

JOB CRAFTING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN THE BANKING INDUSTRY IN OGUN STATE

¹EZEKIEL, Evelyn I. & ²ODERINDE, Abiodun A.

¹Department of Business Administration and Management, Federal Polytechnic, Ilaro, Ogun State.

²Department of Accountancy, The Federal Polytechnic, Ilaro, Ogun State.

¹evelyn.ezekiel@federalpolyilaro.edu.ng; ²abel.oderinde@federalpolytechnic.edu.ng

Abstract

The study assessed the relationship between job crafting and organizational citizenship behaviour in the banking sector in Ogun State. The research design adopted for the study is a cross-sectional survey research design. The population of the study includes all employees of commercial banks in Abeokuta, Ogun State. A sample size of 225 was used for the study. Pearson product moment correlation was used to test hypotheses. The Statistical Package for Social Sciences (SPSS) was used to conduct the necessary analyses. Results showed a strong positive correlation between Organizational Citizenship Behaviour and the independent variables namely Task Crafting, Relational Crafting, and Cognitive Crafting. The study recommended that commercial banks and financial institutions at large should further encourage job crafting and introduce reward system for employees who exhibit organizational citizenship behaviours.

Keywords: Job Crafting, Organizational Citizenship Behaviour, Relational Crafting, Task Crafting

1. INTRODUCTION

In today's workplace, employees themselves redesign and adapt their job in order to raise their job satisfaction and well-being (Volman, 2011). Wrzesniewski and Dutton (2001) presented the concept of job crafting in the year. Crafting involves a series of activities that make jobs more autonomous and interesting by altering the works assigned to an employee. The changes may be physical and/or cognitive. Job crafting is also a means of eradicating aspects of a job description that can have a negative impression on the individual. Employees actively alter the environmental requirements and the obtainable resources in addition to the resources that they already possess (Yoon, Kim, & Eom, 2019).

Job crafting and work involvement can build well-being in the form of increased commitment, job satisfaction, and reduced burnout over time which subsequently leads to increased organizational citizenship behaviour. Long working hours, high work demand and strict job designs can lead to increased stress on an employee. These have led to highest turnover rates over time (Blomme, Tromp, & Van Rheede, 2008). Organizational Citizenship Behaviour is an emerging concept in positive organizational behaviour that examines how and why people contribute productively to their businesses outside of their job description and related work responsibilities. Katz (1964) views organizational effectiveness and efficiency to be dependent on the voluntary efforts of employees to take initiative in helping co-workers, voicing suggestions and protecting the organization. Organ (1997) further defined three properties of organizational citizenship behaviour. First, organizational citizenship behavior is a discretionary behavior. Second, organizational citizenship behaviour as behavior is not explicitly associated with the organization's reward system. Finally, organizational citizenship behaviour contributes to organizational effectiveness.

Organ (1988) suggests that organizational citizenship behavior is composed of five dimensions, namely: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. Altruism consists of discretionary behaviors that aim at helping specific persons in face to face situations with an organizationally relevant task or problem. Conscientiousness refers to impersonal behaviors such as compliance with norms defining a good worker; it involves employees going beyond minimal requirements in carrying out their assigned tasks. Sportsmanship refers to behaviors of refraining from complaining about trivial matters or filing up petty grievances. Courtesy consists of actions such as consulting with others before taking decision, giving others advance notice, passing along information and issuing reminders to others. Civic virtue is concerned with keeping up with matters that affect the organization such as attending meetings, contributing to discussions, and generally getting involved in organizational activities in order to assist and improve the organization (Schnake, Cochran, & Dumler, 1995). Civic virtue refers to as responsible participation in the political life of the organization (Graham, 1987). Job crafting theory is a substitute perspective to job design theory (Berg, Dutton, & Wrzesniewski, 2008). Job design and job redesign are top-down processes, while the job crafting is a bottom-up procedure where individuals themselves shape their jobs. Therefore, job crafting is considered an essential transformation in job design theory (Tims & Bakker, 2010).

Wrzesniewski and Dutton (2001) theorized job crafting through their model, which contained four stages. First, employees are motivated to craft their jobs. Second, employees identify the available opportunities to craft their jobs, which modify their motivators to craft their jobs. Third, employees determine and practice one or more techniques to craft their jobs (Wrzesniewski & Dutton, 2001). Over the years, some authors identified three dimensions of job crafting namely; task crafting, relational crafting, and cognitive crafting. Task crafting refers to the changes employees make to either the type or amount of work they do. This implies that employees take the personal initiative to change the exact tasks that they carry out, change the way they work, and/or change the timing of their tasks. By exerting control over one's work experiences, employees make their work their own. (Geldenhuis, Bakker & Demerouti, 2020). According to Peral and Geldenhuis (2020), relational crafting refers to the control employees have over the people at work they interact with. Employees may actively choose to what extent and how they work with and approach different colleagues and to what extent they get involved in social activities.

Cognitive crafting enables employees to continuously re-evaluate how work influences them personally by changing the way they think about it, while also continuously examining how connected they are with their work. By changing the task, relational, and cognitive boundaries of their jobs, employees can shape the meaning of their professions, and as a result, influence their work identities accordingly (Wong & Tetrick, 2017). The theory identified for the study is the theory of reasoned action. The primary goals of the theory of reasoned action are to understand, and therefore predict, social behaviours. To do this, the behavior must be clearly specified, under volitional control, and performed in a given situation. In addition, an assumption is made that the immediate and sole determinant of the behaviour in question is the intention to perform or not to perform that behavior. Consequently, this theory interprets social behaviour at the level of individual decision-making (Ajzen & Fishbein, 1980). According to the theory of reasoned action, the proximate determinants of the intent to adopt a given behaviour are the individual's personal attitude toward performing the behavior in question, and the influence of social factors toward the performance of the behaviour.

Mustafa, Abdeenkeder and Abdelwahid (2021) carried out a study on job crafting, work involvement and organizational citizenship behaviour among head nurses in Zagazig university, Egypt. The study determined the relationship among job crafting, work involvement and organizational citizenship behaviour among head nurses. The study employed a descriptive correlation design was utilized in this study. Findings showed that 83.3% of head nurses had a high level of engagement in job crafting activities. Also, 84.9% of head nurses had a high level of work Involvement. Furthermore, 91.4% of head nurses had a high level of organizational citizenship behaviour. In the study, job crafting was positively and significantly correlated with work involvement and organizational citizenship behaviour. Shin and Hur (2019) determined the link between flight attendants' job crafting and organizational citizenship behaviour. The study aimed to examine the mediating effect of increasing job resources and challenging job demands on the relationship between flight attendants' daily job crafting and daily organizational citizenship behaviour. Diaries were collected from 50 Korean flight attendants. The study hypothesized that job crafting dimensions such as daily task, relational, and cognitive crafting would be positively associated with daily organizational citizenship behaviour by increasing job resources and challenge job demands. Findings showed that daily task, relational, and cognitive crafting were positively related to daily organizational citizenship behaviour.

Job crafting and organizational citizenship behaviour is a relatively new area of research. Very few studies have been carried out in this area such as the studies of Mustafa, Abdeenkeder, and Abdelwahid (2021); Shusha (2014); Shin and Hur (2019); Tamar, Alfitra, Utami, Fernando, Amalia, Anggraeni, Yoretha, Munna, Salam (2022) in Egypt, South Korea, and Indonesia respectively. None of the few studies on job crafting and organizational citizenship behaviour were carried out in Nigeria. This shows that very little has been done in the area of job crafting in Nigeria. Therefore, this study is one of the first empirical studies in the field of job crafting and organizational citizenship behaviour in Nigeria. This study will contribute to job crafting literature by providing an empirical evidence of how job crafting influences OCB in the Nigerian banking sector. The aim of the study is to evaluate the relationship between job crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta, Ogun State. The specific objectives are to; determine the relationship between employees' task crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta, ascertain the relationship between employees' relational crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta, establish the relationship between employees' cognitive crating and organizational citizenship behaviour in Commercial Banks in Abeokuta.

The research hypotheses for the study are as follows;

- Ho₁: There is no significant relationship between task crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta.
- Ho₂: There is no relationship between relational crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta.
- Ho₃: There is no relationship between cognitive crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta.

The study borders on the relationship between job crafting and organizational citizenship behaviour. The study is delimited to the banking industry in Abeokuta, Ogun State. The study is a cross-sectional study as opposed to longitudinal. A cross-sectional study entails studying different units of a population in a particular period of time.

2 METHODOLOGY

The research design adopted for the study is a cross-sectional survey research design. This is considered appropriate for the study as it enables obtaining data from respondents with the aid of questionnaires. The data so collected were subjected to analysis from which inferences were made concerning the population. The population of the study includes all employees of selected commercial banks in Ogun State namely: First Bank (46), Keystone Bank (35), United Bank of Africa (43), Diamond Bank (38), Access Bank (53), Stanbic IBTC Bank (33), Polaris Bank (38), Heritage Bank (36), Union Bank (44), Fidelity Bank (37), Sterling Bank (48), FCMB (39) and Wema Bank (29). Total number of banks is thirteen (13) and the total staff strength of the banks stood at 519.

Given that the population is known and finite, the researcher employed the Yamane (1967) formula for estimating sample size for the study.

$$n = \frac{N}{1 + (\alpha^2 N)}$$

Where n=sample size, N=population size, α = 0.05 (error term or level of significance).

Given a total population of 519 employees, the sample size is derived as follows:

$$n = \frac{519}{1 + (0.05^2 \cdot 519)}$$

$$n = 225$$

A sample size of 225 was used for the study. The research instrument used for this study is questionnaire. The questionnaire is made up of two sections. Section A provides for demographic data of the respondents while section B examined issues that address the core subject matter of the study. The questionnaire response format for independent variables (Section B) consists of Likert-type questions with options on the five-point scale ranging from a level of strong agreement through a neutral zone to a level of strong disagreement.

Table 2.1: Cronbach's Alpha for Constructs

S/N	Variables	Number of Items	Cronbach Alpha Value
1.	Organizational Citizenship Behavior	4	0.718
1.	Task Crafting	4	0.729
2.	Relational Crafting	4	0.702
3.	Cognitive Crafting	4	0.805

Source: Researcher's Computation (2022).

Given the Cronbach's alpha value for each construct as shown in the table above is above 0.7, it was concluded that the variables used in the test have achieved a good internal consistency, meaning they are reliable, as all the alpha values for the constructs are above 0.70 (Chelsea, 2015).

The data generated through the use of structured questionnaire were analyzed using descriptive statistics and inferential statistics. Simple percentages were to analyze demographics variables while Pearson product moment correlation were employed to test the hypotheses stated. The Statistical Package for Social Sciences (SPSS) will be used to conduct the necessary analyses.

3 RESULTS

Table 1: Demographic Analysis for Gender

Categories	Items	Frequency	%
Gender	Male	122	54
	Female	103	46
	Total	225	100
Age	18-25	45	20
	26-35	69	31
	36-45	57	25
	46 and above	54	24
	Total	225	100
Marital Status	Single	106	47
	Married	119	53
	Total	225	100
Education	WASSCE/SSCE	26	11
	OND/NCE	60	27
	HND/BSc.	87	39
	Master's Degree	25	11
	Other	27	12
	Total	225	100

Source: Field Work (2022)

Table 2: Correlation Output

		Organizational Citizenship Behaviour (OCB)	Task Crafting	Relational Crafting	Cognitive Crafting
Organizational Citizenship Behavior (OCB)	Pearson Correlation	1	.962**	.893**	.856**
	Sig. (2-tailed)		.000	.000	.000
	N	225	225	225	225
Task Crafting	Pearson Correlation	.962**	1	.945**	.947**
	Sig. (2-tailed)	.000		.000	.000
	N	225	225	225	225
Relational Crafting	Pearson Correlation	.893**	.945**	1	.945**
	Sig. (2-tailed)	.000	.000		.000
	N	225	225	225	225
Cognitive Crafting	Pearson Correlation	.856**	.889**	.912**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	225	225	225	225

The Pearson correlation shows a strong positive correlation between Organizational Citizenship Behaviour and the independent variables: Task Crafting (0.962), Relational Crafting (0.893), and Cognitive Crafting (0.856). The p-values of 0.000 for the independent variables further lend credence to the significant relationship between Organizational Citizenship Behaviour and the independent variables.

Hypotheses Testing

Hypothesis 1: The null hypothesis states that there is no significant relationship between task crafting and organizational citizenship behaviour in commercial banks in Abeokuta. From the correlation output above, the p-value of task crafting is 0.000. Therefore, at 0.05 level of significance, the null hypothesis is rejected and it is concluded that there is a significant relationship between task crafting and organizational citizenship behaviour in commercial banks in Abeokuta.

Hypothesis 2: The null hypothesis states that there is no significant relationship between relational crafting and organizational citizenship behaviour in commercial banks in Abeokuta. From the correlation output above, the p-value of relational crafting is 0.000. Therefore, at 0.05 level of significance, the null hypothesis is rejected and it is concluded that there is a significant relationship between relational crafting and organizational citizenship behaviour in commercial banks in Abeokuta.

Hypothesis 3: The null hypothesis states that there is no significant relationship between cognitive crafting and organizational citizenship behaviour in commercial banks in Abeokuta. From the correlation output above, the p-value of cognitive crafting is 0.008. Therefore, at 0.05 level of significance, the null hypothesis is rejected and it is concluded that there is a significant relationship between cognitive crafting and organizational citizenship behaviour in Commercial Banks in Abeokuta.

Discussion

The Pearson correlation shows a strong positive correlation between Organizational Citizenship Behaviour and the independent variables: Task Crafting (0.962), Relational Crafting (0.893), and Cognitive Crafting (0.856). The p-values of 0.000 for the independent variables further lend credence to the significant relationship between Organizational Citizenship Behaviour and the independent variables. From the correlation output above, the p-value of task crafting is 0.000. At 0.05 level of significance, the null hypothesis was rejected. Therefore, there is a significant relationship between task crafting and organizational citizenship behaviour in commercial banks in Abeokuta. Furthermore, the p-value of relational crafting is 0.000. At 0.05 level of significance, null hypothesis was rejected. Therefore, there is a significant relationship between relational crafting and organizational citizenship behaviour in commercial banks in Abeokuta. Finally, the p-value of cognitive crafting is 0.000. At 0.05 level of significance, null hypothesis is rejected. Therefore, there is a significant relationship between cognitive crafting and organizational citizenship behaviour in commercial banks in Abeokuta.

4. CONCLUSION AND RECOMMENDATIONS

The study examined the relationship between job crafting and organizational citizenship behaviour in the banking industry in Ogun State. The specific objective was to determine the relationship between the dimensions of job crafting and organizational citizenship behaviour (OCB) in commercial banks in Abeokuta, Ogun State. The dimensions of job crafting considered were task crafting, relational crafting and cognitive crafting. The Pearson correlation analysis shows a strong positive correlation between organizational citizenship behaviour and the independent variables namely; task crafting with 0.962 correlation coefficient, relational crafting with 0.893 correlation coefficient and cognitive crafting with 0.856 correlation coefficient.

The study of Mustafa et al. (2021) further adds credence to the findings above. In their study, job crafting was positively and significantly correlated to work involvement and organizational citizenship behaviour. Furthermore, Shin and Hur (2019) findings showed that daily task, relational, and cognitive crafting were positively related to daily organizational citizenship behaviour. The following were recommended; managers should create a positive and desirable climate for staff to increase their responsibility and commitment to remain with the organization to reach organizational goals; reward system should be introduced to staff members who demonstrate organizational citizenship behaviours; when hiring new employees, managers should attract and select persons who are capable of crafting their jobs to deal effectively with the frequent job challenges and changes.

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