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The Mediating Role of Job Crafting and the Moderating Role of Change Fatigue in the Relationship between Occupational Motivation and Individual Creativity of Healthcare Workers*

(Research Article)

Sağlık Çalışanlarının Mesleki Motivasyonları ile Bireysel Yaratıcılıkları Arasındaki İlişkide İş Becerikliliğinin Aracı ve Değişim Yorgunluğunun Düzenleyici Rolü

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ABSTRACT

This study was designed to determine the mediating role of job crafting and the moderating role of change fatigue in the indirect relationship between occupational motivation and individual creativity levels of healthcare workers. The population of the study consists of employees of a training and research hospital located in a medium-sized province in Turkey. Participants in the survey were selected using the simple random sampling method. The data consists of a survey conducted by 426 people. The findings showed that job crafting has a mediating role in the indirect effect of the occupational motivation levels of health workers on their individual creativity. It was also found that change fatigue has a moderating role in the indirect effect of occupational motivation on individual creativity through job crafting. This study reveals that job resourcefulness plays a critical mediating role in increasing the individual creativity of healthcare workers' professional motivation but change fatigue may negatively affect this process and reduce creativity and motivation.

Anahtar Kelimeler: *Mesleki Motivasyon, Bireysel Yaratıcılık, İş Becerikliliği, Değişim Yorgunluğu*

ÖZET

Bu çalışma sağlık çalışanlarının mesleki motivasyonları ile bireysel yaratıcılık düzeyleri arasındaki dolaylı ilişkide iş becerikliliğinin aracı ve değişim yorgunluğunun düzenleyici rolünü tespit etmek amacıyla tasarlanmıştır. Araştırmanın evreni, Türkiye'de orta büyüklükteki bir ilde bulunan eğitim ve araştırma hastanesinin çalışanlarından oluşmaktadır. Ankete katılanlar basit rastgele örnekleme yöntemi kullanılarak seçilmiştir. Veriler 426 kişinin yaptığı anketten oluşturmaktadır. Elde edilen bulgulardan ulaşılan sonuçlara göre sağlık çalışanlarının mesleki motivasyon düzeylerinin bireysel yaratıcılıkları üzerindeki dolaylı etkisinde iş becerikliliğinin aracılık rolüne sahip olduğu tespit edildi. Ayrıca mesleki motivasyonun iş becerikliliği vasıtasıyla bireysel yaratıcılık üzerindeki dolaylı etkisinde değişim yorgunluğunun düzenleyici rolünün olduğu da belirlenmiştir. Bu çalışma, sağlık çalışanlarının mesleki motivasyonlarının bireysel yaratıcılıklarını artırmada iş becerikliliğinin kritik bir aracı rol oynadığını ancak değişim yorgunluğunun bu süreci olumsuz etkileyerek yaratıcılığı ve motivasyonu düşürebileceğini ortaya koymaktadır.

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1. INTRODUCTION

It is well known that individual creativity, occupational motivation, and job crafting play important roles in improving the quality of patient care and promoting productivity and innovation in healthcare (Lee et al.,2020; Chmielewska et al., 2025; Patterson and Zibarras, 2017). However, it is a matter of curiosity how the state of fatigue, burnout and exhaustion caused by constant change can affect such situations and how it can impact employee motivation, creativity and job crafting. However, the extent to which fatigue, burnout, and exhaustion resulting from continuous change influence these factors remains an important area of investigation. Persistent change in the workplace can lead to psychological strain, reducing employees' willingness to engage in creative problem-solving, take initiative, and adapt their roles through job crafting (Demerouti et al., 2015).

Self-determination theory provides valuable insight into how human motivation influences individual creativity across different fields, including healthcare. This behavioral theory suggests that intrinsic motivation arises from fundamental psychological needs, driving individuals to engage in creative pursuits (Amabile, 1983). In the context of healthcare, self-determination theory-based occupational motivation is essential for encouraging and fostering the individual creativity needed to overcome the complex challenges that may arise in patient care, treatment, and organisational improvement (Woodman et al., 1993). In addition, the development of job crafting, which refers to the ability to effectively utilize available resources to ensure the occupational motivation of healthcare professionals and foster creativity, is considered an important case (McMillan & Perron, 2013). While job crafting, conceptualized as a mediating variable in the study, supports the necessary tools for healthcare employees' individual creativity, it may also reveal some positive situations on creativity along with occupational motivation (Yang et al., 2021; Gordon et al., 2018; Bakker, 2018). However, change fatigue, a moderating variable, may moderate the relationship between occupational motivation and individual creativity. In the relevant literature, it is observed that change fatigue reduces the positive effect between occupational motivation and individual creativity (Cox et al., 2022).

Although individual creativity, occupational motivation, and job crafting have been extensively studied in the context of healthcare, there remains a significant gap in understanding how these variables interact under the strain of ongoing organisational change. While previous research has highlighted the positive effects of motivation on creativity, few studies have addressed the potential mediating role of job crafting or the moderating influence of change fatigue in this relationship. This study aims to fill this gap by proposing an integrative model grounded in Self-Determination Theory, offering a more comprehensive understanding of how healthcare professionals sustain creative engagement in environments characterised by continuous transformation. By doing so, the research not only builds upon existing theoretical frameworks but also opens a new area of inquiry into the psychological mechanisms that support innovation and adaptability in high-stress healthcare settings.

As a result, this study was developed based on the basic principles of self-determination theory, starting from the gap in the literature and the conceptual framework. The study aims to examine the mediating role of job crafting and the moderating role of change fatigue in the relationship between occupational motivation and individual creativity of healthcare employees. To achieve this, data were gathered from healthcare professionals at a training and research hospital, and the proposed model and hypotheses were examined through the lens of the study's objectives.

2. CONCEPTUAL FRAMEWORK

2.1. Occupational Motivation

Motivation is an important concept in understanding human behaviour. Derived from the Latin word 'movere', meaning 'to move', it can be described as an internal state that activates an individual and directs him or her towards a goal (Güney, 2016: 357). In this sense, motivation is the power that mobilises an individual towards a specific goal (Malik & Danish, 2010: 220). Motivation is the process that directs a person's behaviour towards a specific goal with their own desires and aspirations (Özkalp & Kırel, 2011: 278). In other words, motivation is a psychological construct that describes the mechanisms by which individuals and groups choose and maintain certain behaviours (McInerney, 2019). More precisely, motivation is the technique of enabling people to achieve goals; it involves felt desires or impulses, the arousal of desires and the fulfilment of goals (Gurjar, 2022). Sansone and Harackiewicz (2000: 17-44) explain the phenomenon of motivation in two ways: intrinsic and extrinsic motivation. According to Sansone and Harackiewicz (2000), factors such as the individual's participation in basic activities that concern him/her within the organization and thus learning his/her capacity and improving himself/herself are expressed as intrinsic motivation; while being motivated by factors such as money, reward, and reputation is expressed as extrinsic motivation.

Occupational motivation is an evaluation of the basic concept of motivation described above in relation to personnel working in an organization or institution. In more general terms, occupational motivation is a psychological state that encompasses all actions, behaviors, and efforts of an individual working in an organization

to achieve a specific work or task goal or to obtain material and moral rewards (Zeynel, 2014: 15). In this regard, employees with a high level of occupational motivation take care to complete their tasks to a specified standard and within a specified time and may enjoy the activities they perform more. As a result, they are more committed to an organization to achieve and fulfill its goals. It can be concluded that the higher an employee's occupational morale and motivation, the more positive the organisational environment. In short, employees with high occupational motivation can work more efficiently and effectively in their organizations and perform their work in a more peaceful manner (Taş & Selvitopu, 2020: 25).

2.2. Individual Creativity

The concept of creativity, which is an important part of organisational life today, comes from the Latin word "Creare". This concept is used in the sense of "to create, give birth and bring into being". In the literature, creativity is commonly categorised into two types: individual and organisational creativity. A dynamic view of creativity focuses on the creative process itself, rather than just the end result (Walia, 2019). Creativity is the state of being sensitive to organisational or individual problems, inadequacies, deficiencies and incompatibilities. Creativity is the process of revealing different, useful and valuable new ideas (Chen and Chen, 2012: 1627). Creativity involves fostering creative potential in oneself and others by creating supportive environments, encouraging innovative mindsets, and enhancing creative thinking abilities. By nurturing these elements, individuals can unlock new ideas and solutions, leading to continuous personal and professional growth (Kim, 2019).

With the development of globalization and modern technology, creativity is an indispensable way for the development of long-term survival skills and competitiveness of both organizations and individuals (Yu and Frenkel, 2013: 1170). Furthermore, organisations should be able to harness the creative abilities and skills of their employees to gain creative power. In particular, organisations are aware of the need to develop organisational creativity and strengthen individual creativity in order to respond to the possible pressures of the competitive environment and create the most innovative business processes (Memduhoğlu & Yılmaz, 2017: 96). In this respect, individual creativity is the ability of an individual to produce new and useful thoughts for his/her organisation (Amabile, 1988). According to Zhou et al. (2012: 895), individual creativity is the process that produces new and practical solutions to organisational problems with new perspectives by providing concrete and useful results for organisations. Futhermore, individual creativity is the ability of people to develop something new and meaningful (Bharadwaj and Menon, 2000: 245). People with high individual creativity skills and abilities enable the emergence of new knowledge that can benefit the organisation, while contributing to technological breakthroughs so that innovation processes can evolve (Parjanen, 2012). People with high individual creativity connect accurate information, seek ways to reshape widely accepted truths, and challenge fixed perspectives rather than passively accepting them (Bumin, 2003: 24). As a result, individual creativity is critical for an organization to adapt to changing, complex and competitive environments, to realize innovations, to gain competitive advantage and to survive (Rodrigues & Veloso, 2013: 549; Elidemir et al., 2020).

2.3. Job Crafting

Job crafting involves changes in behavior that employees make on their own initiative in order to increase their compatibility with their current jobs. Job crafting is a change movement that an employee makes by taking a proactive approach in line with their own desires. Although this concept was introduced to the literature by Wrzesniewski and Dutton (2001), it was first used in the 1980s in the studies by Kulik, Oldham and Hackman (1987). The researchers have defined the concept as the situation where a person actively participates in changing business processes (Kerse, 2018). Slemp and Vella-Brodrick (2013) define the concept as the result of informal processes undertaken by employees to align the tasks and practices of their current job with their personal interests and values. According to Wang, Wang, and Li (2018:554), job crafting refers to the ways in which employees proactively add to or subtract from their work tasks and modify the structure and impact of their work as they perform their roles within the organisation. As can be seen from these definitions, job crafting means taking the initiative to innovatively redesign work in a different and easily applicable way, regardless of organisational or corporate management or organisational oversight (Dickson, 2020: 50). Job crafting is the effort of employees to make changes in existing work processes while performing their tasks, making the form, scope and effectiveness of the tasks more efficient. This process means that employees adapt the content or methods of the job to their own needs and working conditions in order to perform their jobs more efficiently and satisfactorily (Kerse & Babadağ, 2019).

Job crafting can be explained by the Job Demands - Resources (JD-R) model developed by Wrzesniewski and Dutton (2001). The model focuses on the daily changes in the characteristics of the tasks performed by workers and the contribution of these changes to the work processes (Wrzesniewski & Dutton, 2001). According to the model, job demands deal with the physical, psychological, social or organisational aspects of jobs that require cognitive and affective work, while job resources focus on the achievement of work-related goals and the personal development of the worker by reducing the processes associated with job demands (Demerouti et al., 2001: 499).

Thus, the main purpose of the model used to explain job shaping is to increase job resources and reduce job demands (Ingusci et al., 2016: 675-687).

2.4. Change Fatigue

In reviewing the literature on change fatigue, it is often discussed alongside related terms such as reform fatigue (Lingard et al., 2000), initiative fatigue (Montenegro & Jankowski, 2015), and "adaptive failure" or change fatigue (Dilkes et al., 2014). Change fatigue can be defined as the negative impact on employees as a result of excessive and unnecessary increase in change initiatives in organizations. This situation occurs due to the effect of many stimuli (Bernerd et al., 2011). Change fatigue is characterized by overwhelming stress, burnout, and exhaustion that employees experience due to rapid and ongoing changes in the work environment (McMillan & Perron, 2013: 26-32). Winter (2013) describes it as employees perceiving organizational changes as endless, offering little meaningful improvement, and ultimately feeling unnecessary, exhausting, and unworthy of engagement. Essentially, change fatigue occurs when an employee's work style is disrupted by confusion and stress from an overload of stimuli or excessive change initiatives (Stensaker et al., 2002). Zink et al., (2008) similarly define change fatigue as a condition resulting from a large number of meaningless or inconsistent change initiatives within an organization. Elving et al. (2011) emphasize that change fatigue is not only an individual reaction but also impacts the entire organization. However, it often arises from continuous organisational changes (Brown et al., 2018). One of the key causes of change fatigue is extremism, where employees are subjected to new changes before the outcomes of previous initiatives can be evaluated and absorbed (Elving et al., 2011). Based on these definitions, change fatigue can be described as a state of stress, exhaustion, and burnout that employees experience due to ongoing and repeated change initiatives within organizations. Continuous changes, new management structures, rapidly advancing technologies, and evolving organisational strategies and structures commonly contribute to the development of change fatigue among employees.

3. THEORETICAL FRAMEWORK

In this section, the research's theoretical foundation is discussed and the hypotheses and the research model are presented.

3.1. The Relationship between Occupational Motivation and Individual Creativity

The literature contains a variety of studies on how the occupational motivation of employees affects individual creativity. For example, according to Hannam and Narayan (2015), the intrinsic motivation of employees leads them to perceive their working environment more positively and thus increase their individual level of creativity. Alhassan et al. (2022) also showed a notable correlation between employee motivation and creativity. Similarly, Mankin et al. (2019) found that intrinsic motivation affects creativity in their study on bankers. Additionally, Liu et al. (2016) found a significant effect of intrinsic motivation and prosocial motivation on individual creativity. Amabile (1997) demonstrated that the intrinsic motivation of employees and a positive working environment can influence individual creativity. Dewett (2007) found that the significant relationship between motivation and individual creativity is mediated by a person's readiness to take risks. To summarize, while high employee motivation is generally associated with increased creativity, several factors can impact this relationship. To maximise employee creativity, creating an environment that fosters both intrinsic and extrinsic sources of motivation and encourages original thinking is crucial. Drawing from these conceptual insights and existing research, the first hypothesis can be stated as follows.

H1: Occupational motivation has significant and positive effects on individual creativity.

3.2. The Relationship between Occupational Motivation and Job Crafting

Numerous studies have examined the connection between employees' occupational motivation and their job crafting behaviors at work, often exploring this relationship through various variables in the literature. For instance, Moon et al. (2020) sought to clarify the link between employee spirituality and job performance, discovering that intrinsic motivation and job crafting played a mediating role in this relationship. The same study also identified an important connection between intrinsic motivation of employees and job crafting in the workplace. Job crafting, which refers to proactive behaviors that allow employees to reshape their roles, is linked to favorable work outcomes, including enhanced motivation, job satisfaction, engagement, and productivity (Petrou et al., 2012). Lee and Song (2019), on the other hand, identified the moderating role of trust within the team/group in positively influencing the relationship between employee motivation and job crafting at work. Thus, following the literature review, the second hypothesis proposed in the study is as follows.

H2: Occupational motivation has significant and positive effects on job crafting.

3.3. The Relationship between Job Crafting and Individual Creativity

When examining the relationship between employees' job crafting and individual creativity, it should be noted that there are researches in the relevant literature that investigate this relationship and analyse it with many variables. For example, Tian et al. (2021) found that employees' imaginative behaviour at work has a positive impact on creative performance as it increases engagement at work. Ghazzawi et al. (2021) emphasized that nurses' job crafting has an impact on their creativity. Zhu et al. (2022) discovered that job crafting positively influences individual creativity. In summary, individual creativity and job crafting are two important behavioural traits that complement and reinforce each other. Developing both traits will help individuals to be more successful and motivated in the workplace. The third hypothesis, based on the summarised conceptual explanations and research in the literature, is as follows.

H3: Job crafting has significant and positive effects on individual creativity.

3.4. The Mediating Role of Job Crafting

Occupational motivation and individual creativity of medical staff are crucial to provide the best service to patients. Workplace ingenuity acts as a bridge between these two factors, helping to transform motivation and creativity into tangible results in the workplace. In addition, job crafting helps healthcare workers to translate their motivation into concrete action. Furthermore, employees with adequate job crafting may be more willing and confident to put their ideas into practise and develop creative solutions. Based on hypotheses H1, H2 and H3 above and the existing studies in the literature based on these relationships, it is hypothesised that job crafting plays a mediating role in the indirect relationship between occupational motivation and individual creativity of healthcare workers. For these reasons, the fourth hypothesis developed in the study is as follows.

H4: Job crafting mediates between occupational motivation and individual creativity.

3.5. The Moderating Role of Change Fatigue

The relationship between occupational motivation and individual creativity of healthcare professionals is a widely researched topic in the relevant literature. Regardless of the sample in which the research is conducted, examination of the literature finds that there is generally a positive relationship between these two variables (Alhassan et al., 2022; Hannam & Narayan, 2015). However, in order to understand the phenomena underlying this positive significant relationship and to give more meaning and depth to this relationship, it is necessary to uncover the antecedents and successors of the problem by examining the mediating and moderating relationships. In this context, job crafting and change fatigue, which are the main starting point of our study, will be assessed.

Recent studies underline the growing importance of change fatigue in healthcare settings, emphasizing that excessive and continuous organizational changes may negatively impact employees' work motivation and well-being (Altıntaş, 2024; Arık, Öztürk, & Yeşildal, 2022; Söyler & Çavmak, 2024). These findings reinforce the relevance of considering change fatigue as a contextual factor that can influence the dynamics between motivation and creativity. Therefore, the fifth and sixth hypotheses based on these two contexts are as follows: job crafting may act as a mediator between occupational motivation and individual creativity by fostering positive work experiences that directly support creative behaviours and change fatigue acts as a potential moderating variable that weakens the positive relationship between occupational motivation and individual creativity when change becomes excessive and overwhelming.

The fifth and sixth hypotheses based on these two contexts are as follows:

H5: Change fatigue has a moderating effect on the relationship between occupational motivation and job crafting.

H6: Change fatigue has a situational mediating role in the effect of occupational motivation on individual creativity through job crafting.

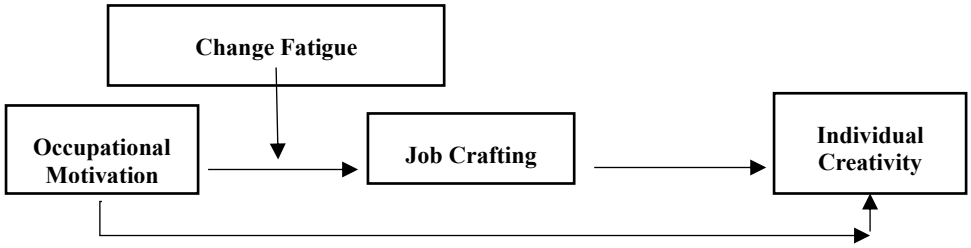

Figure 1. Research Model

4. RESEARCH METHODOLOGY

In this section of the study, the purpose of the study, the sampling, the data collection tools and the analysis methods used in the research are given.

4.1. Objective of the Study

The main purpose of the study is to explore the relationship between occupational motivation and individual creativity levels among healthcare workers. Additionally, the study aims to determine the mediating role of job crafting, which relates to workers' ability to effectively complete their tasks, in this relationship. Furthermore, the study examines the regulating role of change fatigue in influencing this connection. In addition to the main objective, the sub-objectives of the study are to determine the dual relationships and relationship directions between occupational motivation and individual creativity, occupational motivation and job crafting and job crafting and individual creativity levels of healthcare workers.

4.2. Population, Sampling and Ethical Aspects of the Research

The research population consists of 1,485 employees working as doctors, nurses, medical assistants (medical secretaries, technicians, pharmacists, audiologists, social workers, emergency technicians, etc.) in a training and research hospital affiliated to a public university. The simple random sampling method was favoured and it was determined that the collection of data from 306 employees was sufficient in relation to the sample based on a 95% confidence interval and a 5% margin of error (Kalaycı, 2010). The Ethics Committee of Erzincan Binali Yıldırım University of Human Research granted ethical approval prior to the collection of the research data (date/number of meeting minutes: 05/09). The research data were collected between 01.11.2023-30.11.2023 by distributing 600 questionnaire forms to healthcare professionals working in outpatient clinics and wards of the training and research hospital. Of the distributed questionnaires, 465 were returned and 39 questionnaires were eliminated due to incomplete or incorrect answers and 426 questionnaires were included in the study. Of the participants, 47 (%11.03) were doctors, 318 (%74.64) were nurses and 61 (%14.31) were medical assistants.

4.3. Data Collection Tools

The data collection instrument of the study consists of five parts. The first part consists of five questions (gender, age, marital status, education level and years of employment in the organisation) designed to determine the demographic status of the employees. In the second part, the Occupational Motivation Scale, which is the independent variable, in the third part, the Individual Creativity Scale, which is the dependent variable, in the fourth part, the job crafting Scale, which is the mediating variable, and in the fifth part, the Change Fatigue Scale, which is the moderating variable, were used. A five-point Likert-type rating ranging from "1: strongly disagree" to "5: strongly agree" was used in all of the scales.

Occupational motivation scale: The scale originally developed by Pei-Chen, Ming-Chao and Fang (2017) called the "Employee Motivation Survey" was used to determine the motivation level of employees. The scale was adapted into Turkish and its validity and reliability were examined by Çakmak (2020). The scale consists of one dimension and fifteen statements.

Individual creativity scale: The creativity scale was used, which is widely used in domestic and foreign literature and was originally developed to assess the creativity of managers. The scale was developed by Zhou and George (2001). It was also used in the studies of Sözbilir and Yeşil (2015: 87-111) after reliability studies. The scale consists of thirteen items and one dimension.

Job Crafting Scale: The degree of job crafting among the study participants was measured using the Job Crafting Scale, which was developed by Slemp and Vella Brodrick in 2013. Kerse (2017) translated the scale into Turkish and carried out research to assess its reliability and validity.

In the last section, the "Change Fatigue Scale" developed by Bernerth, Walker and Harris (2011) and adapted into Turkish and the validity and reliability study conducted by Ekingen and Yıldız (2021) were used to measure the degree of change fatigue of the participants.

4.4. Data Analysis Methods and Process

The analysis programs SPSS 27, AMOS 24 and SPSS PROCESS MACRO were used to analyze the research data. First, a frequency analysis was performed to analyze the demographic characteristics of the participants who volunteered to take part in the study. Then, before analyzing the variables, Cronbach's alpha coefficient was calculated to determine the reliability coefficient of each scale. Then the normal test was performed to decide the type of correlation test. Subsequently, a bivariate correlation analysis was performed to analyze the relationships between the scales of the study, followed by a confirmatory factor analysis (CFA) to assess the validity of the scales. In the final phase, the mediating and moderating roles of the study were analyzed using SPSS MACRO model 14 (Hayes: 2013).

5. RESULTS

In this part of the study, demographic results of health workers, validity/reliability analyses of variables, relationships between variables (correlation analysis) in the light of the collected data and finally hypothesis tests (mediation) are included.

5.1. Demographic Findings of Healthcare Workers

The results of the frequency analysis of the findings obtained within the scope of the demographic questions directed to healthcare professionals are presented in Table 1.

Table 1. Demographic Questions

n: 426	n	%	$\bar{X}$	s.d.
Gender			1.66	.47
Male	144	33.8		
Female	282	66.2		
Age			3.31	.95
18-25 years old	5	1.2		
26-33 years old	83	19.5		
34-41 years old	162	38.0		
42-49 years old	125	29.3		
50 age and older	51	12.0		
Marital status			1.41	.49
Single	176	41.3		
Married	250	58.7		
Education status			3.39	.64
High school	43	10.1		
Associate license	151	35.1		
Undergraduate	200	46.9		
Postgraduate	32	7.9		
Experience			1.72	.92
1-5 between year	28	6.6		
6-10 between year	55	12.9		
11-15 between year	229	53.8		
16 years and above	114	26.8		

%: percentage, s.d: standard deviation

According to Table 1, 66.2% of the health workers were female, 38% were between the ages of 34-41, 58.7% were married, 46.9% had undergraduate education, and 53.8% had working experience between 11-15 years.

5.2. Correlation Analysis

In Table 2 in parentheses, the reliability coefficients of the scales of the study are as follows: occupational motivation (α = 0.931), change fatigue (α = 0.878), job crafting (α = 0.946) and individual creativity (α = 0.946). These results show that the scales of the research have top reliability (Karagöz, 2019:1003). In addition, according to the normality tests, in order for the data to show a normal distribution, the kurtosis and skewness values must be between -1.5 and +1.5 (Kalaycı, 2010). According to the normality tests (Table 2), it can be stated that the data showed a normal distribution since the kurtosis and skewness values were between -1.5 and +1.5, which is the measure of normal distribution. Pearson correlation analysis was preferred in the correlation tests performed after this stage.

Table 2. Correlation Analysis

Scales	OC	CF	JC	IC	Skewness	Kurtosis
Occupational Motivation	(.931)				-0.382	0.143
Change Fatigue	-.265**	-(878)				

Job Crafting	.329**	-.168**	(.946)		-0.439	0.263
Individual Creativity	.618**	-.240**	.395**	(.946)		

N=426; **p < .01. OC: Occupational Motivation, CF: Change Fatigue, JC: Job Crafting, IC: Individual Creativity

An examination of the pearson correlation values between the scales in Table 2 reveals various relationships. Firstly, the relationship between occupational motivation and individual creativity was examined and found to be significant ($r = 0.618$; $p < 0.01$). In other words, occupational motivation positively effects individual creativity. Secondly, analyses showed that there was a meaningful and negative relationship between occupational motivation and change fatigue ($r=-0.265$; $p<0.01$). Therefore, we can say that as one of the variables of occupational motivation and change fatigue increases, the other decreases. According to the table's third finding, job crafting and occupational motivation are significantly and favorably correlated ($r = 0.329$; $p < 0.01$). Based on this result, we can say that as occupational motivation increases, job crafting will also increase. Another finding from the table indicates a meaningful positive correlation between job crafting and individual creativity ($r = 0.395$; $p < 0.01$). That is, as job crafting increases, individual creativity also increases. Moreover, job crafting and change fatigue were negatively correlated ($r = -0.168$; $p < 0.01$). Finally, the table reveals a noteworthy and negative correlation between change fatigue and individual creativity ($r = -0.240$; $p < 0.01$).

5.3. Measurement Models

In this study, confirmatory factor analysis was first conducted to ensure the structural validity of the variables. Additionally, common method variance was evaluated (Podsakoff et al., 2003; Lindell & Whitney, 2001), since occupational motivation, change fatigue, job crafting, and individual creativity were all measured using the same questionnaire administered to the same participants. Harman's single-factor test, a popular technique for identifying common method variance, was utilized (Bolat, 2011: 93). In this test, all variables are subjected to an exploratory factor analysis simultaneously (Malhotra et al., 2006). The analysis revealed that the fit indices for the measurement model ($X2/df = 3.856$, RMSEA = 0.813, CFI = 0.918, TLI = 0.921, NFI = 0.903, SRMR = 0.089) demonstrated a better fit compared to alternative models (Mishra & Datta, 2011). These results suggest that the scales used in the study exhibit good discriminant validity. Therefore, the four-factor measurement model is considered to best represent the structural relationships between the scales.

5.4. Testing of Hypotheses

This section constitutes a stage where hypotheses are tested based on the results of correlation analysis between the scales and confirmatory factor analysis.

Table 3. Regression Table for Mediation Analysis

Job Crafting						
	β	***SE***	***t***	***p***	**LLCI**	**ULCI**
Job Crafting	0.331	0.059	5.659	0.000	.216	.446
Occupational Motivation (Direct Effect)	0.114	0.057	2.013	0.045	.003	.226
Occupational Motivation (Total Effect)	0.315	0.046	6.839	0.000	.224	.405
The Indirect Effect of Occupational Motivation on Individual Creativity (Mediated by Job Crafting)			**Effect**	**SE**	**LLCI**	**ULCI**
			0.201	0.044	.124	.273

Table 3 shows that occupational motivation has a significant and positive influence on individual creativity ($\beta = 0.114$, 95% CI [.003, .226]). This outcome demonstrates that hypothesis H1 was validated. Another result in the table shows that occupational motivation has a significant and positive effect on job crafting ($\beta = 0.606$, 95% CI [.553, .679]). With this result, hypothesis H2 is accepted. Table 3 shows that job crafting significantly and positively influences individual creativity ($\beta = 0.331$, 95% CI [.216, .446]). With this result, hypothesis H3 is accepted.

In Table 3, the fact that the relationships between the scales in the study were significant ($p<0,01$) provided an opportunity to question the mediation relationship. In this context, in order to determine whether job crafting plays a mediating role in the relationship between occupational motivation and individual creativity, which is the H4 hypothesis of the study, 5000 replicate samples were selected and a regression analysis was conducted using Model 4 and the bootstrap technique of the Process Macro analysis program developed by Hayes (2018) (Hayes, 2018; Gürbüz, 2019). Examination of the results of the mediation analysis in Table 3 shows that job crafting plays a mediating role in the indirect effect of occupational motivation on individual creativity ($\beta = 0.201$, 95% CI [.124, .273]). According to this result, hypothesis H4 was accepted.

5.5. Moderating Analysis

In the study, the moderating role of change fatigue in the relationship between occupational motivation and job crafting was questioned. In this context, among the models available in the SPSS Process Macro program, model number 7 and 500 sample options were applied and analyzed.

Table 4. Regression Table for Moderating Analysis

Individual Creativity						
	β	**SE**	**t**	**p**	**LLCI**	**ULCI**
Occupational Motivation	0.114	0.057	2.013	0.045	.003	.226
Job Crafting	0.331	0.059	5.659	0.000	.216	.446
Change Fatigue	0.006	0.039	0.158	0.004	.071	.183
O.C x C.F	-0.116	0.035	-3.292	0.001	-.185	-.047

Note: N=426, OC: Occupational Motivation, CF: Change Fatigue

A moderator is a variable that can influence the severity of the relationship between dependent and independent variables. The severity of the relationship changes as it increases or decreases under the influence of the moderator variable (Gürbüz, 2019:25). To analyze the moderator effect, the significance of the interaction between the independent variable and the moderator variable is important (Baron & Kenny, 1986; Edwards & Lambert, 2007; Gürbüz, 2019). In Table 4, the interaction between occupational motivation and change fatigue must be examined to determine the presence of a moderator effect. The table shows that the interaction between occupational motivation and change fatigue is significant (β = -0.116, 95% CI [-.185, -.047]).

The propensity analysis results presented in Table 4 show the effects of occupational motivation on job crafting when change fatigue, which is the moderating variable, is low and high (Aiken & West, 1991). To determine whether the effects of occupational motivation on job crafting are significant when change fatigue is low and high, the confidence intervals (LLCI- ULCI) calculated using the bootstrap technique (LLCI- ULCI) should be examined. These confidence interval values should not be 0 (zero) (Hayes, 2018; Gürbüz, 2019).

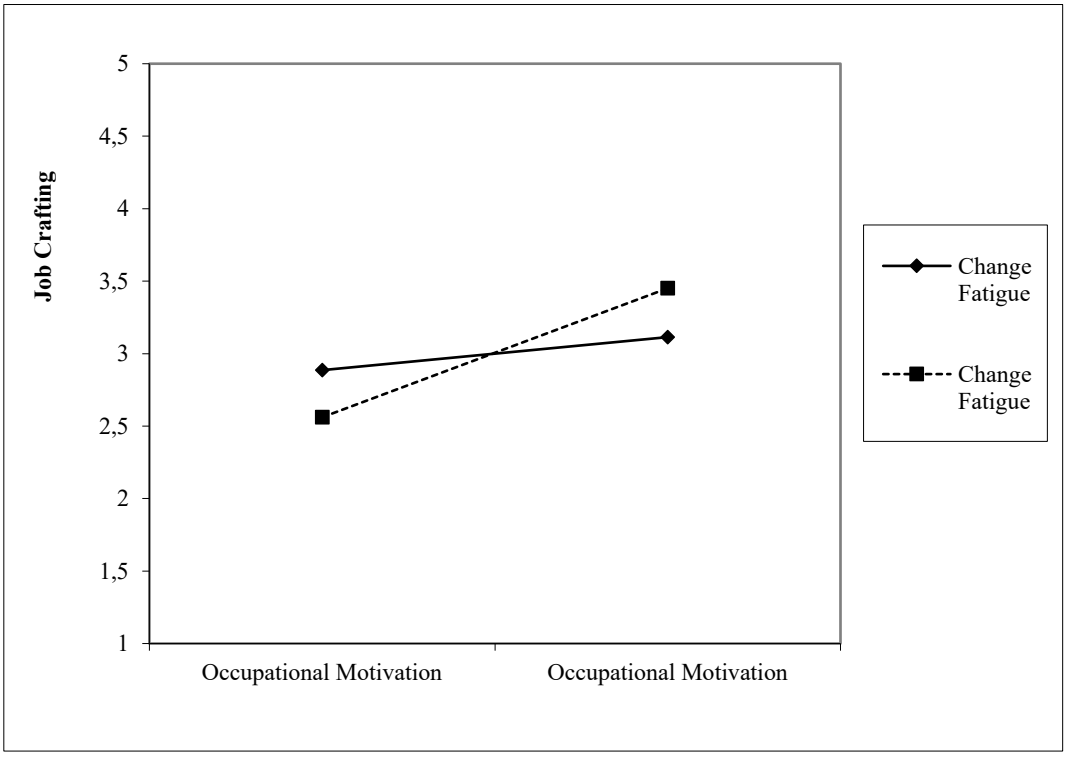

Figure 2. Moderating Impact Analysis

The slope of the lines in Figure 2 shows how the indirect effect of occupational motivation on individual creativity through job crafting at work varies according to the degree of change fatigue. When change fatigue, the moderating variable of the study, is centralized in Figure 2, low values represent -1 standard deviation distance from the center and high values represent +1 standard deviation distance from the center (Aiken & West, 1991; Zander et al., 2014;

Gürbüz, 2019). Looking at the graph in Figure 2, it can be seen that the positive effect of occupational motivation on job crafting is strong when change fatigue is low and weak when change fatigue is high in employees. This result shows that change fatigue plays a regulating role in the relationship between occupational motivation and job crafting. Accordingly, hypothesis H5 is accepted.

Table 5. Regression results of indirect effect

Change Fatigue	Boot indirect	BootSE	BootLLCI	BootULCI
-1 *SD* (-.92)	0.218	0.039	.139	.292
+1 *SD* (.92)	0.145	0.039	.077	.230
Index of Moderated Mediation	-0.038	0.014	-.064	-.008

Note: N=426

The final hypothesis of the study investigated whether change fatigue plays a moderating role in the indirect effect of occupational motivation on individual creativity through job crafting. The results presented in Table 5 show that the indirect effect of occupational motivation on individual creativity is strong and significant when change fatigue is low (β = 0.164, 95% CI [.139, .292]). Another result in Table 5 is that the indirect effect of occupational motivation on individual creativity is weak and significant when change fatigue is high (β = 0.145, 95% CI [.077, .230]). Analysis of the situational mediation index value obtained in Table 5 revealed that the situational mediation effect was significant between the scales in the study (β = .082, 95% CI [.034, .129]). In other words, change fatigue was found to have a situational mediation role in the indirect effect of occupational motivation on individual creativity through job crafting. In this context, the last hypothesis of the study, Hypothesis H6, was supported.

6. DISCUSSION

This study aimed to examine the mediating role of job crafting and the moderating role of change fatigue in the indirect relationship between occupational motivation and individual creativity among healthcare professionals.

When evaluating the first hypothesis developed within the research model, it was found that "there is a significant and positive relationship between occupational motivation and individual creativity of healthcare professionals". This result shows parallels with various studies in the literature. Çeliker et al. (2015), for example, found a significant positive relationship between student motivation and academic creativity. Similarly, Mankin et al. (2019) concluded in their study on bankers that intrinsic motivation influences creativity. Liu et al. (2016) also found a significant relationship between intrinsic motivation and prosocial motivation and individual creativity. As a result, the significant and positive relationship between the professional motivation of healthcare professionals and their individual creativity in this study is consistent with similar findings in the literature. The study reveals that professional motivation plays an important role in increasing the creativity levels of healthcare professionals. This finding shows that increasing the motivation of employees is critical in order to develop creative and innovative solutions in the healthcare sector. It also reveals that professional motivation is a strong motivating factor for individuals to be more effective and creative in their work.

The second hypothesis examined in the study is: "There is a significant positive correlation between occupational motivation and job crafting of healthcare professionals." According to the findings, as the occupational motivation of healthcare professionals increases, a corresponding increase in their job crafting is also observed. Furthermore, a comparison with the existing literature reveals similar results. For example, Erceylan et al. found a positive and significant relationship between intrinsic motivation and job crafting in their study on academics. Similarly, Kılıç and Kitapçı (2022) concluded that motivation influences job crafting at work. Lichtenthaler and Fischbach (2016) also found that positive motivation affects upwardly mobile job crafting and that older workers develop job crafting at work beyond their retirement age. This finding shows that the increase in professional motivation of healthcare professionals allows them to shape their work more effectively and flexibly and is consistent with similar studies in the literature.

According to the third hypothesis evaluated in the study, "there is a significant positive relationship between job crafting and individual creativity of healthcare professionals". According to this result, it can be concluded that as the individual creativity of healthcare professionals increases, their job crafting also increases. This finding is consistent with the studies in the relevant literature that were conducted with different sample groups. For example, Tian et al. (2021) found that employee creativity behaviors can be used to uncover and manage creative processes by increasing employee engagement at work. A similar result was obtained in the study by Kim et al. (2018) and it was found that autonomy and creative self-efficacy have a positive impact on job crafting at work. Yang et al. (2021) also found that job crafting based on strong cognitive traits has a positive impact on employee creativity. This finding reveals that the processes of shaping the work of healthcare professionals play an important role in increasing their individual creativity and is consistent with similar studies in the literature.

According to the fourth hypothesis, which is one of the main focuses of the study, it was found that job crafting plays a mediating role in the indirect relationship between occupational motivation and the individual creativity level of healthcare workers. According to this finding, although occupational motivation of healthcare workers has a positive effect on individual creativity levels, job crafting contributes more positively to individual creativity levels. A review of the relevant literature found no study to support this relationship. However, a study by Wang (2021) found that job crafting plays a mediating role in the indirect relationship between dynamic work environments and employees' individual creativity. This finding shows that although the professional motivation of healthcare professionals has a direct impact on their individual creativity, job crafting supports this process more strongly and contributes to studies in the literature that reveal a similar relationship.

In line with the fifth and sixth hypotheses, which represent a secondary focus of this research, job crafting was identified as a mediator, while change fatigue was found to be a moderator in the indirect relationship between occupational motivation and individual creativity among healthcare workers. Specifically, change fatigue moderated the indirect relationship between occupational motivation and job crafting in healthcare professionals. A review of the relevant literature revealed no prior studies supporting this particular relationship. However, the findings suggest that change fatigue may hinder employees from fully realizing their creative potential by diminishing the mediating role of job crafting. Furthermore, the ability of fatigued employees to engage in creative thinking or generate innovative ideas may also be negatively affected.

7. CONCLUSION

Based on the findings of this study, it can be concluded that healthcare workers' occupational motivation plays a key role in enhancing individual creativity, with job crafting acting as a mediator and change fatigue influencing this relationship. To foster creativity in healthcare settings, organizations should focus on boosting occupational motivation and encouraging job crafting while addressing change fatigue to ensure that its negative effects are minimized.

To summarise, change fatigue in healthcare workers can be defined as a phenomenon that includes symptoms such as burnout, fatigue and loss of motivation that occur in individuals who are exposed to constant change. In cases where change fatigue is high, it can be observed that the occupational motivation and individual creativity of healthcare workers are negatively affected. The reason for this is that employees with change fatigue are not open to new ideas, avoid taking risks and lose the energy and motivation needed to develop innovative solutions. job crafting at work, on the other hand, encompasses the knowledge, skills and experience that healthcare workers need to do their jobs effectively. It turns out that employees with high job skills can adapt more easily to change, are more resistant to change fatigue and have a higher level of creativity. Given these results, it can be said that change fatigue indirectly influences the relationship between occupational motivation and individual creativity of healthcare workers. As change fatigue increases, ingenuity at work decreases and this leads to a decrease in motivation and creativity.

8. LIMITATIONS AND IMPLICATIONS

Several limitations were encountered in the design and execution of this study. First of all, it is difficult to generalize the variables because the sample consisted of health care professionals working in a training and research hospital. In addition, the study was cross-sectional, which is considered an important limitation as it only shows the results of a specific time period in relation to healthcare professionals. Finally, some staff could not be included in the study as they were on vacation, reporting or changing shifts at the time of the study.

As a result of this study, several suggestions for future research can be made. Firstly, in order to increase the validity of the results of this study, which was designed using quantitative methods, it is suggested that qualitative research methods (such as observation, interviews, etc.) be incorporated. Secondly, instead of this cross-sectional study, longitudinal studies that consider the time factor can be conducted to enhance the validity of the findings. Finally, in addition to the research variables, variables such as emotional burnout, lack of sense of accomplishment, stress, etc. that affect the relationships between these variables can be added to the research variables and different effects of the subject can be studied. Based on the findings of this study, healthcare organizations should consider strategies to enhance occupational motivation and job crafting, as they positively impact individual creativity. Additionally, addressing change fatigue can help sustain creativity and improve overall job performance, leading to a more innovative and effective workforce.

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