

Paradoxical Leadership in Engineering management, Uncertainty Tolerance and Promotion Job Crafting

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Abstract—Paradoxical leadership is an effective way to deal with contradiction and tension problems in engineering management, but its effect on promotion job crafting has not been proved. Based on conservation of resources and regulatory focus theory, this paper build a moderated mediation model. Survey data from 226 employee in 18 Chinese enterprise at two times, SPSS and bootstrap analysis results showed that, paradoxical leadership positively influences employees promotion job crafting; situational promotion focus partially mediated the positive effects of paradoxical leadership on promotion job crafting; uncertainty tolerance positively moderates the effect of paradoxical leadership on employees' promotion job crafting, and moderated the mediating effect of promotion focus between the two. This paper expands the discussion on the antecedents of promotion job crafting, and enriches the research on paradoxical leadership. Provide a new reference for engineering management practice how use paradoxical leadership stimulates employee-promotion job crafting.

Keywords-paradoxical leadership in Engineering management; uncertainty tolerance; promotion focus; promotion job crafting

1 INTRODUCTION

Under the background of a new round of scientific and technological revolution, the contradiction between survival and development faced by enterprises is new and complex. Effectively stimulating knowledge workers' enthusiasm and initiative is the key to gain competitive advantages. However, traditional top-down job design is difficult to meet the pursuit of knowledge workers' needs for individuation, autonomy and self-realization[1]. In this context, employees will adjust and improve their work spontaneously to match their interests and needs with their work and improve their sense of work meaning. "Job crafting" is a proactive behavior initiated by employees to improve their work from the bottom up[2].

Job crafting is an effective way to improve human-job matching [3-5]. However, existing theoretical studies on job crafting mainly focus on the after-effects of Job crafting, such as creativity[4] and innovation[5]. However, the discussion on the ante-causes of job crafting (such as leadership style) is relatively insufficient. Although job crafting is initiated by individuals, it will still be inspired by their own situation[6]. Leaders can guide or motivate individuals to actively adjust and improve their work in workplace[7]. Recent studies have verified that authentic leadership[8] and transformational leadership[9] can positively promote individual job crafting. However, there are few studies on how paradoxical leadership influences employees'

promotion job crafting. Compared to other leadership styles, the paradox of leadership, integrated use of "both and" instead of "choose one" dialectical thinking, , give employees more autonomy and flexible decision-making[10, 11]. Helps improve their promotion job crafting in dynamic ambivalence environment.

It is clear from the research that leaders will affect employees' situational regulatory focus[12]. Paradoxical leadership gives employees more autonomy and the flexible decision-making, provide employees with development opportunities and challenge self, to inspire employees' situational promotion focus, they will improve individual attention ideal personal growth and self-realization, and actively seek resources and increase the challenge, so to increase promotion job crafting[13]. Therefore, situational promotion focus may reveal the internal mechanism by which paradoxical leadership influences employees' promotion job crafting[10, 11]. Uncertainty tolerance refers to the positive attitude shown by individuals in their cognitive, psychological and behavioral choices when facing uncertain situations[14]. Employees with high uncertainty tolerance may be more able to understand and utilize the contradictory style of paradoxical leadership, actively improve their work, and increase employees' promotion job crafting. Therefore, this paper uses uncertainty tolerance as a moderating variable to clarify the boundary of the influence of paradoxical leadership on employees' promotion job crafting.

2 THEORETICAL BASIS AND RESEARCH HYPOTHESIS

2.1 The relationship between paradoxical leadership and promotion job crafting

Based on Chinese Yin-yang philosophy, paradoxical leadership (PL) is used to describe leader behaviors that are seemingly competing, yet interrelated, to meet competing workplace demands simultaneously and over time[11]. Through exploratory research, Zhang et al. argue that paradoxical leader needs to deal simultaneously with five contradictory relationships: (1) combining self-centeredness with other-centeredness; (2) treating subordinates uniformly, while allowing individualization; (3) maintaining both distance and closeness; (4) maintaining decision control, while allowing autonomy (5) enforcing work requirements, while allowing flexibility. These five objectives of paradoxical leader are described "both-and". According to Lichtenthaler and Fischbach[13], promotion job crafting is defined as the remodeling behavior of employees to obtain positive work resources and results, including increasing work resources, challenging work requirements and task expansion behavior. Paradoxical leadership demands high standards of subordinates and at the same time gives them full understanding and support, encourages subordinates to be flexible and balance contradictory needs independently when facing competition and conflict. Therefore, paradoxical leadership will have a positive impact on employees' promotion job crafting[15].

Specifically, paradoxical leadership recognizes the value of subordinates, focuses on individual expertise and needs, and enables subordinates to feel respect, trust and support from leaders, which is conducive to improving employees' organization-based self-esteem, self-efficacy and optimistic attitude, accumulating individual resources, and increasing promotion job crafting[16]. Secondly, the close relationship between paradoxical leadership and subordinates is beneficial to the establishment of high-quality leader-member exchange relationship and team-member exchange relationship and access to relationship resource support[16], and increases promotion job crafting. Thirdly, paradoxical leadership has high demands on work and allows flexibility,

which will increase the willingness of employees to increase challenging work requirements. Challenging work requirements can improve the internal motivation of employees to improve their work, and thus increase promotion job crafting[17]. Finally, paradoxical leadership gives subordinates some decision-making autonomy, which can improve the individual's interest in the task itself, increase the structural resources, and increase promotion job crafting. Therefore, the hypothesis is as follows:

H1: Paradoxical leadership positively influences employees' promotion job crafting.

2.2 Mediating effect of situational regulatory focus on the relationship between paradoxical leadership and promotion job crafting

According to the regulatory focus theory, situational promotion focus originates from individuals' strong ideal, growth needs and "gain - no gain" situation composition. They focus on personal growth and self-realization, are sensitive to positive results, tend to pursue goals with positive strategies, and are full of adventure spirit[18]. Paradoxical leadership delegate decision-making and control power, trust, respect and support. A free and open environment will bring potential benefits to employees and create a "gain - no gain" situation to stimulate their situational promotion focus. Paradoxical leadership focuses on individual expertise and needs. By creating a just, inclusive and collaborative supporting environment, paradoxical leadership helps employees fully release their potential and achieve growth and progress, which will induce the growth needs of employees[19] and then stimulate the emergence of their situational promotion focus. Paradoxical leadership has high demands on work and allows flexibility. High demands on employees will activate their courage to challenge risks, stimulate their pursuit and realization of ideal self, and stimulate situational promotion focus.

When situational promotion focus was motivated, individuals will pay more attention to their own growth, development and self-realization, and to be more active and adventurous. They will be more likely to reshape structural resources. As the leader is an important control and regulator of work resources, focused employees are encouraged to pay more attention to the establishment of high-quality exchange relationship with the leader and pay attention to share resource with colleagues, and increase the reconstruction of relational resources. Since challenging job requirements can help meet the internal needs of individual self-growth and development, the motivated employees are encouraged to grasp the learning, promotion and development opportunities in the work and increase the challenging job requirements. In summary, the hypothesis is as follows:

H2: Situational promotion focus mediates the relationship between paradoxical leadership and employees' promotion job crafting.

2.3 The moderating role of uncertainty tolerance

Uncertainty tolerance refers to the positive attitude of individuals in cognitive, psychological and behavioral selection tendency when facing uncertain stressful situations, and is a positive personality characteristic of individuals[14]. Employees with high uncertainty tolerance have full confidence in dealing with uncertain situations at work, have strong ability to think about problems from the perspective of long-term development, and are good at identifying and grasping opportunities and gains behind uncertainty[20]. Individuals with low uncertainty tolerance are less confident in dealing with uncertain situations and pay more attention to possible

threats and losses brought by uncertainty[14]. Studies have shown that uncertainty tolerance has a contingency effect on individual cognition, psychology and behavior in uncertain situation[20, 21].

The new round of scientific and technological revolution makes the contradiction between survival and development faced by organizations new and complex. In the process of dealing with uncertain situations, paradoxical leaders will balance contradictory demands more frequently. When the uncertainty tolerance of employees is high, such employees can better adapt to the paradoxical way of dealing with the uncertainty of paradoxical leaders. Therefore, they will be better at making use of the autonomy and decision-making power given by paradoxical leadership to subordinates, build high-quality relationships with leaders and colleagues, accumulate resources and meet challenges, and promote targeted work remodeling more. On the contrary, when the uncertainty tolerance of employees is low, they tend to have cognitive confusion on the contradictory way of doing things of paradoxical leadership, and they are unable to cope with the more uncertain work situation brought by the leader. At this time, paradoxical leadership will have a certain inhibitory effect on employees' promotion job crafting. In summary, the hypothesis is as follows:

H3: Uncertainty tolerance moderates the effect of paradoxical leadership on employees' promotion job crafting.

When the uncertainty tolerance of employees is high, in the face of frequent paradox way of paradoxical leadership dealing with the contradiction, they are more easily to accept, and will be more adept at using the autonomy and decision-making authority, to the leadership of the concern of uncertain situation, though opportunities, growth and earnings, and improve the work initiative and adventurous, further enhance the situational promotion focus. Employees with low uncertainty tolerance are not easy to adapt to the seemingly contradictory way of paradoxical leadership, and are more likely to be confused about uncertain situations, which will inhibit the generation of situational promotion focus. In summary, the hypothesis is as follows:

H4: Uncertainty tolerance moderates the relationship of paradoxical leadership on situational promotion focus.

Combined with H3 and H4, uncertainty tolerance also moderates the mediating pathway of paradoxical leadership through situational promotion focus on employee's promotion job crafting.

H5: Uncertainty tolerance moderates the mediating effect of situational promotion focus between paradoxical leadership and employee's promotion job crafting.

To sum up, the conceptual model of this study is shown in Figure 1.

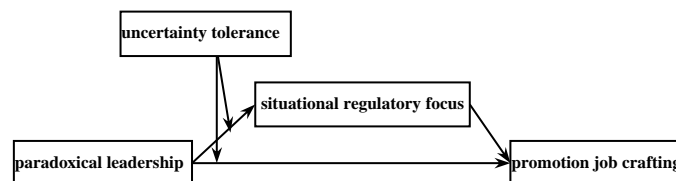


Figure.1 Research framework

3 RESEARCH METHODS

3.1 Data collection

Data was collected from the 8 high-tech enterprises in central China. Questionnaires were collected in the way of on-site release and recovery, and receive the questionnaire at two time points. In period 1: Questionnaires of control variables, abusive supervision paradoxical leader, uncertainty tolerance and situational promotion focus were distributed to employees; In period 2 (four weeks later): promotion job crafting were distributed to the same subjects. During the survey process from January 2021 to March 2021, 310 questionnaires were distributed. After excluding invalid questionnaires (regular or continuous answers), 226 valid matching questionnaires were obtained, with an effective rate of 72.90%. Female 38.05%, male 61.95%; 32.74% of those aged 20~30, 48.67% of those aged 30~40, and 18.59% of those aged over 40; 23.01% with bachelor degree or below, 74.34% with master degree, 2.65% with doctor degree or above; Work less than 1 year 19.47%, 1~3 years 53.10%, more than 3 years 27.43%.

3.2 Variable measurement

The selected scales were all mature scales and were scored by Likert-7 points. Paradoxical leadership questionnaire developed by Zhang et al.[11] including 22-item scale, Sample items include "Uses a fair approach to treat all subordinates uniformly, but also treats them as individuals" and "Manages subordinates uniformly, but considers their individualized needs", with a consistency coefficient of 0.856. Situational promotion focus questionnaire developed by Neubert et al.[22] 9-item scale such as "I can always focus on achieving personal ideal job", "At work I am motivated by hopes and ideals", with a consistency coefficient of 0.892. Promotion job crafting (include increase job resources and challenging job demands) questionnaire developed by Tims et al. [23]including 15-item, Sample items, "I try to learn new things on the job", with a consistency coefficient of 0.901. Uncertainty tolerance questionnaire developed by Huang et al.[24] 12-item, Sample items "The uncertainty prevents me from doing my job well", "The unexpected has made me very uneasy ", with a consistency coefficient of 0.875. Working years, education, gender and age were controlled.

4 DATA ANALYSIS AND RESULTS

4.1 Validity and Common Method Bias

Although the data were collected in two periods, it was inevitable that there would be common method deviation. Harman factor analysis showed that there were 6 factors and the explanatory amount of the first factor was 27.12%. Not more than half of the variance of all factors, therefore the common method bias problem is well controlled. Using AMOS22.0 analysis of variables CFA, the result shows that the fit of the four factors model ($\chi^2 / df = 1.894$, $CFI = 0.968$, $TLI = 0.953$, $I = 0.910$, $RMSEA = 0.049$).

4.2 Descriptive statistics and correlation analysis

Correlation coefficients between variables are shown in Table I. Paradoxical leadership was significantly correlated with promotion focus and promotion job crafting ($r = 0.374$, $p < 0.01$;

$r = 0.338, p < 0.01$), Promotion focus are significantly correlated with promotion job crafting ($r = 0.564, p < 0.001$).

TABLE I. DESCRIPTIVE STATISTICS AND CORRELATION ANALYSIS

Variables	<i>M</i>	<i>SD</i>	1	2	3	4
1 Paradoxical Leadership	5.013	0.879	(0.856)			
2 promotion focus	4.106	0.527	0.374**	(0.892)		
3 Promotion job crafting	5.102	0.525	0.338**	0.564***	(0.901)	
4 Uncertainty tolerance	5.163	0.638	0.236	0.311**	0.379**	(0.875)

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$ (the same below). In parentheses for consistency coefficients

4.3 Hypothesis testing

4.3.1 Main effect and mediating effect test:

SPSS20.0 was used to test H1-H2, and the results are shown in TABLE II. According to model4 and model1, paradoxical leadership has a significant positive correlation with employee promotion job crafting ($\beta = 0.316, p < 0.01$), H1 was verified. According to model1, paradoxical leadership has a significant positive correlation with employee situational promotion focus ($\beta = 0.489, p < 0.01$), when both paradoxical leadership and situational promotion focus were put into the regression model, it can be seen from model5 that there is a significant positive correlation between situational promotion focus and promotion job crafting, and the correlation between paradoxical leadership and promotion job crafting decreased, but still significant ($\beta = 0.193, p < 0.05$), indicating that situational promotion focus plays a partial mediating role in the relationship between paradoxical leadership and promotion job crafting. H2 was verified.

TABLE II. MAIN EFFECT AND MEDIATING EFFECT TEST (N=226)

Variables	Situational promotion focus				Promotion job crafting		
	<i>Model1</i>	<i>Model2</i>	<i>Model3</i>	<i>Model4</i>	<i>Model5</i>	<i>Model6</i>	<i>Model7</i>
Gender	0.121	0.123	0.119	0.101	0.102	0.103	0.101
Age	-0.013	-0.012	-0.014	-0.039	-0.040	-0.041	-0.039
Education	0.021*	0.019*	0.017*	0.021*	0.019*	0.017*	0.016*
Years	-0.017	-0.019	-0.018	-0.046	-0.045	-0.046	-0.045
PL	0.325**			0.316**	0.193*		
SPF					0.489**		
UT		0.107*				0.113*	
PL×UT			0.211**				0.209**
<i>F</i>	16.821	17.713	15.976	13.672	14.235	15.411	14.476
<i>R</i> ²	0.093	0.117	0.143	0.152	0.181	0.203	0.238
ΔR^2	0.032**	0.014*	0.026**	0.053**	0.029**	0.022**	0.035**

4.3.2 Moderating effect test:

According to Model2 and Model7 in TABLE II. the interaction terms of uncertainty tolerance and paradoxical leadership have a significant impact on promotion job crafting ($\beta = 0.209, p < 0.01$), H3 was verified, and the moderating effect was shown in Fig.2. The interaction terms of uncertainty tolerance and paradoxical leadership had significant effects on situational promotion focus ($\beta = 0.211, p < 0.01$), H4 was verified, and the moderating effect was shown in Fig.3. As shown in Fig.2 and Fig.3, the slope of the dashed line represented by high uncertainty tolerance is positive, indicating that when uncertainty tolerance is high, paradoxical leadership has a positive impact on employees' situational promotion focus and promotion job crafting. When uncertainty tolerance is low, paradoxical leadership inhibits situational promotion focus and promotion job crafting.

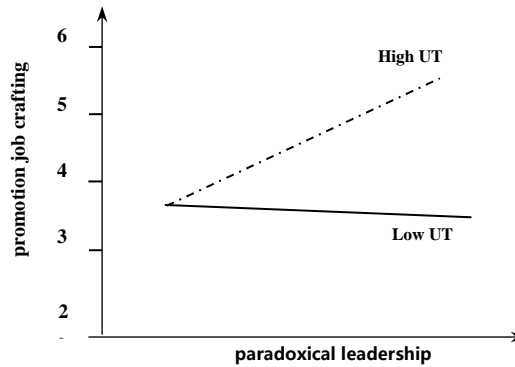


Figure 2. The moderating effect of Uncertainty tolerance on promotion job crafting

TABLE III. MEDIATING EFFECTS OF PROMOTION FOCUS AT DIFFERENT LEVELS OF PROACTIVE PERSONALITY

Uncertainty tolerance	Effect	SE	p	[LLCI, ULCI]
Mean+1SD	0.056	0.021	0.047	[0.037,0.274]
Mean-1SD	-0.031	0.013	0.011	[-0.048,0.054]
Differences	0.087	0.024	0.036	[0.012,0.047]

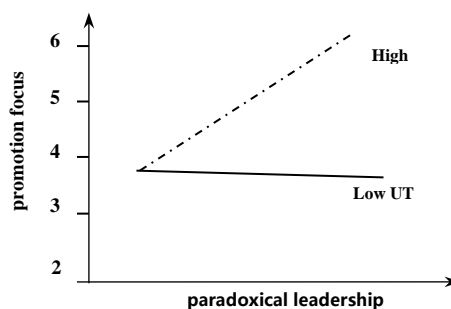


Figure 3. The moderating effect of Uncertainty tolerance on situational promotion focus

4.3.3 Test of moderated mediation effects:

According to the method described by Edwards and Lambert^[25], the mean of relational identification was added/subtracted by one standard deviation, and the confidence interval of mediating effect value difference was calculated by Bootstrap. As can be seen from Table III. when uncertainty tolerance is high, the effect value of promotion focus is 0.021, and the 95% confidence interval is [0.037, 0.274], excluding 0, and the mediating effect is significant. When the uncertainty tolerance is low, the mediating effect value promotion focus is -0.021, with 95% confidence interval [-0.148, -0.057], excluding 0, so the mediating effect is significant, and the difference of effect value is 0.087, with 95% confidence interval [0.016, 0.047], excluding 0, the difference is significant. Therefore, uncertainty tolerance positively moderates the mediating effect of promotion focus, and hypothesis H4 is supported.

5 SUMMARY AND PROSPECT

5.1 Theoretical contribution

First, the results confirm that paradoxical leadership is the antecedent of employees' promotion job crafting, this research enrich the antecedents of employees' promotion job crafting. Second, paradoxical leadership through situational promotion focus affects promotion job crafting, this result expands the research on the internal mechanism of employee job crafting influenced by paradoxical leadership. Third, uncertainty tolerance is a positive moderating effect on the relationship between paradoxical leadership and promotion job crafting or situational promotion focus, this explored the boundary of uncertainty tolerance in the effect of paradoxical leadership on employee's promotion job crafting, and expanded the applicable scope of uncertainty tolerance boundary effect.

5.2 Practical inspiration

First, paradoxical leadership positively influences employee's promotion job crafting. This conclusion provides a new management perspective for organizations to motivate employees to promote job crafting. In the dynamic environment, leaders should pay attention to cultivating their own "paradox" thinking logic of "both and" "balance" the contradiction and tension between decentralization and centralization, efficiency and flexibility. While controlling the overall situation, delegate power to employees, give them appropriate autonomy and flexible decision-making power, create a fair and progressive organizational environment for employees, and encourage them to constantly promote job crafting. Second, paradoxical leadership can influence employee's promotion job crafting by stimulating their situational promotion focus. The organization should pay attention to the development of paradox management ability of managers at all levels, formulate corresponding system training plan, and improve the paradox management ability of leaders. At the same time, leaders should pay attention to training the ability of employees to solve the "paradox" problem between job requirements and individual resources independently, empower employees in the process of balancing the "contradiction" problem, and continuously distribute individual situational promotion focus, so as to increase the promotion job crafting. Thirdly, uncertainty tolerance moderates the effect of paradoxical leadership on employees' promotion job crafting. Therefore, leaders should pay special attention to the level of employees' uncertainty tolerance, implement "paradox" management differently according to

different employees, and implement paradox management for employees with high uncertainty tolerance under the situation of fully grasping the level of employees' uncertainty tolerance, so as to effectively improve their contribution to the organization. For employees with low uncertainty tolerance, leaders should try to reduce their paradox management.

5.3 Research limitations and prospects

First of all, although the data were collected from two time points, but it is limited effect on the explanation of causality, and the longitudinal multi-time point or diary method could be adopted to collect data in the future. Secondly, the boundary of the model is only discussed at the individual level, team mutual help behavior of colleagues and safety atmosphere can be discussed in the future. Finally, only the situational regulatory focus was selected as the mediating variable, work flourishing and psychological security was equally important to individual attitude and behavior, which could be combined into the model in future.

5.4 Conclusion

Under the background of a new round of scientific and technological revolution, the contradiction between survival and development faced by enterprises is new and complex. The conclusions are as follows: Firstly, paradoxical leadership has a positive impact on employees' promotion job crafting, paradoxical leadership is the antecedent of employees' promotion job crafting. Leaders should pay attention to cultivating their own "paradox" thinking to improve employees' job crafting. Secondly, situational promotion focus mediates the relationship between paradoxical leadership and promotion job crafting. Leaders should help employees to solve the "paradox" problem to distribute individual situational promotion focus. Thirdly, uncertainty tolerance is positively moderating the relationship between paradoxical leadership and promotion job crafting and situational promotion focus. Leaders should pay special attention to the level of employees' uncertainty tolerance

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