behavior.. The regression coefficient of idealized influence, inspiration motivation, intellectual stimulation and individual consideration indicates that it has a significant positive impact on employee job crafting behavior.

According to this conceptual relationship, Job Demand-Resources (JD-R) could be identified in earlier literature. By doing this research on the Sri Lankan setting, particularly in the academic sector, the contextual vacuum in this study has been filled. When compared to other researchers with this study, most of the previous studies have been conducted based on other industries including, apparel sector, hospital sectors, insurance companies and banking, etc. Academic staff believe that the significance of transformational leadership styles has a significant impact on

their job crafting behavior. Based on the results of the study, it can be concluded that when academic staff members' leadership styles positively impact on their job crafting behavior

## 10. LIMITATIONS AND FUTURE RESEARCH

To reduce the impact of the numerical difficulties, the researcher could undertake the same study using a qualitative research methodology. However, based on the findings, it is proposed that in order for universities to continue to function as learning organizations, the idealized influence of transformational leadership, which was the least applied of the four characteristics, needs to be consistently strengthened. In addition to that, to guarantee that their staff members maintain their optimism and passion, management at all levels in universities should give appropriate self-development plans and foster teamwork. And also, to achieve organizational success, management at every university should place a high priority on communication, listening to employees' problems, and investing time in coaching and mentoring staff members. Since this has been shown to have an impact on organizational success, university administration should adopt all facets of transformational leadership.

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