

The Effect of Job Crafting on Job Creativity through Job Engagement: A Case of Banking Sector of Vehari, Pakistan

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Cell No: 92-322-4288906

Received for publication: 27 May 2016.

Accepted for publication: 25 October 2016.

Abstract

This research was conducted to investigate the effect of job crafting upon job creativity and how job engagement intervenes this relationship. In this study, data were collected through self-administered questionnaires on LIKERT type scale from banking sector employees at district Vehari, Pakistan. In all, 300 survey questionnaires were circulated among which 271 were returned back yielding a useable response rate of 90%. The analysis of the data revealed that job crafting has significant positive impact on job creativity of employees working in banking sector of Vehari, Pakistan but this relationship is not only direct and job engagement plays the role of a mediator. Considering the importance of appreciations received by bankers management, policy makers should take necessary steps for improving the job engagement system and job crafting which will increase the job creativity of employees because their motivation to their profession will increase. Limitations and future guidelines have been discussed.

Keywords: Job Crafting, Job Engagement, Job Creativity and Banking Sector

Introduction

Job crafting is preferred at different times as it makes the job easy, framed and customized, making the job reliable and achieving goals, further it is said that it is a combination of style and personal attributes. Job crafting is directly affected by the job happiness and when employees do tasks as they achieve the first step of the job. Employees built strong interpersonal relationships on the job and they have to increase the job performance and try to do effective work. When the employees work together and perform well then the organization achieve the highest level of earnings. In the job crafting, higher performance of job has also been connected with the enhanced level of flexibility. Job engagement is the mediator in this study as employees work in one place together with great efficiency, perform the task well and resultantly the organization will excel as compared to its competitors. In the job engagement, performance of job & employees are explained by effective condition that is subject to the continually changing work environment. Job Engagement is defined as a satisfying condition of consciousness that is differentiated due to commitment. The recent research recommended that commitment constitute the core of Job engagement in association with high task performance and creativity. Job Creativity is an important measure for the organizational success as it enables the employee to work innovatively and develop new techniques and tools which can make the job easier.

Literature review

Job crafting

Job Crafting refers to the dynamic changes made to the employment plans in different ways to achieve positive consequences including meeting goals, work fulfillment, adaptability, and effective work engagement. Previous researches proposed that employees who got engaged in job crafting not only change the idea of job but on the job behavior and job duties also. Job crafting is associated with the ways through which employees create and use strengths and opportunities to modify their duties and responsibilities by effectively altering their duties and assignments and interpersonal behaviors with others on the job (Berg, Wrzesniewski, & Dutton, 2010) because employees are inspired to adapt their tasks which are flexible and suit their expertise, skills and passions. Griffin, (1987) proposed that job crafting takes its routes when employees make interpersonal interaction on the job with other employees to avoid isolation from the tasks. There are some constituents of job crafting which includes determining the limits of tasks whether psychological or physical as it establishes the jurisdiction of responsibilities and who has to perform that specific work. By Job crafting, the thinking approach of an employee got changed due to the alteration in job duties or on the job relations that let the employees to re-set the concept of job and perform in different and flexible way (Brief & Nord, 1990). Job crafting is associated with foundations which workers lay and make their objectives, search opportunities and develop a strategy for their mission to accomplish their goals (Griffin, 1987). In job crafting the formal powers are happened or used by those peoples who hold the positions in the first rank like Executive managers, Chief financial officer, Line Managers, etc. and reflect the higher positions in the organization. The entire management look after the job duties of every employee's and enhance the work according to their sufficient skills and maintain their performance level. These managers hold the positions and watch out the job duties of other employees and enhance the performance and creativity both at individual and organizational level (Amabile, 1988).

Job engagement

Engagement is defined as work-oriented, constructive and satisfying approach that is connected with loyalty, authority and preservation. Kahn, (1990) was the first author who proposed the idea of job engagement and previous researches also propose that employees who remain engaged with the job are really active and hold other organizational and daily life events effectively which influences their lives (Schaufeli Salanova Govaldez-Roma & Bakker, 2002). Employees who practically demonstrate engagement with the job and show better performance due to their mental and emotional concern with the job (Rich, Lepine, & Crawford, 2010). Employees demonstrate job engagement as they hold charge in the office and start to perform task, whether alone or in a group (Kahn, 1990).

Job Creativity

Creativity is defined as the creation of new ideas and concepts according to the valuable, unique and productive measure. Previous researches proposed that organizations that considers creativeness as a major attribute of an employee are most harmonious and compatible with practical and proactive employees having artistic and knowledgeable attitude. Managers appreciate innovative work behavior on the job and assist subordinates regarding creativity in all aspects such as learning and criticism (Madjar, Oldham, & M., 2002). Job creativity is pronounced publically due to the development of latest concept, product, technology, process or idea by the employees working in a multi-national firm ((Woodman, Sawyer, & Griffin, 1993), p. 293). Previous studies proposed that worker's creativity serve as a basic factor to bring endurance, novelty and efficacy at individual as well as organizational level (Shalley, Zhou, & Oldham, 2004).

Managers appreciate, promote and support job creativity to make it the essential part of the organization because this creativeness makes the employees to be inventive and have strong influence over the situation at different spans of time to support this creative behavior (Shalley, Zhou, & Oldham, 2004)

Theoretical Framework

In figure theoretical framework for the study has been devised in which job crafting is independent variable, job creativity is dependent variable and job engagement is mediator.

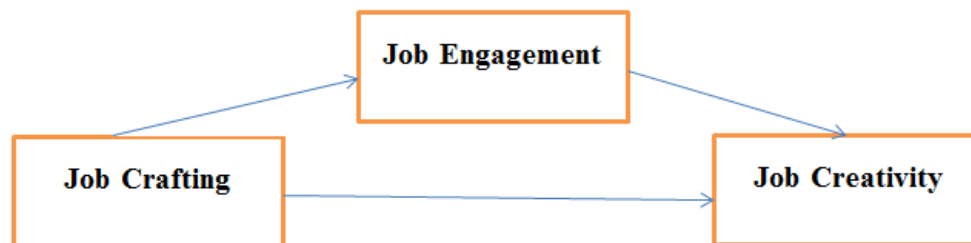


Figure 1: Theoretical Framework

Hypotheses Development

On the basis of above literature and theoretical framework we can develop the following hypotheses.

H1: There is a significant direct relationship between job crafting & job creativity.

H2: There is a significant direct relationship between job engagement & job creativity.

H3: Job Engagement mediates the relationship between job crafting & job creativity.

Methodology

The participants in this study were the employees from banking sector in Vehari district of Pakistan. A self-administered questionnaire survey method was used, and our research assistants distributed the questionnaires to the target respondents after seeking their consent to complete the survey on a voluntary basis.

In this survey, 300 participants were chosen conveniently to whom questionnaires were distributed overall 271 useable surveys were returned, filled. Mostly employees were at managerial positions and the remaining belongs to the clerical positions. The measures of diverse variables utilized as a part of this survey were encompassed from the past studies that did in past. The two pages survey comprises of the inquiries of variables and at the demographics in begin.

Data analysis

Demographical Explanation of Respondents

Employee's Gender

Table 1: Respondent's Gender

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
Valid	"Male"	263	97.0	97.0	97.0
	"Female"	8	3.0	3.0	100.0
	Total	271	100.0	100.0	

In table 1 distribution of respondents on the basis of gender has been explained as there are 271 total employees constituting 263 male employees making up 97% of the total respondents and only 8 female employees making 3% of the respondents because it is a backward area where females are not engaged in industrial work. In table 2, the respondents are represented according to their different age group and a percentage they occupy.

Respondent's Age

Table 2: Respondent's Age

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
Valid	20 or less	10	3.7	3.7	3.7
	20-24	63	23.2	23.2	26.9
	25-29	131	48.3	48.3	75.3
	30-39	60	22.1	22.1	97.4
	40-49	7	2.6	2.6	100.0
	Total	271	100.0	100.0	

Among the respondents, 10 employees are less than 20 and valid percent and cumulative percent is 3.7 and 63 employees are of age 20 to 24 and their valid percent 23.2 and cumulative percent 26.9, and 131 employees are in the range of 25 to 29 and their valid percent 48.3 and cumulative percent 75.3 and 60 employees are among the range of 30 to 39 and their valid percent 22.1 and cumulative percent is 97.4, finally 7 employees belongs to age group of 40 to 49 and their valid percent 2.6 and cumulative percent is 100.

Marital Status of Respondents

Table 3: Marital status

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
Valid	Married	121	44.6	44.6	44.6
	Single	150	55.4	55.4	100.0
	Total	271	100.0	100.0	

In table 3, the Marital status of the respondents is explained, there are total employees are 271 among which 121 are married which make a valid percentage is 44.6 and 150 employees are single with a valid percentage of 55.4 %.

Job sector of Respondents

Table 4: Job Sector of Respondents

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
Valid	Public	41	15.1	15.1	15.1
	Private	230	84.9	84.9	100.0
	Total	271	100.0	100.0	

Table 4 shows that among total 271 employees, 41 are public sector employees and their valid percent is 15.1 and cumulative percent is also 15.1, and 230 are private sector employees which their valid percent is 84.9 and cumulative percent is 100.

Job Tenure of Respondents

Table 5: Total Tenure of Respondents

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
Valid	Less than 1 year	62	22.9	22.9	22.9
	1-2 year	60	22.1	22.1	45.0
	2-3 year	62	22.9	22.9	67.9
	3-5 year	42	15.5	15.5	83.4
	5-10 year	32	11.8	11.8	95.2
	more than 10 year	13	4.8	4.8	100.0
	Total	271	100.0	100.0	

Table 5 explains the Job tenure of respondents, there are total 271 employees, the respondents whose job tenure is less than 1 year are 62 and there valid percent is 22.9 and cumulative percent is 22.9, there is 1 to 2 year's job tenure employees are 60 and there valid percent is 22.1 and cumulative percent is 45, employees having 2 to 3 year's job tenure are 62 and there valid percent is 22.9 and cumulative percent is 67.9, employees having 3 to 5 years job tenure are 42 and there valid percent is 15.5 and cumulative percent is 83.4, employees having 5 to 10 years job tenure are 32 and there valid percent is 11.8 and cumulative percent is 95.2, and finally employees having more than 10 years job tenure are 13 employees are involved and there valid percent is 4.8 and cumulative is 100.

Correlation Analysis

Table 6: Descriptive Statistics and Correlation Analysis

	Mean	Standard Deviation	Reliability	Job Crafting	Job Engagement	Job Creativity
Job Crafting	3.6428	0.83179	0.824*	1	-	-
Job Engagement	3.9417	0.64330	0.673*	.425*	1	-
Job Creativity	3.9041	0.70283	0.723*	.380*	.572*	1

Table 6 shows the value for Standard deviation, Mean, Reliability and Correlation Analysis. The results for this correlation shows that there exist significant positive relationship among the variables including Job Crafting, Job Engagement and Job Creativity.

Regression Analysis

The regression results of the study shows that there exist strong impact of independent variable on dependent variable and simply mediating variable has also an impact on dependent variable.

Results for the impact of Job Crafting on Job Engagement

Table 7: Regression Results of model a

Beta value	Standard Error	P Value
0.310	0.063	0.000

Table 7.0 explains the regression results of the impact of Job Crafting on Job Engagement, having Beta Value of 0.310, Standard Error 0.063 and P Value 0.000.

Results for the impact of Job Engagement on Job Creativity

Table 8: Regression Results of Model b

Beta value	Standard Error	P Value
0.511	0.056	0.000

Table 8 explains the regression results of the impact of Job Engagement on Job Creativity, having Beta Value of 0.511, Standard Error 0.056 and P Value 0.000.

Results for the impact of Job Crafting on Job Creativity

Table 9: Regression Results of model c

Beta value	Standard Error	P Value
0.421	0.076	0.000

Table 9 explains the regression results of the impact of Job Engagement on Job Creativity, having Beta Value of 0.421, Standard Error 0.076 and P Value 0.000.

Mediation analysis

Mediation was tested through online SOBEL test and results showed that there exist full mediation among the variables.

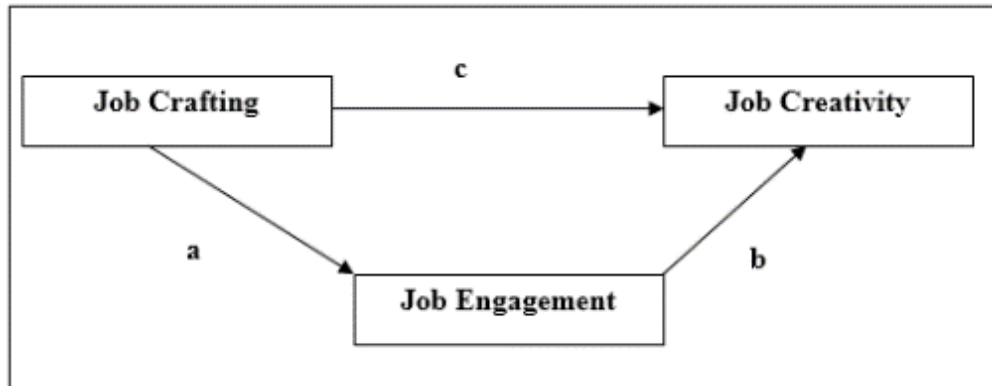


Figure 2: Mediation Model

Table 10 findings demonstrate the analysis of regression investigation of connections between independent variable Job Crafting, Job Engagement and Job Creativity. The results shows to the coefficients of regression, standard mistake and “P value” of the connections between the variables. Table shows that there is an association with (P = 0.000) somewhere around Job Creativity and Job Engagement. Table likewise shows to that independent variable (Job Crafting) and Mediating variable (Job Engagement) too have critical relationship between then (P = 0.000). The relationship between Job Creativity and Job Engagement is also extremely noteworthy with (P value).

Table 10: Results of Regression Analysis Mediation Relationship

“Regression coefficients for the association between Job Crafting and Job engagement”.	0.310
Std. error of a	0.063
P value of a	0.000
“Regression coefficients for the association between job engagement and job creativity”.	0.511
Std. error of b	0.056
P value of b	0.000
“Regression coefficients for the association between job crafting and job creativity”	0.421
Std. error of c	0.076
P value of c	0.000

Table 11: SOBEL Test Values

	SOBEL Test Value
Job Crafting – Job Engagement – Job Creativity	4.33105479

Table 11 explains the values for online SOBEL test as it shows that there exist mediation among the variables.

Conclusion

The results of regression analysis demonstrate that every single direct hypothesis is acknowledged. The outcomes demonstrates that there is a noteworthy immediate and positive relationship between independent variables (Job crafting), dependent variable (Job creativity and Job Creativity) and mediating variable (Job Engagement). The outcomes shows that there exist positive relationship between the mediating variable, job engagement and dependent variable, job

creativity. Mediation testing uncover that in the presence of mediating variable job engagement, there is a critical direct impact between the relationships of job engagement, job creativity and the job Crafting. The outcomes demonstrate that there exists full intervention among the variables in our study. The reason for this study was to look at the effect of limits and encounters of superb relationship on creative work of representatives with the intervening part of job engagement. This study is limited in its extent that it could not be carried out on workers doing job in other sectors as well and it could also be conduct with the help of some more constructs. This study covers the one city Vehari. Pakistan only while it could be generalized on other cities of Pakistan also with more time and sufficient resources. This study will the managers and policy makers of any organization to train their employees that that how they can craft their job while engaging in it and work creatively accordingly.

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