

# Job-Crafting and Organizational Commitment: Person-Job Fit as Moderator in Banking Sector of Pakistan

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## Abstract

There is intense pressure over organizations to survive in the ever-changing world of competition. Human resource is a prime factor that has no alternative and substitute. Success of any organization is highly dependent upon quality of human resource. This study investigates inter play of job crafting, organizational commitment and moderating role of person-job fit in banking sector of Pakistan. 200 questionnaires were floated at email addresses of employees working at branch level of bank. Response rate in this study is 84%. Regression analyses and Andrew Hayes Technique of moderation has been used to perform data analysis. There is significant impact of job crafting over organizational commitment of employees. Person-Job Fit is playing its role as moderator with job crafting and organizational commitment. It is of high significance that with increasing value of person-job fit, its moderating impact decreases.

**Keywords:** Job Crafting, Person-Job Fit, Organizational Commitment, Banking.

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## Introduction

Life is symbol of movement and change. Nothing is constant. Everything changes with time. There is intense pressure over organizations to survive in the ever-changing world of competition. Human resource is a prime factor that has no alternative and substitute. Success of any organization is highly dependent upon quality of human resource. Job crafting is highly worthwhile in the context of changing nature of work. For example, when management makes a strategy to outsource a production unit or they introduce new

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ways of working, or allow employees to work from other places than offices. These changes have certain effects over working environment.

Extant academic research suggests that employees have inclination towards increasing their job resources, job demands and making workplace environment more challenging. Job crafting is a process that takes all these trends into its domain. It is ambiguity and instability in workplace environment that offers opportunities for job crafting.

Organization of work is a resource for people to survive, make connections and relationships, and control over one's life. There are multiple ways of job design available for managers making it more motivating and purposeful. Along with managers, employees also play vital role in job design. Person environment fit behavior is a predictor being used by employees to match their needs and abilities with job opportunities and demands. Self-initiated changes made by employees in their jobs are known as job crafting behaviors.

Person-job fit checks compatibility level of employee with his/her job requirements. There are two types of person-job fit i.e. demand-abilities fit (DA) and needs-supplies fit (NS). Demand-abilities fit measures the compatibility of employee's abilities, skills and knowledge with job demands. Needs-supplies fit are concerned with fulfillment of individual's needs and preferences from specific job.

Organizational commitment is significantly related to productivity of employees and performance of organizations. Committed employees feel loyal to their organizations in order to survive in the world of competitions; it is of high importance for organizations have committed employees.

## **Literature Review**

### *Job Crafting*

Employees can make variety of changes into their job. These changes constitute of physical changes, cognitive changes, relational boundaries changes, changes in scope and form. Whenever any type of change is made by employees into their job, it drives to alteration in job design and working environment. These alterations ultimately bring change in meaning and identity of work to employees. (Bakker, Demerouti, & Xanthopoulou, 2012; Lyons, 2008; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001)

### **Job crafting through changing tasks**

According to traditional job design theory, employees consider a job meaningful if there is multi-tasking (task variety). On the other hand, relational job design perspective states that when employees perceive their task to be effective others they think their job meaningful (task significance). Task significance enhances motivation and performance of employees. There are three ways with employees to cultivate greater task variety, task identity and task significance.

- Adding tasks: whenever employees find tasks or projects meaningful they can add them into their work.

- Emphasizing tasks: when employees perceive some task more meaningful they can emphasize by providing greater time, attention and

Employees are encouraged to perform job crafting on the basis of individual and job factor. Individual factors which enforce job crafting consist of cognitive ability, proactive personality, self-regulation, and self-efficacy. Job factors take into consideration task interdependence, supervisor support, autonomy and social ties. (Bakker, Demerouti, et al., 2012; Bakker, Tims, & Derks, 2012; Leana, Appelbaum, & Shevchuk, 2009; Lyons, 2008; Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Tims & Bakker, 2010; Tims, Bakker, & Derks, 2012)

There are research evidences about positive association between job crafting and behavioral outcomes of employees. Job crafting enhances perceived control, self-image and readiness to change among employees. Job crafting has positive strong impact over the in-role performance of employees. Collaborative job crafting has been observed with positive effects over organizational commitment and job satisfaction of employees. (Bakker, Tims, et al., 2012; Leana et al., 2009; Lyons, 2008; Petrou et al., 2012; Tims & Bakker, 2010)

### Job Crafting through Changing Relationships

Job crafting through changing relationship considers the interactions of employees with others at work. This factor takes into its domain the way show employees alter forms of connections and relationship with others at work. in order to make their job more meaningful. The term 'connections' denote short, momentary interactions with others at work. There are research evidences about high impact of short-term connections. High quality connections play its role enhancing positive work attitudes, job satisfaction and adaptability in jobs. On the other hand, relationship of employees with others at job exhibits the importance level of their job and themselves in their job. (Chiaburu & Harrison, 2008; Dutton & Heaphy, 2003; Ibarra, 2003; Wrzesniewski, Dutton, & Debebe, 2003)

- Building Relationship, Employees craft their job by forging relationship with those at work, who would make them feel a sense of pride and worth.
- Reframing Relationship, Employees craft their job by reframing existing relationship with others at work through changing its nature in order to improve its meaningfulness of job.
- Adapting Relationship, besides building new relationship or changing purpose of existing connections, employees craft their job by providing help, support and guidance to others at work, which reciprocate with same in return.

There are research evidences about engineers who show adaptive interactions with their colleagues in order to be successful. This type of interaction is known as mutual empowering or relational job crafting. Employees may make adapting relationship with new or less experienced colleagues for coaching purpose. (Fletcher, 1998; Ragins & Kram, 2007)

## Job Crafting through Changing Perceptions

Crafting perception is not concerned with changing anything physical tasks or objective of job. Crafting perception is a mental form of job crafting. Crafting perception of employees considers changing their mindset about their work. There are three ways to craft perception of employees about their jobs as mentioned below. (Crum & Langer, 2007; Langer, 1989)

Expanding perceptions, under these strategy employees start rethinking about their jobs as a whole besides a set of activities and relationship. Under this holistic approach, employees are able to interact with their colleagues and other stakeholders in a better way. (Grant, 2007)

- Focusing perceptions, employees can craft their perception by concentrating over the objective of activity, task that is more valuable, significant to them. This strategy is of high importance for those employees who think certain part of their job to be disgusting. Under this strategy, job is divided into two chunks-one that is more purposeful and other that is less. (Oettingen, Pak, & Schnetter, 2001)
- Linking perceptions it is concerned with mentally connecting specific tasks or relationships of jobs with interests and certain aspects of individual identities.

### *Person-Job Fit*

Person-job fit has been defined as matching of specific requirements of a job with individual's personality, skills and abilities. Person-job fit has significant impact over behaviors of employees. It is believed that person-job fit people are highly social and execute ideas without any trust deficit and conflict. Person-job fit analysis assures at organizational level that employees are fully trained with required skills to perform assigned job responsibilities. (Cable & DeRue, 2002; KRISTOF-BROWN, 2000; Kristof-Brown, Zimmerman, & Johnson, 2005; Lauver & Kristof-Brown, 2001; Werbel & Demarie, 2001)

Person-job fit explains compatibility level of individual with his/her job. When there is matching of individual's skills, knowledge and abilities with the requirements of job or output of work, it is concluded with person-job fit. Person-job fit has two dimensions-person-job fit and person-job unfit. Person-job fit is referred to the compatibility of employee's needs, desires with rewards of job and congruence of job demands with individual's abilities and skills. Person-job unfit refers to the employee who is unable to perform his/her job without hazard to self or others. (Brkich, Jeffs, & Carless, 2002; Buchanan & Norko, 2011; Chen, Yen, & Tsai, 2014; Edwards, 1996; Hecht & Allen, 2005; Kristof, 1996)

When personal needs of employees are compatible with job characteristics, there is high person-job fit level. There are research evidences when person-job fit has been observed with strong influence over task performance, organizational commitment, job satisfaction and problem solving. Person-job fit also plays its role in motivating employees. Person-job fit has been found with positive effect over employee's

engagement.(Caldwell & O'Reilly, 1990; Collins & Amabile, 1999; Harinck, De Dreu, & Van Vianen, 2000; Hon, 2012; Kristof-Brown et al., 2005)

There are many ways to fulfill needs and demands of employees. These needs and demands can be accomplished through rewards, promotion, appreciation at work, by providing challenging jobs, and positive working environment. Person-job fit is highly associated with job satisfaction. Employees, who feel they have insufficient abilities and skills to fulfill job requirements, will be nervous. This nervousness will ultimately drive to quit the job. On the other hand, when employees feel that their needs, demands are fulfilled then their job satisfaction will be high. Person job fit has positive significant impact over performance and commitment of employees but is negative effect over turnover intentions of workers. (Ambrose & Schminke, 2003; Cable & DeRue, 2002; Edwards, 1996; Kristof-Brown et al., 2005)

### *Organizational Commitment*

Organizational commitment is a psychological state which deals with the relationship of employees with their employer. Organizational commitment is the factor which plays its role in deciding whether to carry work with current employer or to quit working. Organizational commitment has been categorized into three types-affective, normative and continuance commitment. Affective commitment has strong impact on turnover intentions and job performance of employees. Employees with affective commitment work for organization because of affiliation with their employers. Employees having normative commitment keep on working because of their norms and values which do not let them leave their current employers for their personal gains. Employees who exhibit continuance commitment hunt for better opportunity along with working for current employers. Organizational commitment has been classified into three categories as below.(Johnson, 1999; D. K. Meyer & Turner, 2002; J. P. Meyer & Allen, 1991)

### *Structural Commitment*

Structural commitment is based on two external constraints, first is comparative analysis of different lines of action and second is restriction over quitting of current lines of action. Structural commitment refers to situations and circumstances, employees are unable to get rid of them because of following four reasons.

- Cost and benefit analysis of alternative lines of actions
- Irredeemable investment required so cannot be selected
- Execution possibility of certain lines of action
- Social pressure to carry current lines of action

### *Personal Commitment*

Personal commitment is dependent upon in-house aspiration. Employees keep working with current employer because of their desires and likings. There are three reasons behind personal commitment.

- Inclination towards specific line of action
- Motivation factor for a certain line of action
- Self-created identity linked to a line of action

### Moral Commitment

Moral commitment is dependent upon internal conditions and situations that drive the employees to stay connected with a certain organization. Moral commitment is based on three considerations.

- When, there are moral commitments on behalf of organization/employer.
- Employees feel guilty for quitting a certain line of action after being attached.
- Culture of an area has strong influence over consistent attachment to a certain line of action.

Commitment process has been logically attributed to two groups; external groups and internal groups. Corporal communities are concerned with external and physical environment. Corporal communities take workplace environment, network, power distribution, and neighborhoods into its domain. Situational context vary along with relationship and authority level. Rational context is associated with decision making, actions and interaction in organizations. Reaction is built on the basis of action and interaction.(Athens, 2000; Giddens, 1984)

Literature is lacking about attributes that are most effective over commitment.no personality dimensions have been observed to be most influential to commitment level of employees. Experience of employees is a predictor of commitment level. Durations of stay, leadership and communication level has been observed to be significantly associated with commitment level of employees. Continuance commitment is decided on the basis of investment considering required time, money and efforts. With the emergence of alternatives, continuance commitment is identified. Normative commitment is observed in the presence of psychological contract between employer and employee. On the basis of psychological contract, employer and employee realize what will be exchanged because of psychological commitment.(DeCotiis & Summers, 1987; Iqbal<sup>1</sup> & Ahmad; J. P. Meyer, Allen, & Smith, 1993; Reichers, 1985; Steers, 1977)

Job crafting has four types of crafting-increasing structural resources, increasing social job resources, challenging job demands and decreasing hindering job demands. All forms of job crafting contribute to fulfillment of certain needs. Structural job resources constitutes of autonomy, learning prospects and variety. Structural job resources play significantly in improving competency level of employees. Social job resources are concerned how employees build and maintain connection and relations in their

workplace. Increasing level of social job resources enhances level of relatedness. Hindering job demands are negatively associated to need satisfaction. So, it is hypothesized that job crafting is positively associated to organizational commitment. (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008)

There are research evidences about greater level of organizational commitment in presence of person-job fit factor. Higher the value of person-job fit, there will be upward movement in performance level of employees as compared to employees having lower value of person-job fit. When employees feel that they have active interaction with their colleagues and they have opportunities to excel, have effective role in decision making. Ultimately their job satisfaction and job performance will be high. This study assumes that person-job fit employees have high level of competency and exhibit effective communication in their working environment. This will result in lower job crafting and higher organizational commitment. Therefore it is hypothesized that person-job fit moderates the relationship of job crafting and organizational commitment. (Cable & DeRue, 2002; J. P. Meyer et al., 1993; Van Dyne & Pierce, 2004)

### *Gap analysis*

After extensive literature review, it is concluded that no prior work has been found out regarding relationship of job crafting and organizational commitment. A research study has been only conducted to analyze association of job crafting and affective commitment. Role of person-job fit as moderator has been also missing over job crafting and organizational commitment. This study is conducted to fill currently missing research gap.

### **Theoretical Framework**

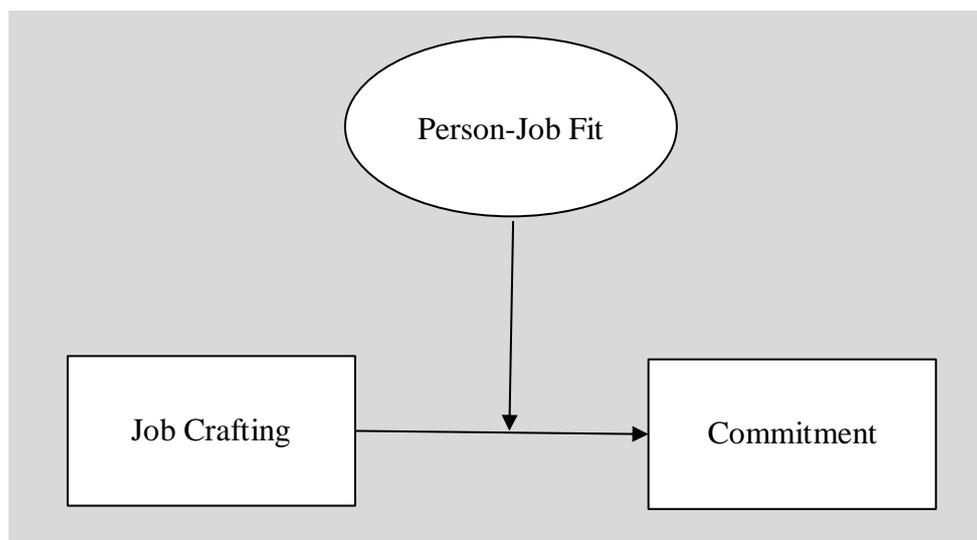


Figure 1 Coceptual model

Figure 1 shows the conceptual framework of the research.

### *Research Questions*

1. Does job crafting enhance commitment level of employees in banking sector?
2. Whether person-job fit moderates the association of job crafting and commitment or not?

### *Hypothesis development*

***H<sub>1</sub>***: *There is positive significant impact of Job Crafting over Organizational Commitment*

***H<sub>2</sub>***: *Person-Job Fit significantly moderates the relationship of Job Crafting and Organizational Commitment.*

### **Research Methodology**

#### *Research design*

Regression analysis and moderation technique of Andrew Hayes has been employed to perform data analysis in SPSS.

#### *Instrument Development*

Already development instruments have used in this study to measure variables. A pilot study was conducted to check reliability of these instruments based on the value of Chronbach Alpha. After pilot study, final questionnaire was sent to the employees of banks working in Branches of District Attock. Reliability analysis was again performed to test reliability of instruments.

#### Job Crafting

Job crafting was measured with 14-items scale developed by Tims et al. (2012). Chronbach alpha of job crafting is 0.790.

#### Person-Job Fit

Person-job fit was measured employing 9-items scale developed by Brkich et al. (2002). Chronbach alpha for 9-items scale is 0.906.

#### Organizational Commitment

18-items Scale developed by J. P. Meyer et al. (1993) was employed to measure organization commitment. Chronbach alpha value of organizational commitment is 0.602.

#### *Population and Sample*

This study has been conducted on the employees working in branches of private banks. Questionnaire was sent in email to employees working in various branches of MCB Bank operating in vicinity of District Attock.

### *Sampling Techniques*

Convenient sampling technique was employed to gather data from employees of bank. Employees working in branches of MCB Bank were approached at their E-mail address to collect data. Questionnaire was sent to 207 employees of Bank. Response rate in this study is 84%.

## **Data Analysis and Findings**

### *Testing of Hypotheses*

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.727 <sup>a</sup>	0.528	0.525	3.42839
a. Predictors: (Constant), Job Crafting				

Table 2 ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1947.927	1	1947.927	165.726	0.000 <sup>b</sup>
	Residual	1739.573	148	11.754		
	Total	3687.500	149			
a. Dependent Variable: Commitment						
b. Predictors: (Constant), Job Crafting						

Table 3 Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.001	1.847		6.499	0.000
	Job Crafting	0.530	0.041	0.727	12.873	0.000
a. Dependent Variable: Commitment						

From tables 1, 2 and 3, values are  $R\ square = 0.528$ ,  $\beta = 0.530$  and  $\rho = 0.000 < 0.05$  thus it is clear that job crafting has significant impact over organizational commitment of employees. Hence,  $H_1$  is accepted.

Run MATRIX procedure:

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Model = 1

Y = Commit

X = JC

M = PJF

Sample size

175

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Outcome: Commit

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7799	.6082	9.8963	75.5376	3.0000	146.0000	.0000

Model

	coeff	se	t	p
Constant	-120.4902	24.6439	-4.8893	.0000
PJF	5.7150	1.0826	5.2788	.0000
JC	3.4884	.5438	6.4148	.0000
int_1	-.1260	.0232	-5.4436	.0000

Interactions:

Int\_1 JC X PJF

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.0795	29.6328	1.0000	146.0000	.0000

\*\*\*\*\*

Conditional effect of X on Y at values of the moderator(s):

PJF	Effect	se	t	p
21.3017	.8039	.0834	9.6391	.0000
23.6667	.5059	.0700	7.2324	.0000
26.0316	.2079	.0939	2.2129	.0285

----- END MATRIX ---

Data analysis through Andrew Hayes methods exhibit values as  $R\ square = 0.6082, \beta = -0.1260, \rho < 0.05$  and  $R\ square\ change = 0.0795$ . Therefore, it is concluded that person-job fit is playing its role as moderator. Thus, hypotheses 2H1 is accepted. Although very important aspect of moderator person-job fit is its declining effect with its increasing values. More person-job fit leads to lower its moderating impact and vice versa.

## Conclusion

This study concludes that there is strong impact i.e.  $\beta = 0.530$  of job crafting over organizational commitment. Person-Job Fit also plays its role as moderator over the association of job crafting and organizational commitment. With the increasing value of person-job fit, its moderating impact reduces over relationship of job crafting and organizational commitment. There has been observed shortage of staff in branches of concerned bank, this might be the reason behind job crafting behavior of employees. It is clear that employees working in branches of bank intend to perform job crafting in order to be compatible with their job requirements. With the passage of time in branch employees become more job fit that drives their commitment level in upward direction and graph of job crafting downward.

## Discussion and Limitation of Research

Job crafting is a tool to understand how employees reengineer their jobs to accomplish their personal and organizational requirements in both academic and practical realm. Researchers consider job crafting based on the malleable concept of job both in thought and action. Job crafting transports our attention to everyday activities of employees. Job crafting is obviously prevalent in organizations. Job crafting is common phenomenon in low hierarchy structure. Some contextual factors play their role in reducing opportunities for crafting purpose. Organizational characteristics create opportunities for employees to craft their job for betterment of self and organization. This relationship may be stronger in low hierarchy structure than in high hierarchy structure.

This study is concerned with front line staff of banking sector in Pakistan. Future studies can be conducted to analyze other segments such as tourism and airline. Statistical tools have been employed to tackle common method biased. Future studies may consider multiple source to avoid common method bias. Impact of job crafting as a whole has been investigated to see its relationship with organizational commitment. Two categories- individual crafting and collaborative crafting may be analyzed to measure their individual effects. Inter play of affective commitment, normative commitment and continuance

commitment may be analyzed with job crafting to further breakup their relationship for management perspective.

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