JOURNAL OF SOCIAL RESEARCH DEVELOPMENT

www.jsrd.org.pk   editor@jsd.org.pk

THE NEXUS BETWEEN TRANSFORMATIONAL LEADERSHIP AND JOB CRAFTING: A MEDIATION MODERATION ANALYSIS

Sana Mukhtar[1], Sajid Mushtaq[1] & Hafiz Muhammad Umair Nasir[1]

[1]Institute of Business Administration, Khwaja Fareed University of Engineering and Information Technology, Rahim Yar Khan, Pakistan

KEYWORDS	ABSTRACT
Transformational Leadership, Psychological Ownership, Job Crafting, Innovative Work Behavior	The leadership, in all respects, is responsible for inspiration of employees toward desired objectives and ultimately the success of organizations. This study aims to analyze effect of transformational leadership on job crafting. This study used structured questionnaire for the data collection purpose. The questionnaire was conducted to personnel from educational sector of in Pakistan. A total of 250 surveys were distributed, with a 97% response rate. SPSS Process Macro was used for the analysis of the data. The findings indicate that psychological ownership improves the association between transformational leadership and job crafting. A healthy work environment minimizes stress and improves performance outcomes. The innovative work behavior is a vital factor that boosts individual towards performance thus leading to organizational success. This study aims to first analyze positive affect the relationship of transformational leadership and job crafting and therefore provides significant contribution to the psychological ownership, and innovative work behavior with mediation and moderation effect and job crafting as dependent variable. This study offered significant outcomes that may help policymakers in revisiting their policies towards the issues under considerations.
ARTICLE HISTORY 	
Correspondence	Sana Mukhtar
Email:	sanamukhtar617@gmail.com
DOI	https://doi.org/10.53664/JSRD/05-02-2024-12-141-154

INTRODUCTION

In the contemporary era of globalization, innovation, technological advancement, market changes, and economic crises require firms to adapt unique strategies, maintain the loyal customer base, and offer competitive products and services. Leadership styles are very crucial in any organization and employees output strongly depends upon different leadership styles (Khan, Gerald, Islam & Saif, 2023). This study has attempted to draw light upon the direction of transformational leadership by

their graces and their effect on criterion variable by mediating variable and by moderating result of innovative work behavior upon psychological ownership and job crafting. This study is beneficial for the policy makers and team leaders for better output and employee's task performance. When inspiration, motivation and encouragement to be get emphasized then transformational leadership is attracted and get much attention in innovation literature (Chen, 2018). Though, transformational leadership is leadership style that focuses on individual & organizational growth, characterized by inspiring vision, individual consideration, intellectual stimulation & idealized influence, positively impacting organizational performance and employee satisfaction (Kilag, Malbas, Nengasca, Ashley & Valenzona, 2024).

In the era of severity, innovative work behavior is crucial for providing effective services to citizens in an era of austerity and limited resources (Pham, Nguyen, Nguyen & Ahmed, 2024) (Name et al., 2022). Pham et al. (2024) argue that public management's focus on control and accountability may undermine validity of innovation, potentially leading to failure, abuse of citizens' rights, favoritism, and corruption. At the same time, innovative can help public sector organizations adapt to changes, meet stakeholder expectations, and establish the government as a provider of public benefit (Pham et al., 2024). It is vital to keep in mind when transformational leadership style occurs in organization then it creates a dependency of individuals towards leaders so it can produce less proactive teams, that change behaviors of individuals towards effectiveness (Afsar, Masood & Umrani, 2019; Afsar & Umrani, 2020). The organizations that cultivate the transformational leaders can create situation where employees feel supported to craft their jobs in ways that enhance satisfaction & performance (Khan, Idris & Noreen, 2021). In continuation, transformational leadership considered to be very wide-ranging style that increase the factor of innovation and creativity in organization. It has been long recognized that the innovation is decisive for the existence of an organization that leads to its perfection and success.

LITERATURE REVIEW

Transformational Leadership

A great leader in company has talent to always motivate his workers to work hard for good results (Afsar et al., 2019; Al-Husseini et al., 2019). Leadership performs an important act to bringing up and increasing the worker's attitude in a company, gives extra advantage to the company and their subordinates (Watts et al., 2020). The main reason of study is to examine the role of transformational leadership, psychological ownership, innovative work behavior and the job crafting (Khalili, 2017). Transformational leaders are seen as idealistic leaders, and can accumulate recognition, belief and morale from the workers (Caniëls et al., 2018). Transformational leaders involve in generating goal, perception, that express the planned track of the organization with clarity, while as well meeting up the necessities of workers by carrying their matters into attention. Brilliantly, they inspire workers to imagine in a way that is not the same as another and to take up the latest chances by constructing something new as an opportunity for private success (Afsar & Umrani, 2020; Yue et al., 2019). The transformational leadership is the necessity for institutes to make better work (González et al., 2018) while, transformational leaders can inspire workers to be extra energetic and creative to increase &

generate latest plans, to deal in difficult situation belonging to organizational object and procedure (Le & Lei, 2019).

We express the effectuality of transformational leadership attitudes as the power and way of the connection between transformational leadership and dependent work. (Crede et al., 2019). A study has also been conducted among the employees of an Indian Restaurant by Gill et al. (2010) that the transformational leadership style plays the vital role to develop the positive changes and by giving empowerment to employees of hospitality and related organization Afsar et al. (2019) suggests that spreading of knowledge by worker is going to equivalent impact of transformational leadership on advance working attitude. Therefore, spreading and interchanging of knowledge between workers would equivalent the impact of transformational leadership upon advance working attitude. As one spread information, many become more creative and have an extra knowledge to create and follow latest plans beneath transformational leadership. Transformational leaders have the inclination toward motivation of employees to be involved in new ideas of bringing out their task. Influential encouragement belongs to the transformational leader capability to generate between supporters a persuading and charming, encouraging and stimulating perception for coming times (Amankwaa et al., 2019).

Transformational leadership was firstly initiate by Burns (1978) and Bass (1985) to explain the effect that extraordinary leaders have on junior's responses, and to explain procedure by which leaders generate a relation with supporters, take part in their personal requirements and assist supporters approach their strength. An optimistic and meaningful linking among transformational leadership and influential settlement has been seen in many researches, which recommend that the leadership agree the achievement of spiritual closeness with company on supporters (Authors, 2017). Belief is a middle characteristic of leader-supporter connection in the workroom. A good connection among transformational leadership and belief has been confirmed by numerous experiential researches imagined that transformational leaders are fine instructors who boost feelings and develop reliable society. That's why, it is essential to search impact of transformational leadership on worker belief in the place where they work in diverse circumstances (Authors, 2018b). Transformational leadership explore alteration or replacement, motivates the concerned employees to contemplate and resolve the difficulties modernly. Thus, employees are motivated to expand modernism through personal charm of leaders.

The transformational leadership and modern attitudes of worker are perfectly connected with one another (Masood & Afsar, 2017). Kroon et al. (2017), that attentiveness can behave and alternative of transformational leadership in igniting worker's internal encouragement and in result arousing their excessive achievement. Since, careful workers are extra submerged in the work and have best capability to attain their fundamental requirements. A leader is a representative of the company, and their transformational leadership attitude is a signal to lesser of affective remedy gained from the company, directing to top understanding company's help. Transformational leaders guide their supporters, concentrate on their personal requirements & permit them to grow in caring atmosphere. This type of leadership, authorizes workers to attain a joint aim and both leader and supporter finish transformation for good (Puni et al., 2018). Transformational leadership are important forecasters of

job satisfaction. In the outcome of their interrogation, protection and good therapy of the supporters, transformational leaders create better contacts with their supporters & inspire mutual attachment, interrogation with organization and group, outcome in powerful relations among group and peoples (Naderi & Vosta, 2019).

Psychological Ownership

Psychological ownership has been checked as a significant component that takes workers to good attitudes like as working style, pledge and moral attitude. Psychological ownership is explained as the condition in which one person perceive in spite of the fact, that the aim of ownership belongs to them (Yoo et al., 2018). Psychological ownership has prospective suggestions for comprehension the customer attitude with respect to focusing aims inclusive good behaviors. Recognized results adding customer contentment, relative aims, contest of disagreement, item planning and thing acquirement (Chen et al., 2020). Psychological ownership composed of two understandable procedures. A single person's intelligent idea mediates his/her cognition, creeds and views toward aim of ownership and shaping in blend with sentimental relation to goals (Menard et al., 2018), Although, psychological ownership is related with managerial encouragement to secure organization and this reassurance in ancestry organization can take to traditional & against-danger situation (Pittino et al., 2017). While, psychological ownership is reason to involve individuals in many types of firmly related attitudes about societal individualistic they perceive ownership of, and good results in institutional systems, limiting from affective institutional functioning to boosted the employees capability effectuality (Pirkkal et al. (2018).

Psychological ownership delivers knowledge about a worker's aptitude to effectively expertise the difficult works and outcome in sensations of aptitude about growth of wanted institutional results. Workers with a top-level of psychological ownership are probability to gain whole concentration in a work reason of discrete institutional mutual cooperation (Fan & Lin, 2019). Certain researchers explored that customer psychological ownership has an effect on the consumer behavior and treat, inclusive of faithfulness and consumer agreements. The customer psychological ownership acts as a significant character in the importance of customer's understood worth, contentment and customer attitude (Deng et al., 2020). The psychological ownership is perceived as a significant work source, because it has been known to connect firmly with the different beneficial one person results and institutional results and to perform as a shield oppose to the beginning of ineffectual task attitudes (Olckers & van Zyl, 2017). Collective psychological ownership has been disclosing to have effects on employees' comfort and institutional attitudes. Collective psychological ownership is meaning to the overall taken feel or sensation by team fellows that this aim of owner-ship is collectively ours. Thus, in our imagination, the aim of collective psychological ownership is the unit of the institute (Su & Ng, 2019).

Job Crafting

The job crafting is a form of work done by creativity and it is an energetic treat that may affect the work features that the person discern and create in their employments. We postulate that work creating treats can be apprised by professional capabilities, like that occupying these professional abilities can active persons to create their employments intentionally and principally (Akkermans

& Tims, 2016). The job crafting is particular shape of functional task attitude that engage workers functionally replacing the features of their works. Like work creation is started by workers self, it has been explained as discrete, downside-up, and functional access, to work restyle, differentiated to bottom-up and "all-purpose" accesses that are started by the institute (Rudolph et al., 2017). By aligning tasks with personal strengths, employees can improve their performance and productivity. Further particularly, job crafting is explained like those work-relevant replacements that outcome in a divergent figure, extent or kind of employment works. For instance, a work creator can enroll extra work for the reason that he/she discovers them fascinating, as well as can involve in the fewer conversation with those peoples who diversion concentration from task/are sentimental requisition (Lazazzara et al., 2019).

Many researches delineate that worker have excessive work involvement and less exhaustion when they are capable to create their self-work commands and sources. The work creation is an access workers utilize to contented their requirements at job, active them to form their task experiment & exceed work pleasure (Cheng & O-yang, 2018). The researchers recommend that transformational leadership inspire worker job creation by enhancing their variability described as, "preparedness and capability to transform treats, sensations and ideas in reply to atmospheric commands" (Wang et al., 2017). A job atmosphere that has been extensively conceded that task involvement, i.e., good, an accomplishing and persistent condition of mental capacity featured by strength, devotion and involvement proceeds in task ether that propose sufficient of two work sources and inconveniences (Mäkikangas, 2018). The job crafting can foster more innovative and adaptable workforce, capable of responding to changes and challenges effectively as employees who craft their jobs are more likely to feel satisfied with their work. In contrary, work sources assist workers to cheer functioning situations, promote encouragement, involve extra actively to meet their duties and presumptions (Afsar et al., 2019). The job crafting stimulates in workers zeal for their task and increases happiness and work importance.

By mean of work creating treats, geniality workers may make certain that task fits their private requirements, capabilities, and excitements. Work excitement is person's powerful tendency about task. Hence, work excitement, can play as arbitrator among work creation and consumer care treats of geniality workers (Teng, 2019). This research suggests purposeful task to be the lost connection in the encouraging procedure directing from work creating to work involvement, as it gives a cause worker are ready to create their employment. However, "purposefulness of task" is nearly relevant to "purpose in task", they are imaginatively divergent, as purpose in task defines to what task show or delineates, while purposefulness of task allude to how many meaning/importance task has for an individual (Hulshof et al., 2020). Studies have found that transformational leadership facilitates job crafting through increased employee motivation, engagement, and psychological empowerment. For organizations, fostering transformational leadership can be a strategic approach to encourage job crafting among employees. Job crafting can generate situations that inspire workers to willingly do much than that is needed. The workers generate extra work sources, which are assembled to not just fulfill aims and do works effectively but as well active acquisition of more-character conduct (Guan et al., 2018).

Innovative Work Behavior

Innovative work behaviors of as well as they are persuaded to increase the worth of their hard work and efficiencies. Moreover, it helps in development their rational dimensions and presentations for having a positive effect on the achievement of fruitful venture results and areas. The leaders of organization must hereafter, confirm that their leadership support under any project type increases the inspiration and innovativeness of the employees (Elidemir & Ozturen, 2020). On other hand, when inspiration, motivation and inspiration to be get emphasized then transformational leadership is attracted and get much attention in innovation literature (Chen, 2018). It is very challengeable to get employee efficiency & their job satisfaction to keep them productive. Transformational leader does extra with the employees of an organization in way to keep them motivated by implementing different strategies. It is very important to keep in mind when transformational leadership style occurs in organization then it creates a dependency of individuals towards leaders so it can produce the less proactive employees, that also change the behaviors of individuals towards effectiveness (Afsar & Umrani, 2020). If the question arises that which style of leadership is more proactive and innovative then the studies responded that the transformational leadership style might be a more applicable in the current era that is directly related towards creativity & innovation in organization (Lu et al., 2022).

Hypotheses Development

Transformational Leadership & Job Crafting

The job crafting was seen as "replacements that workers begin in the rank of employment command and employment sources for construction of their self-employment extra significant, involving, and gratifying", containing of searching sources, searching work difficulties and lessening commands, specifically obstructing employment commands that loss the private enlargement and progress. The searching difficulties, lessening needs and searching sources influence task results, like as task involvement, task recognition and worker's wellness and presentation of work. The transformational leaders are available and they every time give priority to divide sources with the workers, which is possibility to encourage worker searching sources conduct (Florida et al., 2015). Transformational leaders, workers effort to understand latest objects, generate their self-abilities and search the extra constitutional sources not just to create but as well to enforce latest and imaginative perceptions. Transformational leaders always involve in customized discussions with their supporters to pursuit their societal sources (e.g., by seeking to their administrator for motivation/querying their principal to train them).

Like this, transformational leadership is anticipated to actuate beginning of task creating attitudes between their workers (Afsar et al., 2019). Transformational leadership is firmly linked to worker's energetic attitudes, by holding supervision and professional energetic attitude. Erecting on these results, we endorse that transformational leadership delivers stimulation bases for work creation. For instance, transformational leaders have several work sources, like as societal assist, professional progress, detail, news and expertise, and they forever ready to distribute sources with the supporters as required for comprehending the numerous tasks (Naeem & Channa, 2020). The persons who do their task with transformational leadership can involve in searching diverse sources attitudes. The

transformational leadership stimulates supporters to reconsider the methods they do their work and motivates them to stand against the old system, which takes supporters to search difficult attitudes. Thus, we suggest:

H1:   Transformational leadership is firmly linked to job crafting by (searching sources, searching difficulties, and lessening commands).

Transformational Leadership & Psychological Ownership

Bass professed that manager have the strength to direct their juniors to attain their expedition over anticipation utilizing attitudinal feature of transformational leadership. Junior's essential certainty in the manager's first goal beyond their fascination as a transformational leadership method. The psychological ownership describes as a situation where persons sense the aim of the ownership or additional, psychological ownership. The doctrinal quality of the psychological ownership is the feeling of hinge of an item by an individual, stated in the declaration "It is Mine". Psychological ownership has an impact on person's idea of their equipment and private significance. The doctrine of psychological ownership recommends that individuals set up possession sensations by one of three ways: utilizing authority above a goal, spending money in a goal, and privately familiar to a goal. The finest workers–institutional relation arrives from psychological ownership. In this linking, there is as well result that demonstrate connections among the transformational leadership as well as the psychological elements, as it is as well the previous and outcomes of psychological ownership (Pascasar et al., 2021).

The transformational leadership is linked with psychological ownership affirmatively as worker's task devotion is affected and to promote by mean of the transforming leader. Therefore, when the transformational leadership method practice, it will exceed the grade of the ownership and worker involvement. Moreover, exercises of transformational leadership as well detach anti connection elements and effect workers to involve in task with the complete passion (Guarana & Avolio, 2022). Individuals who sense of possession of the item are extra possibility to act for that; this feeling of ownership describes the rank of the person's encouragement to the side of institute. Psychological ownership constructs a connection among the workers, and worker's feeling of ownership constructs accord among the institute and the single person. In this connection, transformational leaders create a supportive and trustful environment, which is vital for employees to feel safe in experimenting with job crafting without fear of negative repercussions. The later, possessing the institute, a worker demonstrates extra enthusiasm for the company and the organizational general target (Guarana & Avolio, 2022).

H2:   Transformational leadership is affirmatively linked to psychological ownership by motivating employee's sensations of ownership.

Psychological Ownership & Job Crafting

The job crafting has been recognized as a point element rear kid look after teacher's uninterrupted occupational progress. Teachers who create works victoriously describe huge authority above task and lessen task burden while educators failed in creating tasks focus the significance of educational institute's assist for achievement of creating attempts. Psychological ownership denotes a sensation

of the possession. Psychologically, an object, entity, or idea can be perceived as "MINE" or "OURS and previous studies described psychological phenomenon in which the employees develop possessive feelings for their targets. The intellectual stimulation from transformational leaders encourages employees to think creatively and challenge existing norms. Based on many previous researchers' psychological ownership is seen as a complex state composed of both a cognitive and affective core (i.e., the cognitive state of ownership is coupled with an emotional or affective sensation)" and found that psychological ownership can extend to several targets, such as the job as well as organization (Tsai, 2021).

Likewise, the research assists dispute that work creating is a strength substitute to work style and recognizes a significant part for the managers in providing convenience work creating. This research includes that exceed systematic work creating and lessen task detachment can be man oeuvre by mean of which the manager's supervision technique and educator's idea of authority can affect the institutional devotion. Likewise, job crafting is as well probability to make better institutional pact by mean of made better individual-work suitable (Authors, 2018a). Psychological ownership of the work alludes to sensations of ownership of few work factors (e.g., appliance, yield, and/or societal facets) or the work like an entire. For example, workers can sense they possess the items they create and similarly to be close to them. In this linking, job crafting like as searching work sources and difficulties can exceed the complication of jobs and the affluence of mutual discussions, which can increase the basic work features. Previous experiential proof showed that complicate employments (i.e., works that are motivating and difficult) cause extra sensations of psychological ownership (C. Chen et al., 2014). Anyhow, to our information, no researches have checked the connection among job crafting and psychological ownership (Wang et al., 2018). Established upon the overhead thesis analysis, we suggest:

H4: Job crafting will be affirmatively associated to psychological ownership in particular context.

Mediating Role of Psychological Ownership Between TRL & JC

Transformational leader is known a great leader in an institute, who have ability to stimulate his colleagues to do their tasks efficiently, for decent outcomes. Researches have always explored the constructive effect of transformational leadership on employee's outcomes. Job crafting is a specific form of work that involve workers in their job. Job crafting is an approach, employees use to satisfy their needs at work. Transformational leadership motivate employees job crafting by increasing their abilities (Naeem & Channa, 2020). Psychological ownership is such a statement that build the individual worker's attention, perceptions and trust regarding the aim of ownership towards the item. In this linking, based upon the affirmative relation between transformational leadership and psychological ownership, it can be assumed that the psychological ownership play as the mediator between transformational leadership and job crafting (Tsai, 2021). By relating these three variables, we can see that psychological ownership mediates significantly the relation between job crafting & transformational leadership in an appositive way. Based on these empirical researches, we describe following hypotheses:

H5: Psychological ownership positively mediates relation between transformational leadership and Job Crafting.

Moderating Role of IWB between Psychological Ownership & Job Crafting

The two-ways of this connection is assist by numerical and standardized researches, which both join to manifest that workers utilize job crafting policies to bump manger attitude to side of permitting for exceeding ownership of task actions, likewise reducing the hindrances forced on their character (Slemp et al., 2020). As, a transformative leader, who possess the company's object, will craft his job effectively. Where psychological ownership mediates this relation of transformational leadership and job crafting. Transformative leader perceived that the aim of company is "theirs" and moreover, he motivates his subordinates to perceive company aim and encourage them to do work efficiently. Below situation of a top rank of sovereignty, workers can choose substitute methods to access their works, experiment extra ownership & similarly sense extra self-esteem in scoring results efficiently (Kim et al., 2018). Innovative work behavior positively impacts on the psychological ownership and job crafting. So, it cannot be surprised that teams are essential and important topic in the theory and practice, because when the leader and his subordinates owned and perceive the company's target, they craft their job with innovation. They adopt latest ideas and techniques for crafting job. These methods & techniques will lead company to success and will be able to attain target of organization (Chen, 2018).

H6: Innovative work behavior is positively moderate relation between psychological ownership and Job Crafting.

Figure 1 Theoretical Framework
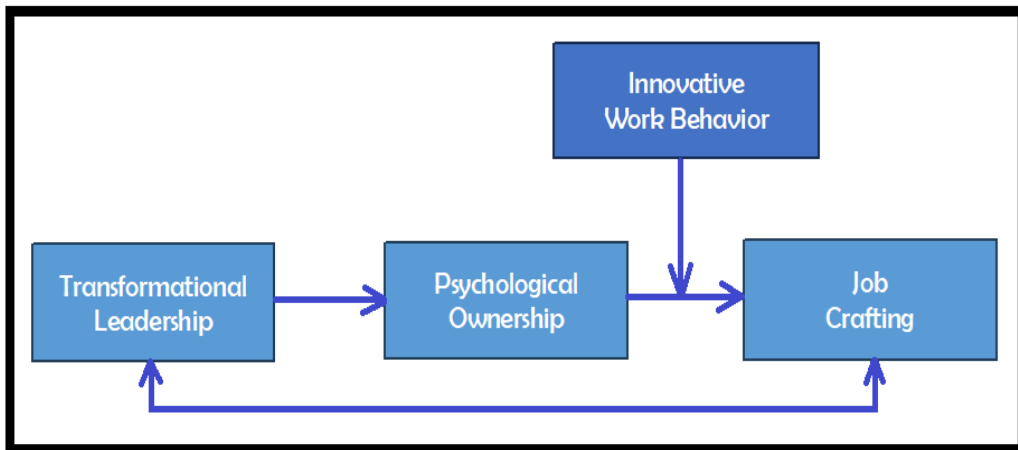
RESEARCH METHODOLOGY

This study depicts the extents of transformational leadership, psychological ownership, innovative work behavior and job crafting. The important idea is to access mean, kurtosis, skewness to classify the reliability and normality of scales. Therefore, the Cronbach alpha of each variable. The variable having the items used in developing an obvious pattern matrix. In other words, a hypothesis testing is preferred when the research is targeted at explaining the invariance in the dependent variables. The present study is planned for the hypotheses testing as determination is validate the relationship

among Transformational leadership, psychological ownership and job crafting as well as innovative working behavior.

RESULTS & DISCUSSION

A survey of Pakistani educational sector employees was conducted using 250 questionnaires, with 234 responses, resulting in 96% response rate. Outliers were identified using Find & Fix techniques. The outliers were fixed by placing the Outlier>=0.001 and Mahalanobis distance test. It includes various test and their results applied on data collected so the data collected from the employees are working in the banking sector. The collection methods, followed through the critical study of the respondents' profile, descriptive analysis, CFA, EFA, and SEM relating to the current study aims, hypotheses and theoretical structure. It summarizes the response rate and employed procedures. And highpoints the respondents' demographic data. So, the descriptive analysis of study constructs, including mean, standard deviation, correlation, skewness and kurtosis values, normality as well as reliability a plot.

It explains the procedures used for (EFA), (CFA) in order to create the reliability and validity of the research constructs. It explains the link between constructs utilize Structural Equation Modelling (SEM) are explained. It explains the mediating effect of the psychological ownership. The EFA was utilize to remove basic aspects so it inspects the one- dimensionality of hypotheses. For the reason, it can used major element factor investigation through the Promax rotation and maximum likelihood estimation technique was working. Additionally, the next way is standards were organized through its size so little coefficients blocked absolute range below of 0.3. The firstly EFA contain all 34 items used in computation of result. Value of KMO is 0.825 which is considered as satisfactory. According to Hair et al. (2010) the range of KMO is more than 0.5. The Bartlett's Test of Sphericity value also important.

Table 1 KMO & Bartlett's Test

Items	Factor 1	Factor 2	Factor 3	Factor 4
Eigen value	4.996	2.536	2.173	1.037
% Of Variance	35.683	18.112	15.521	7.404
Cumulative % of Variance	76.72%			
KMO	.825			
Bartlett's Test of Sphericity	Approx. Chi-square	2237.705		
	df	91		
	sig			.000

Table 2 Goodness-of-Fit Indices for Measurement Model

Goodness-of-fit Indices	Desirable Range	Measurement Model
Absolute Measures		
$\chi 2$	Nill	227.018
NC	≤ 5	1.760
GFI	≥ 0.80	.937
AGFI	≥ 0.80	.916
RMSEA	≤ 0.08	.046

Incremental Fit Indices		
NFI	≥ 0.80	.955
CFI	≥ 0.90	.980
TLI	≥ 0.90	.976

The value obtained after executing the model is not satisfactory, so the model test done by co-relate items according to model specification was showed in order to better development the goodness-of-fit indices for the study variables. So, the desired value of NFI, CFI, TLI, GFI, AGFI, and RMSEA will achieve. For this purpose, the multiple test results should be checked subsequently, with included value of regression weight coefficients and modification indices were examined and Cronbach's alpha of Transformational leadership is 0.917 and Cronbach's alpha of Psychological Ownership is .908, and 0.873 of Innovative work behavior and job crafting is 0.941. The values of standardized regression weights lie between the acceptable ranges. After making the revised model reliability of each variable is checked and interior consistency of this research variables was evaluated through measuring the reliability coefficients. A next table signifies the value of the Cronbach's alpha of 4 scales reaching from 0.777 to 0.943, significantly more than of 0.6. The result of reliability analysis shows the suitable consistency between the items of these variable. The value represents that the sub-items within the variables have more consistency and uniformity. Also, it shows more reliability among the items.

Table 3 Reliability of Research Constructs

Construct	No of Items	Cronbach alpha
Transformational leadership	(18) (Jung et al., 2018)	.917
Psychological Ownership	(7) (Dyne & Pierce, 2004)	.908
Innovative work behavior	(17) (Jong & Hartog, 2010)	.873
Job Crafting	(15) (Vella-brodrick, 2013)	.941

CONCLUSION

The leadership styles are very crucial in any organization and employees output strongly depends upon these styles. In preliminary analysis, reliability, validity and normality of data was observed. The descriptive results of EFA, CFA and Cronbach alpha has shown data reliability, validity and normality. Finally, direct, mediation and moderation relationships are analyzed. Transformational leadership has positive & significant relation with Job crafting. Psychological ownership mediates transformational leadership and Job crafting. Innovative work behavior significantly moderates the relationships. This research is unique in the nature and first to explore effect of leadership style and their output and unique mediation and moderation effect. This study is beneficial for policy makers and team leaders for better output and employee's task performance and it clearly shows that when a leader and their subordinates owned and perceive the company's target, they craft their job with innovation. They adopt latest ideas & techniques for crafting the job. These methods and techniques will lead the company to success and will be able to attain the target of the organization and those organizations will be successful, if they hire the transformative leader and workers with ability to craft their job efficiently. Because, a leader and his subordinates play important role for company's growth and success.

REFERENCES

Afsar, B., Masood, M., & Umrani, W. A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior. *Personnel Review*, 48(5), 1186–1208.

Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402–428.

Al-Husseini, S., El Beltagi, I., & Moizer, J. (2019). Transformational leadership and innovation: the mediating role of knowledge sharing amongst higher education faculty. *International Journal of Leadership in Education*, 14 (3), 1–24.

Amankwaa, A., Gyensare, M. A., & Susomrith, P. (2019). Transformational leadership with innovative behaviour: Examining multiple mediating paths with PLS-SEM. *Leadership and Organization Development Journal*, 40(4), 402–420.

ArjoCaniëls, M. C. J., Semeijn, J. H., & Renders, I. H. M. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. *Career Development International*, 23(1), 48–66.

Authors, F. (2017). Transformational leadership and organizational commitment : Mediating role of leader-member exchange.

Authors, F. (2018a). alienation and commitment The leadership of the school principal Impact on teachers'job crafting „ https://doi.org/10.1108/MRR-11-2017-0384

Caniëls, M. C. J., Semeijn, J. H., & Renders, I. H. M. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. C*areer Development International*, 23(1), 48–66.

Chen, C. (2018). Integrating Knowledge Activities for Team Innovation : Effects of Transformational Leadership. *Leadership*, 44(5), 1819–1847.

Chen, C., Yen, C., & Tsai, F. C. (2014). International Journal of Hospitality Management Job crafting and job engagement : The mediating role of person-job fit. *International Journal of Hospitality Management*, 37, 21–28.

Chen, T., Dodds, S., Witell, L., Garry, T., & Snyder, H. (2020). Dynamics of wellbeing co-creation : a psychological ownership perspective. https://doi.org/10.1108/JOSM-09-2019-0297.

Crede, M., Jong, J., & Harms, P. (2019). The generalizability of transformational leadership across cultures: a meta-analysis. *Journal of Managerial Psychology*, 34(3), 139–155.

Deng, W., Lu, C., Lin, Y., Chen, W., Lu, C., Lin, Y., & Chen, W. (2020). A study on the effect of tourists value co-creation on the perceived value of souvenirs : mediating role of psychological ownership and authenticity. *Asia Pacific Journal of Tourism Research*, 18 (4), 1–15.

Dyne, L. V. A. N., & Pierce, J. O. N. L. (2004). Psychological ownership and feelings of possession : three field studies predicting employee attitudes and organizational citizenship behavior. 459 (4), 439–459.

Fan, H., & Lin, Y. (2019). Flow as a mediator between psychological ownership and employees' subjective happiness. 34(7), 445–458.

Florida, S., Doaty, J., Beadle, D. A. T., Peterson, L., Barger, K., Batista, S., Kim, S., ... Ryan, M. K. (2015). Job crafting and job performance: A longitudinal study. *World Development*, 24(6), 1–11.

Guan, X., Frenkel, S., Guan, X., & Frenkel, S. (2018). performance How HR practice , work engagement and job crafting performance. https://doi.org/10.1108/CMS-11-2017-0328.

Guarana, C. L., & Avolio, B. J. (2022). Unpacking Psychological Ownership : How Transactional and Transformational Leaders Motivate Ownership. https://doi.org/10.1177/15480518 21106 6072.

Jung, D. I., Chow, C., & Wu, A. (2018). The Role of Transformational Leadership in Enhancing Organizational Innovation: Hypotheses and some preliminary findings. August 2003.

Khalili, A. (2017). Transformational leadership organizational citizenship behavior: The moderating role of emotional intelligence. *Leadership and Organization Development Journal*, 38(7), 1004–1015.

Khan, I. U., Gerald, G., Islam, K., & Saif, N. (2023). Role of Organizational Justice in Linking Leadership Styles and Academics' Performance in Higher Education. Administrative Sciences 13: 101, 1–17.

Khan, U., Idris, M., & Noreen, S. (2021). Influence of Emotional Intelligence on Emotional Dissonance and Innovative Work Behavior. Humanities & Social Sciences Reviews. 9 (3), 451–458.

Kilag, O. K. T., Malbas, M. H., Nengasca, M. K. S., Ashley, M., & Valenzona, V. N. (2024). *Transformational Leadership and Educational Innovation*. 1(2), 103–109.

Kim, H., Im, J., & Qu, H. (2018). International Journal of Hospitality Management Exploring antecedents and consequences of job crafting. *International Journal of Hospitality Management*, 75(1), 18–26.

Kroon, B., Woerkom, M., & Menting, C. (2017). The Mindfulness as substitute for transformational leadership. *Journal of Managerial Psychology*, 32(4), 284–297.

Lazazzara, A., Tims, M., & Gennaro, D. De. (2019). The process of reinventing a job : A meta – synthesis of qualitative job crafting research. *Journal of Vocational Behavior*, 0–1.

Le, P. B., & Lei, H. (2019). Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*, 23(3), 527–547.

Lu, L., Zhou, K., Wang, Y., & Zhu, S. (2022). Relationship Between Paternalistic Leadership and Employee Innovation : A Meta-Analysis Among Chinese Samples. 13(2), 1–17.

Mäkikangas, A. (2018). Faculty of Social Sciences US CR. Journal of Vocational Behavior. https://doi.org/10.1016/j.jvb.2018.01.001.

Masood, M., & Afsar, B. (2017). Transformational leadership and innovative work behavior among nursing staff. *Nursing Inquiry*, 24(4).

Naderi, A., & Vosta, L. N. (2019). The contributions of social entrepreneurship and transformational leadership to performance Insights from rural tourism in Iran. 39(9), 719–737.

Naeem, R. M., & Channa, K. A. (2020). your future : a moderated mediation job crafting model of transformational leadership and job crafting. November. https://doi.org/10.1108/PR-07-2019-0404.

Name, F., Cuong, K., Name, L., Country, I., Hue, K., Country, G., Hien, T., Name, L., Huyen, T., & Name, L. (2022). The Impact of Leadership Styles on Innovative Work Behavior of Shoe Stores Employees In Vietnam. 20(15), 542–559.

Para-González, L., Jiménez-Jiménez, D., & Martínez-Lorente, A. R. (2018). Exploring the mediating

effects between transformational leadership and organizational performance. *Employee Relations*, 40(2), 412–432.

Pascasar, S., Ibn, U., & Bogor, K. (2021). anajemen (E. 01(01), 16–36. https://doi.org/10.32832/jm-uika.v12i1.3967

Pham, T. P. T., Nguyen, T., Nguyen, P., & Ahmed, Z. U. (2024). Journal of Open Innovation: Technology, Market, Complexity pathways to innovative work behavior job performance: *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315.

Pirkkal, H., Pawlowski, J. M., Bick, M., & Tannhäuser, A. C. (2018). Engaging in knowledge exchange: The instrumental psychological ownership in open innovation communities. *International Journal of Information Management*, 38(1), 277–287.

Pittino, D., Barroso, A., Chirico, F., & Sanguino, R. (2017). Psychological ownership , knowledge sharing and entrepreneurial orientation in family fi rms : The moderating role of governance heterogeneity. *Journal of Business Research*, August, 0–1.

Puni, A., Mohammed, I., & Asamoah, E. (2018). Transformational leadership and job satisfaction: the moderating effect of contingent reward. *Leadership and Organization Development Journal,* 39(4), 522–537.

Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). University of Leipzig and Queensland University of Technology US. Journal of Vocational Behavior. https://doi.org/10.1016/j.jvb.2017.05.008.

Slemp, G. R., Zhao, Y., Hou, H., & Vallerand, R. J. (2020). Job crafting , leader autonomy support , and passion for work : Testing a model in Australia and China. *Motivation and Emotion,* 0123456789.

Su, X., & Ng, S. M. (2019). The Differential Impacts of Collective Psychological Ownership and Membership Identification on Work Burnout and Engagement. *Journal of Social Service Research*, 45(1), 44–58.

Teng, H. (2019). International Journal of Hospitality Management Job crafting and customer service behaviors in the hospitality industry: Mediating e ff ect of job passion. 81(1), 34–42.

Tsai, Y. (2021). The Role of psychological ownership in job crafting, work engagement, and counterproductive behavior. September 2020, 1–11.

Umrani, W. A. (2019). Transformational leadership and innovative work behaviorUmrani, Waheed Ali. https://doi.org/10.1108/EJIM-12-2018-0257.

Vella-brodrick, G. R. S. D. A. (2013). The job crafting questionnaire : A new scale to measure the extent to which employees engage in job crafting. 3, 126–146.

Wang, H., Demerouti, E., Blanc, P. Le, & Lu, C. (2018). Crafting a job in ‘ tough times ’ : When being proactive is positively related to work attachment. 1–22.

Watts, L. L., Steele, L. M., & Hartog, D. N. (2020). Uncertainty avoidance moderates the relationship between transformational leadership and innovation: A meta-analysis. *Journal of International Business Studies*, 51(1), 138–145.

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.