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Job Crafting and Employees' Performance: An Experience from Nigerian Telecommunication Industries.

Presenter:

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Introduction

- ❑ Employees are the most valuable asset and key source of competitive advantage of an enterprise (Sun et al., 2020)
- ❑ Theoretically speaking, job design clearly spells out the roles and duties of individual employees and work groups in the organization in relation to the whole organizational goals and objectives.
- ❑ The challenging economic situation has put increased pressure on organizations in recent years. Most organizations are relying on their internal resources to achieve higher levels of performance and productivity rather than rely on favorable external factors (Buchner, 2007).
- ❑ One of the most critical factors of an organization with respect to its output and profitability are its employees. That is, how competitive an organization will be is largely depends on the total sum of its work-related activities especially the way job are design and structure among its employees (Cascio & Aguinis, 2014).

Intro...

- ❑ Therefore, to find maximum performance, an organization must make an effort towards finding the most suitable employees for a specific task.
- ❑ However, it is not easy to match the optimum employee with their ideal tasks through employment and human resource management. Thus, job crafting becomes imperative.
- ❑ Generally speaking, there is a need to create an environment for the employee to better adjust to his roles and duties without deviating from the organization's set goals and objectives through task and relational crafting.
- ❑ Hence, the question of whether job crafting improves or worsen employees performance is still worthy of further research. It is against this backdrop that this study attempts to access the influence of job crafting vis-à-vis employees' performance in the Nigerian telecommunication industries.

Objectives of the Study

The specific objectives of the study were:

- 1) To evaluate the influence of **task crafting** on **employees' task performance**;
- 1) To determine the relationship between **relational crafting** and **organizational citizenship behavior** drawing insights from workers of MTN, Globalcom and Airtel Nigeria Plc.

Literature Review

Conceptual Review

Job Crafting

- Wrzesniewski and Dutton (2001) refer to job crafting as “the actions, employees take to shape, mold, and redefine their jobs” (p.180).
- It is often believed that employees can be motivated through the design of their job but since employees working in contemporary organizations likely has at least some latitude to modify their jobs (Oldham & Hackman, 2010).
- Job crafting is conceptualized as the changes employees make to balance their job demands and job resources with their personal abilities and needs (Tims, Bakker & Derk, 2012).
- Job crafting is a proactive behavior, in that individuals take an active role in their approach towards their work, initiate future-oriented actions, and create favorable conditions (Li, Jin & Chen, 2018; Bindl & Parker, 2011; Crant, 2000; Grant & Ashford, 2008).

Lit.....

Wrzesniewski and Dutton (2001) identified three key job crafting activities namely; **task crafting**, **relational crafting**, and **cognitive crafting**.

- *Task crafting*: It is concerned with how employees actively mould their job tasks, changing the scope of the tasks, and by changing the means being used in the accomplishment of tasks. **That is, task crafting is the process of making work more meaningful by employees through the changing of the amount or type of work that employees do.**
- *Relational crafting*: It has to do with the change in the quality and quantity of social interaction at work, interpersonal relationship and teamwork among others. **This is when an employee change work situation or structure as a result of deciding how he or she interacts with colleagues (Peral & Geldenhuys, 2020).**
- *Cognitive crafting*: This is centered on reframing the employee's perception of their job and changing the employee's cognitive representation of the job. **That is, this occurs as a result of workers changing personal perspective about their work.**

Employee Performance

Employees' performances have usually been measured in terms of job performance which is multi-dimensional. Several behaviors of the employees have an impact on their performance.

These behaviors include **organizational citizenship** or **altruism** as well as **counterproductive work behavior** (CWB) (Dalal, 2005; Staufienbiel & Hartz, 2000).

Rotundo and Sackett (2002) have suggested that there are three broad performance domains; **task performance**, **organizational citizenship behavior or altruism** and **counterproductive work behavior** (CWB).

- *Task performance*: These are all behaviors and outcomes that directly serve the purpose of the organization.
- *Organizational citizen behavior or altruism*: This is a discretionary behavior on the part of an employee that is believed to directly promote the effective functioning of an organization without necessarily directly influencing an employees' productivity (Genty, Fapohunda, Jayeoba & Azeez, 2017).
- *Counterproductive work behavior (CWB)*: This is an intentional employee's behavior that is harmful to the legitimate interest of an organization (Gruys & Sackett, 2003).

Methodology

- This research makes use of a survey design and analysis was based on primary data generated through a structured questionnaire administered to the respondents.
- The targeted population of this study is three hundred and fifty (350) employees which consist of both temporary and permanent staff of MTN, GLOBALCOM and AIRTEL Nigeria PLC, Lagos. Taro Yamane's statistical formula was applied to get a sample size of 187 participants in the study.
- The sampling technique used in this study is the simple random sampling as there is no discrimination between senior and junior staff of the organization.
- The study adopted instrument developed by Niessen et al (2016) to measure the independent variables while research instrument designed by Li et al (2018) as well as Peral and Geldenhuys (2020) were adapted with little modification to measure the dependent variables.
- The instrument was further tested using Statistical Package for Social Science (SPSS) to establish its reliability. The reported Cronbach Alpha is more than 0.7 benchmark thresholds indicating that there was a high level of internal consistency for the questions in the questionnaires (Li, 2015). This implies that the instrument is reliable, therefore, can be used for further analysis.

Data Analysis and Interpretation

Demographic Characteristics of Respondents

Variables	Frequency	Percentage
Age Group		
Below 20 years	9	4.8
20 - 30 years	81	43.3
31 - 40 years	77	41.2
41 years & above	20	10.7
Gender		
Male	102	54.5
Female	85	45.5
Level of Education		
Primary School	2	1.1
Secondary School Certificate	20	10.7
Vocational Education	49	26.2
Bachelor's Degree/HND	114	61.0
Others	2	1.1
Working Experience		
Below 5 years	79	42.2
5 - 10 years	79	42.2
11 - 20 years	20	10.7
20 years & above	9	4.8
Marital Status		
Single	66	35.3
Married	102	54.5
Divorced	13	7.0
Widow/widower	6	3.2

Hypotheses Testing

Testing of Hypothesis 1

H_0 = There is no significant influence of task crafting on employees' task performance in the Selected Nigerian Telecommunication Industries.

H_1 = There is a significant influence of task crafting on employees' task performance in the Selected Nigerian Telecommunication Industries.

Table 2: Regression Model Summary for influence of Task Crafting on Employees' Task Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.088	.083	.64230
a. Predictors: (Constant), Task Crafting				

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.362	1	7.362	17.844	.000 ^b
	Residual	76.322	185	.413		
	Total	83.684	186			

a. Dependent Variable: Employees' Task Performance

b. Predictors: (Constant), Task Crafting

Cont...

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.850	.260		10.954	.000
	Task Crafting	.273	.065	.297	4.224	.000

a. Dependent Variable: Employees' Task Performance

Testing of Hypothesis 2

H₀=There is no significant relationship between relational crafting and organizational citizenship behavior in the Selected Nigerian Telecommunication Industries.

H₂= There is a significant relationship between relational crafting and organizational citizenship behavior in the Selected Nigerian Telecommunication Industries.

		Relational Crafting	Organizational Citizenship Behavior
Relational Crafting	Pearson Correlation	1	.331**
	Sig. (2-tailed)		.000
	N	187	187
Organizational Citizenship Behavior	Pearson Correlation	.331**	1
	Sig. (2-tailed)	.000	
	N	187	187

** Correlation is significant at the 0.05 level (2-tailed)

Discussion of Findings

- ❑ The result of objective one confirms that there is a low but positive significant influence of task crafting on employees' task performance among the Selected Nigerian Telecommunication Industries.
- ❑ This finding corroborates the work of Bohnlein and Baum (2020) on the effects of job crafting on individual in-role and extra-role performance. The findings in the present study revealed that some of the employees depend on the organization's job design as a source of task performance.
- ❑ The result of objective two also ascertains that there is a low significant positive relationship between relational crafting and organizational citizenship behavior among the Selected Nigerian Telecommunication Industries.
- ❑ This finding is in tandem with the work of Peral and Geldenhuys (2020) on the relationship between personality traits and organisation citizenship behavior through job crafting.
- ❑ The present findings show that employees are more productive and committed to the organization when they are working with relevant individuals on the job that allows for collaboration.

Conclusion

- ❑ From the study, it can be concluded that workers require a high degree of autonomy and independence on their jobs to perform more efficiently and effectively.
- ❑ Thus, other organizations can take a clue from this study finding to design job using the crafting ideology of the studied organizations to enhance their employees' task performance.
- ❑ Similarly, the findings indicate that most workers in Nigerian Telecommunication industries depend on the interpersonal relationships as a basis for further improving their productivity.
- ❑ Meanwhile, workers in the studied organizations often perform better when exposed to new individuals who can provide them with necessary skills on the job through collaboration or working as a team.
- ❑ Therefore, employees should be granted with a high level of autonomy, authority and independence in performing their tasks. This in turn, will boost employees' morale thereby increasing their commitment and sense of belongingness.
- ❑ Finally, this study recognizes the fact that there are limitations as to the number of respondents and scope of study. Therefore, it is suggested that further studies should be conducted with a larger sample and wider scope.

THANKS FOR LISTENING

