

Impact of Job Crafting on Bankers' In-Role and Extra-Role Performance: Mediating Role of Organizational Commitment

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This research aims at investigating not only the relationship among job crafting, organizational commitment (OC) and job performance (JP) but also at finding out the mediating effect of OC between job crafting and JP. Data were gathered from the employees of banks of KP, Pakistan through self-administered questionnaires. The results established a significant association between job crafting and OC. The dimensions of job crafting were also found to affect OC. Similarly, all dimensions of OC had a significant positive relationship with JP. Furthermore, it was found that job crafting and OC both are related to both dimensions of JP. OC was found to be significant in the mediation relationship between job crafting and JP.

Keywords: *Job Crafting; OC; JP; Bankers; Pakistan*



Introduction

In the present competitive business world, organizations compete with each other for gaining economic advantage on others. This challenging situation has put extra pressure on the organizations to improve internal performance of the organization instead of looking for external improvements (Buchner, 2007). Human capital is the most valuable asset of any organization and it works like spirit in organization's functioning. About human capital importance for the organization Dinc (2017) stated, an employee's JP has direct relationship with the firm's performance. Therefore, organizations pay due attention to enhancing employee's JP as it has direct effect on the overall performance of the organization.

JP represents an employee work's quality (Caillier, 2010). It entails all the behaviors an employee engages in and from an organizational perspective it is seen whether these behaviors added value to the organization or counterproductive to it (Peeters, De Jonge, & Taris, 2013). JP have three dimensions namely task performance, counterproductive performance and contextual performance (Sackett & Lievens, 2008). Rotundo and Sackett (2002) defined the three dimensions of JP as: Task performance refers to an employee's behaviors that contribute to a service provision or a good's production. Contextual performance represents the behaviors that contribute to an organization's goals through taking part in its psychological and social environment. Counterproductive performance refers to all those actions initiated by an employee which can harm organization's well-being.

The nature and structure of jobs within the organization is continuously changing due to economic, social and technological influences (Lee & Lee, 2018). In the past, a job was regarded as a static role of individuals in the organization and they had to follow the specific job description designed by the working organization (Tims & Bakker, 2010). In the today's modern business world, organizations expect their employees to go beyond job description and should be a proactive employee of the organization. To encounter such type of problems, the concept of 'job crafting' emerged. Job crafting refers to a proactive behavior of an individual during his job that allow him to adjust his job according to his skills, needs and preferences (Tims, Bakker, Derks, & Van Rhenen, 2013). Wrzesniewski and Dutton (2001) classified job crafting into three forms. The first form is task crafting which involves modification of work tasks in terms of nature, scope and quantity (Berg, Wrzesniewski, & Dutton, 2010). The second form is relational crafting and it represents social relationship at workplace such as making relationship, eliminating relationship or modifying relationship (Miller, 2015). The third form is cognitive crafting that involves mental efforts of individuals to alter the perception of a job to make it more meaningful (Niessen, Weseler, & Kostova, 2016).

Job crafting has constructive effects on both the employee and organization in terms of performance, well-being, development, motivation, commitment, engagement and innovation.



Torraco (2005) stated that proactive modification of a job results in employee's development because the needed knowledge and skills for development emerges from the effective changes in the current job. Van Hooff (2016) argued that job crafting increases work engagement of the employee towards the working organization. Through job crafting processes, employees reshape their job in such a way that results in skills development, high performance, commitment and motivation (Slemp, Kern, & Vella-Brodrick, 2015). Job crafting also improves subjective and occupational wellbeing of the employees (Slemp & Vella-Brodrick, 2014).

Multiple studies have shown significant positive relationship between job crafting and JP. For instance, Bakker, Tims, and Derks (2012) found a significant positive relationship between job crafting and JP. Tims et al. (2013) conducted a study in health sector of Netherlands and identified a positive effect of job crafting on JP. Tims, Bakker, and Derks (2015) examined the relationship between these two variables in a chemical plant of Netherlands and found a positive relationship between these two variables. The next studies conducted on the relationship of these two variables were also in line with the previous studies (Guan & Frenkel, 2018; Junça-Silva, Silva, & Caetano, 2022; Schuler, Binnewies, & Bürkner, 2019; Van Hooff, 2016).

Organization commitment has been attracted many researcher over the last few decades due to its strong effects on organization overall performance. Every organization needs committed employees for achieving of its` goals (Robinson, 2003). In words of Albrecht (2010), committed employees plays crucial role in growth and development of the organization. Reichers (1985) defined OC as, the degree of an employee involvement in the working organization. According to Mowday, Steers, and Porter (1979), commitment is "the relative strength of an individual's identification with and involvement in a particular organization" (p.225). Meyer and Allen (1991) classified OC in three types namely affective, continuance and normative. Affective commitment shows emotional attachment and positive attitude of a worker towards the working organization (Riaz, Akram, & Ijaz, 2011). In normative commitment the employee realizes staying with the working organization as a social responsibility. In continuance commitment, the worker continues employment with the firm due to economic reasons such as loss of employment and other benefits (Allen & Meyer, 1990).

Literature has evidence about constructive effects of job crafting on OC. Qi, Li, and Zhang (2014) study revealed positive relationship between job crafting and OC. A study conducted by Iqbal (2016) in banking sector of Pakistan revealed a positive relationship between job crafting and OC. Romeo, Yepes-Baldó, Westerberg, and Nordin (2018) examined the relationship among job crafting, quality of care and OC and found a significant relationship between job crafting and OC. Regarding the relationship between OC and JP, multiple studies found a significant relationship between these two variables. A study conducted by Adnan, Nhaily, and Wang (2018) disclosed a significant positive relationship between organization commitment and JP.



Dinc (2017) study found a significant positive association between OC and performance. Akhtar, Durrani, and Hassan (2015) study revealed a significant positive relationship between OC and JP. The next studies conducted on the relationship of these two variable were also consistent with the previous studies (Cobbinah, Ntarmah, Obeng, & Quansah, 2020; Khan, 2020; Sungu, Weng, & Xu, 2019).

Job crafting, as evident from the literature, has a strong effect on both JP and OC. OC also has a strong effect on JP. The relationship among these variable may be examined by researchers in other countries` context. There hardly exists any study which has examined this relationship in Pakistani context, and particularly in the private banking sector of Pakistan. Therefore, the present study aimed at examining this relationship in the banking sector of Pakistan. Findings of the study will help the private banks` management to improve JP of their employees and it will ultimately boost performance of their organization.

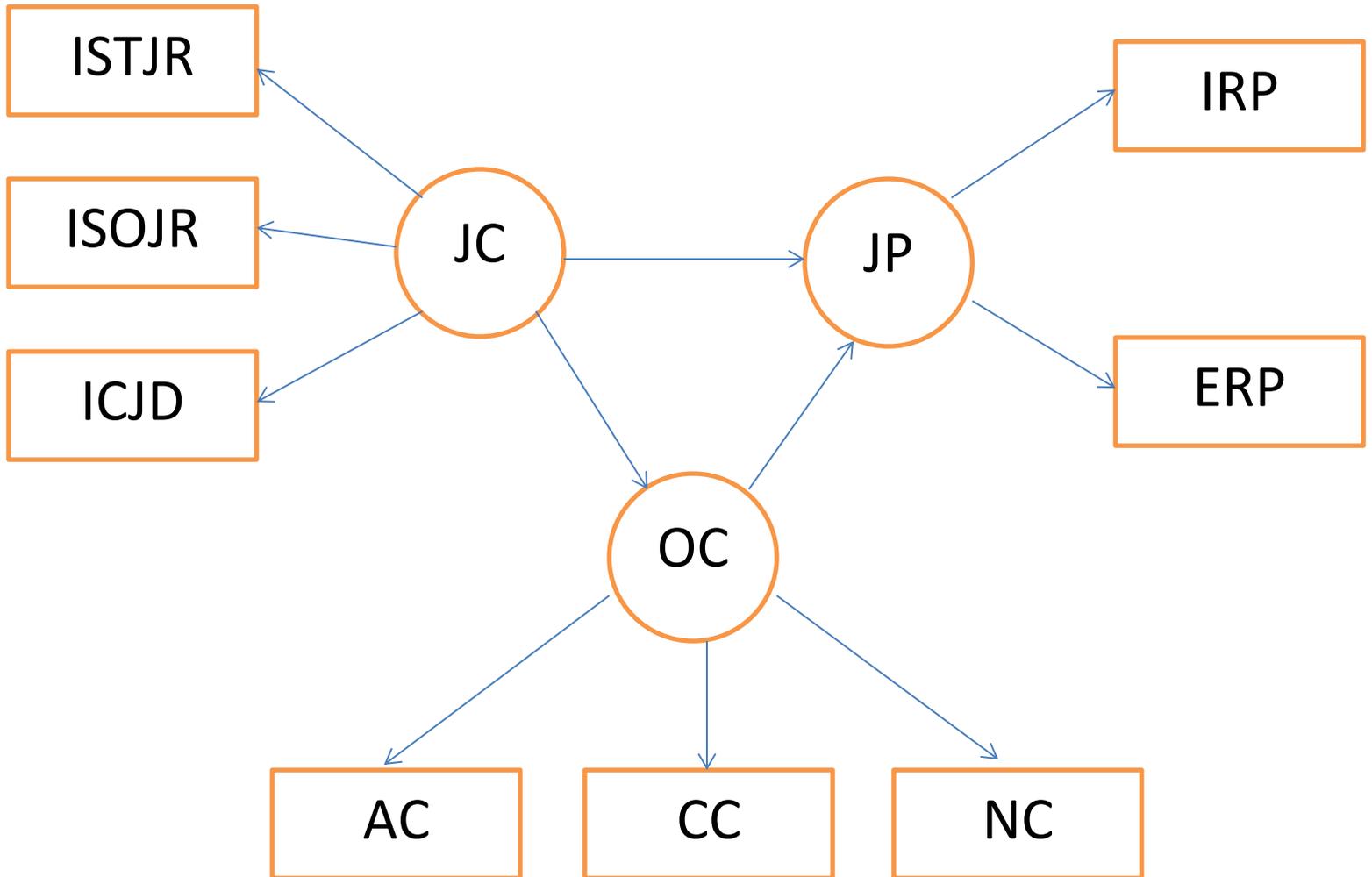
- H1: Job crafting and JP of bankers of KP, Pakistan are significantly related.
- H2: Job crafting and OC of bankers of KP, Pakistan are significantly related.
- H3: OC and JP of bankers of KP, Pakistan are significantly related.
- H4: OC mediates the relationship of job crafting and JP of bankers of KP, Pakistan

Research Methodology

Sample and Data Collection Procedure

Data were collected from the employees of banking sector of KP, Pakistan. The OC Scale comprising 18 items for all its three dimensions which are affective, continuous and normative and developed by Allen and Meyer (1996), job crafting scale comprising 15 items for all its three dimensions which are Increasing Structural Job Resources, Increasing Social Job Resources, and Increasing Challenging Job Demands (Leana, Appelbaum, & Shevchuk, 2009) and JP scale comprising 9 items for all its two dimensions which are In-role performance and extra-role performance (Goodman and Svyantek, 1999) were used to collect data from the employees of banking sector of Pakistan. Three hundred and seventy (370) questionnaires were distributed to the employees of banking sector of KP, Pakistan. Within three weeks, two hundred and ninety two (292) questionnaires were returned after two reminders. Only two questionnaires were disposed of due to incomplete information. All other questionnaires (N=290) were used for research purpose.

Research Model



Results

Table 1: Relationship between Job Crafting, OC and JP

	Job Crafting	JP	OC
Job Crafting	1	0.67	0.44
JP	0.67	1	0.72
OC	0.44	0.72	1

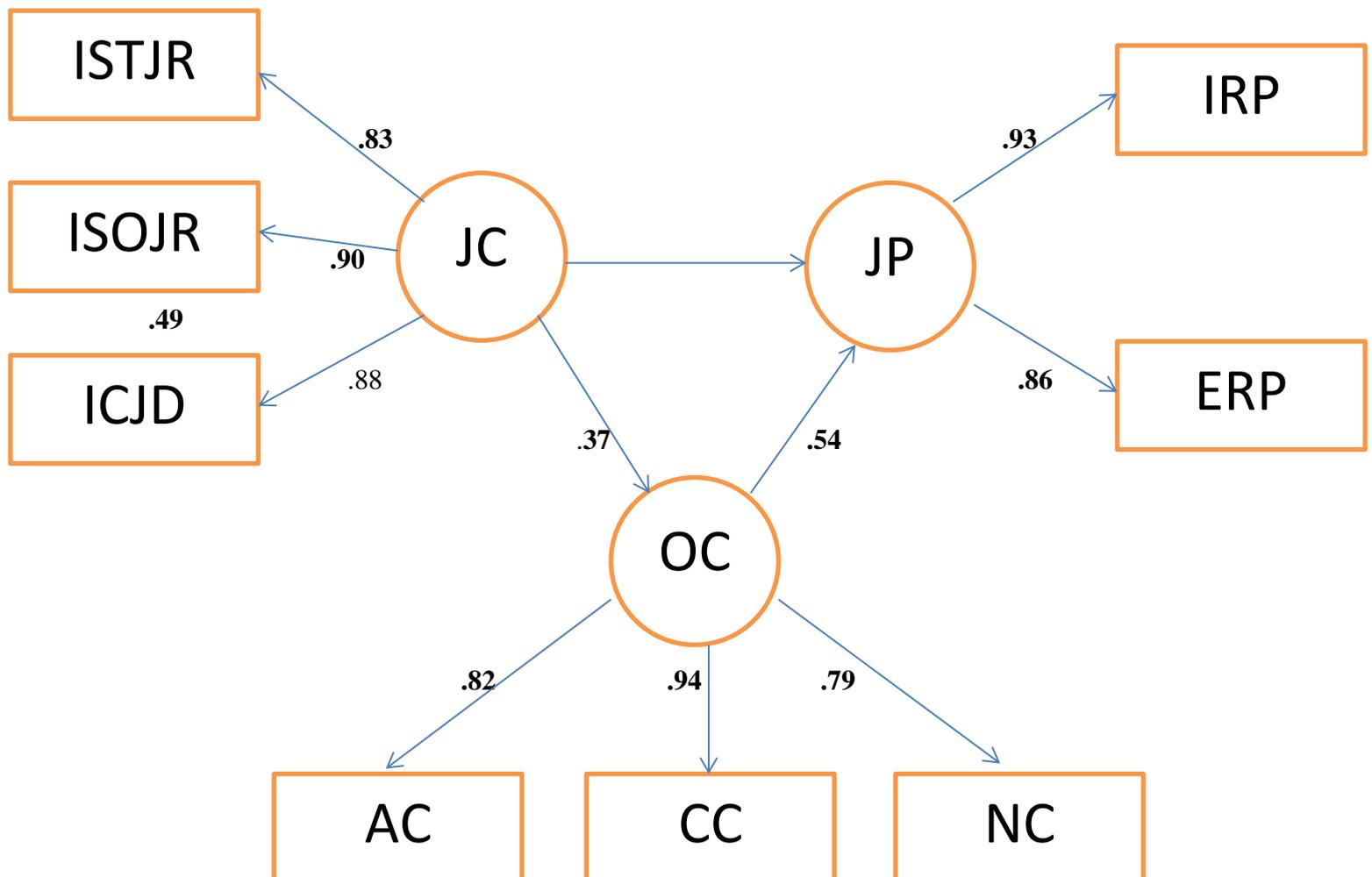
The results show a significant positive relationship between job crafting and JP ($r=0.67$, $p<.01$), job crafting and OC ($r=0.44$, $p<.01$) and OC and JP ($r=0.72$, $p<.01$). Furthermore, all dimensions

of job crafting were found to have a significant positive relationship not only with JP but also with both dimensions of JP. Similarly, all three dimensions of OC should a significant positive correlation with JP and its dimensions. So all the hypotheses are accepted.

Structural Equation Modelling

The direct path from job crafting to JP showed a very good model fit. χ^2 (N=290) =233.12, $p < 0.001$; RMSEA =0.053; SRMR =0.093; GFI =0.91 and CFI =0.9. When OC was included as a mediator between job crafting and JP, even then the indirect path showed a very good model fit. Chi Square (χ^2) (N=290) =346.54, $p < 0.001$; Root Mean Square Error of Approximation (RMSEA) =0.049; Standardized Root Mean Square Residual (SRMR) =0.07; Goodness of Fit Index (GFI) =0.92 and Comparative Fit Index (CFI) =0.94. So all the hypotheses were accepted.

Research Model





Conclusion and Recommendation

This research aims at investigating not only the relationship among job crafting, organizational commitment (OC) and job performance (JP) but also at finding out the mediating effect of OC between job crafting and JP. Data were gathered from the employees of banks of KP, Pakistan through self-administered questionnaires. The results established a significant association between job crafting and OC. The dimensions of job crafting were also found to affect OC. Similarly, all dimensions of OC had a significant positive relationship with JP. Furthermore, it was found that job crafting and OC had a significant relationship with both dimensions of JP. OC partially mediated the relationship between job crafting and JP. The management is requested to pay special heed towards enhancing the performance of bankers through the enhancement of job crafting and commitment because they affect performance. This study may be repeated in other setting to confirm the current results.

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