

**EXPLORING THE INFLUENCE OF JOB CRAFTING ON ORGANISATIONAL
COMMITMENT AND WORK ENGAGEMENT IN A SELECTED FINANCIAL
SERVICES ORGANISATION**



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DECLARATION

I declare that *Exploring the Influence of Job Crafting on Organisational Commitment and Work Engagement in a Selected Financial Services Organisation*, is my own work. It has not been submitted before for any degree or examination at any other institution or higher learning. To the best of my knowledge, I have indicated and acknowledged all references as complete references.

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ABSTRACT

The financial industry revolves around organisations that provide financial services to people in the community. The largest contributor is the banking sector followed by the insurance sector. Financial services organisations face an ever-changing working environment that is constantly increasing in its complexity. New market entrants such as banks provide insurance products, customer preferences change, technology changes quickly, and ever-changing legislation governs the way in which insurance organisations conduct business with customers. Having to continuously contend with the losses, regulatory changes, and risk management, while having to increase the shareholders' value, all impact on the global financial services industry. They in turn increase the job demands on employees. Therefore, it is essential for employees to receive support from their organisations, by providing the relevant and necessary support and resources. Organisational commitment and work engagement are essential in ensuring that the organisation is successful because they positively influence the manner in which employees contribute towards organisational success. By engaging in job crafting behaviours, employees find their work meaningful and are engaged, leading to an improved level of general well-being and work satisfaction. Job crafting means the active behaviour whereby individuals initiate alterations to their job demands as well as job resources to keep their roles satisfying and meaningful. Organisations who support their employees' efforts benefit from an engaged, committed, highly performing, and innovative workforce.

This study made use of a cross-sectional approach and comprised of a sample of $n = 505$ employees. Data collection derived from a biographical questionnaire, the Job Crafting Scale, Utrecht Work Engagement Scale, and the Organisational Commitment Questionnaire. The analysis used the IBM Statistical Package for Social Sciences (SPSS) version 26 (SPSS Statistics, 2019). The use of descriptive and inferential statistics helped to compress the data into a sound structure. The researcher was able to study, test, and draw inferences for each of the research hypotheses.

The results indicated a significant relationship between increasing social job resources, challenging job demands, and work engagement. The results showed a significant relationship between the job crafting dimensions, specifically with increasing social and structural job resources, and organisational commitment. Furthermore, the study indicated that increasing social

job resources explained the largest proportion of variance in organisational commitment. Finally, increasing social job resources explained the largest proportion of variance in work engagement. Overall, the current findings reflect a strong relationship between job crafting, particularly increasing social job resources, for both organisational commitment and work engagement. The thesis concludes with a presentation of the findings and limitations, and provides recommendations for future research and the organisation.

KEY WORDS

Job crafting, Increasing structural job resources, Decreasing hindering job demands, Increasing social job resources, Increasing challenging job demands, Job Demands-Resources Model (JD-R Model), Job demands, Job resources, Work engagement, Organisational commitment



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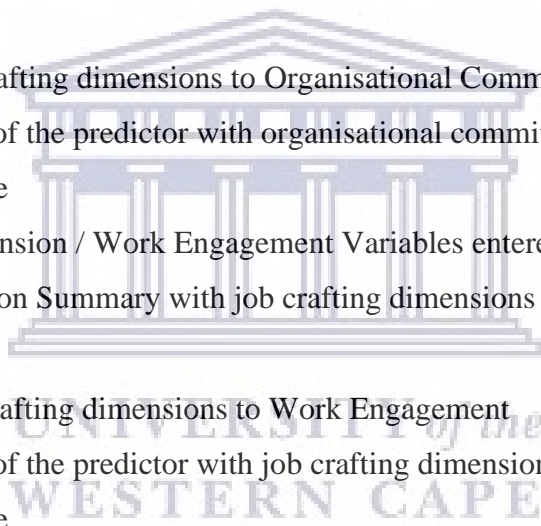


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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

For an organisation to compete successfully in the current environment, employees are required to be proactive, engaged, and dedicated to the organisation. Organisation agility requires employees to show energy, self-confidence, enthusiasm, and passion for their work. Thus, the concepts of organisational commitment and work engagement are essential for organisations to have in place to ensure success. Organisational commitment and work engagement is the cornerstone for a productive employee (Boikanyo & Heyns, 2019).

Organisations value work engagement and organisational commitment due to their established relationship to job satisfaction, productivity, and retention (Borst, Kruyen & Lako, 2017; Christian, Garza & Slaughter, 2011; Knight, Patterson & Dawson, 2016; Siddiqi, 2015). Changes within the financial services industry demands that organisations pay attention to the factors that promote work engagement and organisational commitment. The future of financial decision-making has met the newest round of emerging technologies. Addressing the concerns within the financial industry in the current day is complex. The development of cloud computing allows firms to face these technologies. Inexpensive services, better quality education, and customisation are elements in which the cloud creates an advantage (Fitzpatrick, Reichmeier & Dowell, 2017).

The financial services environment is distinguished by advanced modes of acquiring customers, reduction in servicing costs, innovative uses of data, sector targeted proposals, leveraging off current infrastructure, and managing the risk and regulatory stakeholders (Dietz, Khanna, Olanrewaju & Rajgopal, 2016; Fitzpatrick et al., 2017). An engaged and committed employee will be able to navigate through the industry changes. In order to understand why these constructs are valuable and how they positively contribute to positive employee outcomes, the notions of work engagement and organisational commitment need to be unpacked.

As outlined within the Job Demands-Resources Model (Bakker & Demerouti, 2018), engaged employees manifest assertiveness and involvement, and cognitively integrate themselves with their work (Zahoor, 2018). Employee job and personal resources influence their engagement in their work. The physical and social features of their role buffer the demands of their job. Organisational support helps employees to accomplish their work objectives and encourages

employee learning and development. Personal resources are the employees' resilience and capability to control the environment (Knight et al., 2016).

An engaged employee is able to unpack whom they are while positively contributing to their organisation. Employees who view their job as meaningful display greater engagement with their job and create a space to job craft (Iqbal, 2016; Janse van Rensburg, Boonzaier & Boonzaier, 2013; Ogbuanya & Chukwuedo, 2017; Peral & Geldenhuys, 2016; Siddiqi, 2015). Job crafting is a promising yet relatively unexplored approach that can possibly be utilised to heighten employee job satisfaction and well-being (Slemp & Vella-Brodick, 2013). Furthermore, job crafting positively relates to job performance and satisfaction, job effectiveness, work engagement and resilience (Qi, Li & Zhang, 2014). Employees who employ job crafting behaviours anticipate and align their knowledge and abilities with organisational requirements.

Work engagement is a positive, fulfilling, work related state of mind, according to Siddiqi (2015) and Zahoor (2018), characterised by:

1. Vigour (seen as the employees' enthusiastic attitude towards their work, categorised by resilience).
2. Dedication (the eagerness and immersion in the work caused by significance concerning the employee's job).
3. Absorption (a great level of attentiveness of the employee's happiness in their job to the degree that time appears passing and removing oneself from work appears challenging).

In order to promote work engagement, organisations need to establish a working environment where the individual feels resourceful, involved, and healthy. Work engagement is essential to organisations as it promotes employee satisfaction and commitment towards the organisation (Vogt, Hakanen, Brauchli, Jenny & Bauer, 2015).

Commitment is a multidimensional concept that still needs research in the fields of management, organisational behaviour, and human capital. Workplace commitment shows up in the employee's career, occupation, teams, leaders, goals, and organisation (Anttila, 2014). Organisations require employees to be highly engaged, and to display strong organisational commitment so that they are able to adapt to the changes and innovation. Organisational commitment is the relationship the employee has with the organisation (Anindita & Seda, 2018) and is seen as the perceived bond or psychological attachment to the organisation (Akoto & Akoto, 2014). Eslami and Gharakhani

(2012) believe that practitioners who understand commitment within the organisation will be prepared to expect the effect of a policy or practice. An organisation that promotes commitment and engagement can more easily implement organisational strategic goals. Workers who are motivated, proactive and aligned to organisational outcomes are more likely to co-operate and adapt.

One of the factors identified as advancing work engagement and organisational commitment is job crafting. Employees utilise job crafting techniques to alter their job resources and to decrease their work related demands. They actively shape facets of their work to align who they are with their skills, choices and desires (Vogt et al., 2015). People proactively alter their jobs by determining the tasks to complete, seeking for a varied portfolio, and employing logic. These changes create meaning to their role, and are often spontaneous and unsupervised (Demerouti, 2014).

Work related demands require the employee to exert more effort and incur related costs (Demerouti, 2014; Vogt et al., 2015). Employees who have access to job resources feel satisfied and experience autonomy in their roles. They desire to connect with others for closer relationships or a sense of community. Job crafting assists in increasing job resources and supports with the complexity of the job demands, which leads to greater engagement in the workplace (Vogt et al., 2015).

There is limited research investigating the relationship between these variables in the financial services industry within a South African context. Thus, the current research seeks to add to the existing literature, specifically in a South African context, by exploring the influence of job crafting on organisational commitment and work engagement. Another aim of the current study was to explore if employees engage in job crafting behaviours. This is with a specific focus on the job crafting dimensions, and unpacking whether these job crafting behaviours positively contribute to organisational commitment and work engagement.

1.2 PROBLEM STATEMENT

Reviews from the Price Waterhouse Coopers and Lybrand (PwC) report (2018) highlight environmental, demographical, and societal changes, and rapid urbanisation, socio-economic challenges, technological, regulation, and legislation as key factors affecting the insurance

industry as well as other organisations continuously. These disruptions require an employee who, amongst others, is agile and innovative. The African insurance industry has been in a continuous state of disruption since the 2008 global financial crisis (Fitzpatrick et al., 2017; PwC, 2018; Sghair & Aston, 2017). Lee, Shin, and Baek (2017) note that organisations are relentlessly under pressure for survival in the currently turbulent working environment. The evolution of the job shows how jobs have transformed over time. There are three notions of how roles are progressing within the workplace: (i) The standard job focuses on performing a job using specific and narrow skill sets; (ii) The hybrid job views employees performing work by making use of a variety of skill sets utilising both soft and technical skills. Individuals are required to have a multifaceted set of human and technical skills; (iii) superjobs utilise a combination of work responsibilities across various traditional occupations, by making use of technology to supplement and expand the range of the work an individual is required to perform. Superjobs, the latest classification, will change the landscape of how organisations view work (Deloitte Insights, 2019).

Given the uncertainty stemming from increased complexity and fast-paced change, organisations are required to utilise and support employees to be completely involved in their jobs (Lee et al., 2017). For the organisation to meet its strategic objectives, be effective and efficient, it requires employees to engage, involve themselves, and commit to the organisation. Such employees uphold their organisation's brand, intend to stay at their organisation, and help to ensure that the organisation is successful. Engaged employees display greater drive and determination, together with eagerness to their jobs (De Beer, Tims & Bakker, 2016; Zahoor, 2018).

Committed employees contribute to organisational success, believing in and accepting the objectives and values of the organisation, and intend on staying with the organisation (Anindita & Seda, 2018). In order for employees to adapt to environmental, societal, socio-economic, technological, and legislative changes, they need to display a greater degree of employee engagement and organisational commitment (Anindita & Seda, 2018).

Various studies have reviewed the relationship that job crafting has with variables such as organisational commitment, work engagement, resilience and change readiness, and have revealed positive findings. Therefore, whenever employees display job crafting behaviours or are engaged in job crafting, they are more engaged, committed, resilient and are able to adapt to change. In an environment that is continuously changing, it is essential to have a workforce that is able to take initiative, is able to adapt to change, and is agile and resilient. It is seen as a strategic

advantage which can be applied during times of transformation (Van den Heuvel, Demerouti, Bakker & Schaufeli, 2010; Wassink, 2018), where resilience has been one of several positive work outcomes (Petrou, Demerouti & Schaufeli, 2018; Tims & Bakker, 2010; Tims, Bakker & Derks, 2012; Wassink, 2018).

Studies exploring the effects of job crafting have been conducted in industries such as teaching, health care and law enforcement (police force) (Gordon, Demerouti, Le Blanc, Bakker, Bipp & Verhagen, 2018; Petrou et al., 2018). The study proposes that employees that actively participate in job crafting are more committed and engaged, and therefore are more likely to perform better and be categorised as high performing employees'. High performing employees contribute successfully to the organisation's strategic objectives.

To the knowledge of the researcher, there is a shortage of research conducted exploring the relationship between job crafting on organisational commitment and work engagement (and in particular) in the financial services sector. In light of this, the current study seeks to close this gap by exploring the relationship between job crafting, organisational commitment and work engagement in a selected financial services organisation within South Africa.

1.3 RESEARCH QUESTIONS

The primary intention of the proposed research is to explore the relationship between job crafting on organisational commitment and work engagement among employees working in a South African financial services industry. The study will explore the following:

- What is the relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and work engagement among employees in a selected financial services organisation?
- What is the relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and organisational commitment among employees in a selected financial services organisation?
- Which of the four dimensions of job crafting (namely increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) explains the biggest proportion of the variance in organisational commitment?

- Which of the four dimensions of job crafting (namely increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) explains the biggest proportion of the variance in work engagement?

1.4 RESEARCH OBJECTIVES

The objective is to explore the influence of job crafting on organisational commitment and work engagement. Based on the above, the researcher formulated the following objectives:

- To determine the relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and work engagement among employees in a selected financial services organisation.
- To determine the relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and organisational commitment among employees in a selected financial services organisation.
- To determine which of the four dimensions of job crafting (namely increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) explains the biggest proportion of the variance in organisational commitment.
- To determine which of the four dimensions of job crafting (namely increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) explains the biggest proportion of the variance in work engagement.

1.5 DEFINITION OF KEY TERMS

1.5.1 JOB CRAFTING

Job crafting behaviour is expressed via the introduction of changes in relationships and tasks. It is an essential aspect of the Job Demands-Resources Model as the approach provides employees with an opportunity to craft their roles, namely:

- Through tasks (increasing structural resources, increasing social job resources)
- Seeking challenging work (increasing challenging demands)
- Lessening job demands (decreasing hindering demands)

Furthermore, job crafting includes the cognitive and physical alterations that employees create to their relational and/or task boundaries (Demerouti, 2014; Demerouti & Bakker, 2014; Wassink, 2018).

1.5.2 WORK ENGAGEMENT

Work engagement postulated by Khan (1990), viewed engagement as an employee who is immersed in their work in a cognitive, physical, and emotional way (Bakker, 2011; Siddiqi, 2015) and has a positive attitude at the workplace (Siddiqi, 2015; Zahoor, 2018). Furthermore, Bakker, Rodriguez-Munoz and Sanz-Vergel (2015) add that an engaged employee displays behaviours of dedication towards the organisation and their work, feel energised and are absorbed in their job. It is the relationship with the employee and their work, and refers to involvement, commitment, passion, enthusiasm, absorption, energy, and focused effort (Schaufeli & Bakker, 2004).

1.5.3 ORGANISATIONAL COMMITMENT

Organisational commitment is the employee's interest in the workplace, wanting to remain with the organisation, and accepting the organisation's objectives and values. It is the identification and attachment towards the workplace, and is a linking force between the member and the organisation (Boikanyo & Heyns, 2019; Geldenhuys, Laba & Venter, 2014).

1.5.4 JOB DEMANDS-RESOURCES MODEL

The Job Demands-Resources Model discusses job demands and job resources. Job demands are the psychological, physical, and social facets that make up the employee's role. Job resources link to the psychological, physical, and social facets that assist in employees' growth, and support their independence, ability, task significance, social relations, and rewards (Siddiqi, 2015; Zahoor, 2018).

1.6 SUMMARY OF CHAPTER ONE

Chapter One provided the outline of specific concepts under examination and described the basis for the research. The objectives highlighted the focus areas in this research concerning job crafting, organisational commitment and work engagement. An overview of the study's chapters follows.

1.7 OUTLINE OF THE CHAPTERS

Chapter Two reviews the literature on job design, the Job Demands-Resources Model, job crafting theory, work engagement, and organisational commitment to provide a theoretical framework. The chapter includes a discussion on the constructs of the research conducted to support the rationale for the problem statement.

Chapter Three presents the methodology undertaken. It comprises of the research design, data collection procedure, population and sample, data analyses, and measurement instruments (and their psychometric properties) utilised, as well as ethical considerations.

Chapter Four discusses the data and results.

Chapter Five discusses the findings emanating from the data analysis, highlights limitations, and makes recommendations for future research and the organisation.



CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The theoretical framework of the variables investigated in this study is reviewed. It discusses the literature pertaining to job crafting, organisational commitment and work engagement. References are made to previous studies, which revealed relationships among work engagement, organisational commitment, and job crafting. The chapter concludes with the research hypotheses that emanate from the literature review.

2.2. JOB DESIGN

Job design is essential in the achievement of personal and organisational goals. Job design is the specification of the relationships, methods and the contents of the jobs, and satisfies the organisational, technological, personal, and social requirements of the jobholder (Belias & Sklikas, 2013; Zahoor, 2018; Zareen, Razzaq & Mujtaba, 2013). Aroosiya and Ali (2012) describe the design of a job as the function of organising responsibilities into organisational components of work. Job design specifies the purpose of the role for the organisation and the employee. Job design's purpose is to increase an organisation's capability to meet objectives in an effective manner and to provide employee satisfaction and performance maximisation (Belias & Sklikas, 2013). Job design theory address the basic questions of which elements inspire people in the workplace, unpack the essential features of the position and how changes in the job design will be applied (Belias & Sklikas, 2013).

Job design promotes employee motivation and satisfaction and therefore increases employee productivity and performance. This implies that organisations grow productivity by way of non-monetary rewards. These rewards include employee achievements and more employee accountability in solving problems (Belias & Sklikas, 2013). A well-designed role satisfies and involves employees and, in turn, employees' performance increases by injecting their energy into their job and being loyal to the organisation. Effective job design increases employee involvement in the job (Belias & Sklikas, 2013). In as much as organisations have reviewed the resource gaps within the organisation, supervisors have been responsible for reviewing the resource gaps within their teams. The onus is thus on the supervisor to design the role to close this gap. The traditional view sees job design as a top-down approach where supervisors use their designation to hold the accountability of outlining the role of the employee (Berg, Dutton & Wrzesniewski, 2013; Zahoor,

2018). This keeps employees in a passive role as receivers of their roles (Wrzesniewski, LoBuglio, Dutton & Berg, 2013).

Researchers utilised the research design as the start of examining employees experience within the organisation for decades. Researchers recognise the part employees play in the development of their roles, emphasising the proactivity of the employees' efforts (Berg, Wrzesniewski & Dutton, 2010). Employees are essential in the design process, where a suitable fit of the person to the environment can predict the match between the employee's requirements to the job's opportunities (Iqbal, 2016). With the focus on the organisation in its entirety, individual employee needs often fall outside the scope of what management offers. In that case, employees could help to redesign their jobs by rethinking about their tasks, skills required for the work, or the relational boundaries in their jobs (Bindl, Unsworth, Gibson & Stride, 2018).

2.3 FROM JOB DESIGN TO JOB CRAFTING

Traditionally, organisations have relied on job design to determine the employee's role. The basic idea of job design was to create the job in a simple enough manner for employees to understand and enjoy the role they are performing in the workplace (Zareen et al., 2013). However, organisations can no longer rely heavily on job design for the definition and execution of jobs. The scope of what an employee is required to do is transforming. Technology, and the new way of working is influencing the way in which people perform daily tasks. In organisations, technology is utilised to perform the repetitive and mundane work, leaving employees to perform meaningful tasks, which add more value to the employee and the business (Zareen et al., 2013).

Job crafting is an emerging form of designing employee responsibilities that is more attuned to the nature and evolution of employee roles at the work place. Job crafting and job redesign are not exchangeable expressions. Job redesign alters the role and is a top-down approach; job crafting focuses on the task facets of the role and is seen as a bottom-up approach (De Beer et al., 2016). The facets of the role are categorised into the job demands and resources elements. These elements are further unpacked through the job crafting dimensions. The Job Demands-Resources Model guides the understanding of the job demands and resources construct.

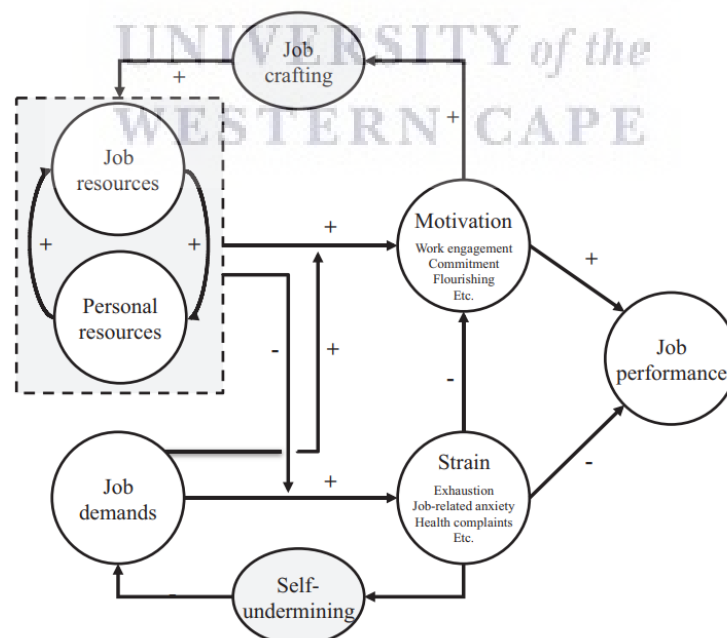
2.4. THEORETICAL FRAMEWORK

The Demands-Resources Model (JD-R Model) categorises role elements into job demands and resources. This model provides an understanding of how job demands and resources affect the employee within the working environment. This understanding clarifies what promotes engagement and commitment. Later, the study will further unpack job demands and resources through the job crafting dimensions.

2.4.1 JOB DEMANDS-RESOURCES MODEL: AN INTRODUCTION

Introduced approximately fifteen years ago, the Job Demands-Resources Model explained burnout as a work-related state of strain identified by exhaustion, psychological distancing, and a reduction of effectiveness. The model classifies all job features into job demands and resources (Bakker & Demerouti, 2018; Bell & Njoli, 2016; De Braine & Roodt, 2010; Siddiqi, 2015; Zahoor, 2018). Essentially, the Job Demands-Resources Model is an empirically proven model that stipulates the relationships among role characteristics, leadership, and employee well-being. The model suggests by reducing demands, increasing resources, and motivating engaged leadership averts burnout and promotes engagement (Schaufeli, 2017).

Figure 1: The Job Demands-Resources Model



Source: Bakker, A. B., & Demerouti, E. (2017). Job Demands-Resources Theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.

https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_444.pdf

The Job Demands-Resources Model expanded from a model outlining two simple processes, namely, job resources and job demands, to the self-initiating individual behaviours, and outcomes (Bakker & Demerouti, 2017). Therefore, the model applies to different situations, regardless of the resources or demands (Sun & Bunchapattanasakda, 2019). The JD-R Model describes the processes of how job demands and resources influence the employee's behaviour, performance and health (Bakker & Demerouti, 2018; Schaufeli, 2017).

In the JD-R Model, resources assist with goal achievement. Such assistance becomes significant and gains motivational potential when there are high demands (Borst et al., 2017). The motivational process triggered by ample job resources could promote positive results, through work engagement, such as intention to remain with the organisation, extra-role behaviour, employee safety, organisational commitment and enhanced performance. Job resources are inherently motivational, and energise employees' energy. When they feel engaged, it leads to positive outcomes (Schaufeli, 2017).

Job resources satisfy the employee's desire for autonomy, connection, and capability (intrinsic motivational role). It initiates the employee's preparedness to exert energy, thereby decreasing demands and develop goal alignment (extrinsic motivational) (Schaufeli & Taris, 2014). Here job resources encourage the satisfying, optimistic, work related state of mind, by achieving goals and satisfying fundamental needs. Thus, the affective motivational state nurtures positive organisational results, like organisational commitment and performance. Therefore, engagement arbitrates the relation between resources and organisational results (Schaufeli & Taris, 2014). From an interventions perspective, both high demands and a lack of resources add to burnout, where an abundance of resources and demands add to engagement. Therefore, ample resources like feedback, social support, and control over the job prevent burnout and foster engagement. However, the reduction of demands like work excess, insecurity about one's job and conflict would only influence burnout but not work engagement (Schaufeli, 2017). The Job Demands-Resources Model focuses specifically on the job demands and job resources of the role.

2.4.1.1 JOB DEMANDS

Job demands are the societal, physical, mental and workplace facets of a role, which requires continuous physical ability and thus has a mental cost (De Beer et al., 2016; Demerouti & Bakker, 2011; Siddiqi, 2015; Sun & Bunchapattanasakda, 2019; Zahoor, 2018). Job demands may lead to employees feeling exhausted to the point of burnout, which in turn affects their physical and

mental resources (De Braine & Roodt, 2010; Siddiqi, 2015). Job demands cost the employee energy; they show up in the employee's workload and the complexity of tasks, which can lead to factors that hinder performance (Bakker & Demerouti, 2018; Siddiqi, 2015).

Further examples of job demands, according to Sun and Bunchapattanasakda (2019), are great job pressures, poor working environment, and complications linked to re-organisation. Hindering job demands can erode an employee's energy and health, leading to burnout. Job crafters address these hindering demands in positive ways, by pursuing resources, reducing demands like role conflict, autonomy on responsibilities and requesting feedback concerning performance (De Beer et al., 2016).

According to various researchers (Bakker & Demerouti, 2017; Kotze, 2017; Schaufeli, 2017; Sun & Bunchapattanasakda, 2019; Tims et al., 2012), the Job Demands-Resources Model encompasses:

- Job demands which are the facets of the job that need mental effort related with physiological and psychological costs.
- Job resources that are useful in attaining organisational goals by decreasing the employee's work related demands.

Moreover, Kotze (2017) describes work related demands as work overload and emotionally challenging engagements with clients. Bell and Njoli (2016) describe the JD-R Model as attitudes that require constant energy from employees and result in certain costs, known as job demands.

2.4.1.2 JOB RESOURCES

Job resources are the mental, physical, social, and organisational features that aid in achieving objectives, reduce related demands with their related costs, and inspire development (Sun & Bunchapattanasakda, 2019). Provision of job resources is intrinsically motivational as it supports growth, and development, it is also extrinsically motivational because it influences the achievement of the organisation's objectives (Bakker, 2011; Bakker & Albrecht, 2018; De Braine & Roodt, 2010; Tims et al., 2012). These work attributes increase the attainment of work related goals; the reduction the work demands influence as well as reduce related costs (Bell & Njoli, 2016).

Peral and Geldenhuys (2016) suggest employees alter their resources and demands to form their identity in the workplace to create an appropriate fit between their choices and to ensure that the roles are engaging, satisfying, and meaningful. Job modifications initiated by employees help uphold a balance between work-related resources and demands (De Beer et al., 2016; Siddiqi, 2015). Sun and Bunchapattanasakda (2019) note that the Job Demands-Resources Model postulates that job resources and personal resources can predict engagement, reduce job demands, and encourage growth. Personal resources are the optimistic self-reviews related to self-efficacy, resilience, optimism, organisation based in self-esteem, and the employees' ability to control and influence their environments (Schaufeli, 2017). Job resources are displayed through support from co-workers and managers, feedback, ability, independence, social support, greater autonomy in the job, participation in decision making, and learning opportunities which relate to engagement (Bakker, 2011; Bakker & Demerouti, 2008; De Beer et al., 2016; Sakuraya et al., 2016; Zahoor, 2018).

The element of resources is important in job crafting as employees will proactively seek these resources and, in turn, feel more engaged. The Job Demands-Resources Model highlights job resources as an important indicator of employee motivation (De Beer et al., 2016). Therefore, increasing employee resources may influence an employee's work engagement and motivation towards their role. Schaufeli and Taris (2014) propose work related resources affect upcoming work engagement, which, forecasts commitment towards the organisation, whereas work related demands forecast burnout, which forecasts future unhappiness.

The classification of job demands and job resources allows researchers to determine behaviours workers adjust when they are crafting their jobs (Bell & Njoli, 2016). Furthermore, existing research proposes that employees are inclined towards increasing their work related demands and resources to make their working environment stimulating. Bakker and Demerouti (2018) add that, consistent with the JD-R Model, individuals who craft adjust the level of work related resources and demands within the work tasks. An alignment is required between job resources and the employee's preferences as well as the job demands and the employee's abilities. An employee will use job crafting techniques to stabilise the demands and resources in their workplace (Lee et al., 2017).

2.5 JOB CRAFTING

The concept, job crafting, was initiated in 2001 as an alternative way to design employees' roles. It referred to employees making modifications to their designated jobs as a bottom-up approach; individuals would adjust the limits of the roles according to their individual interests, qualifications and preferences (Siddiqi, 2015). Bell and Njoli (2016) note that, due to the diversity of employees' needs, it is a challenge for supervisors to design an ideal job to fit an employee's exact desires, therefore, employees participate in job crafting behaviours.

Job crafting is the proactive behaviour and personal initiative an employee takes (De Beer et al., 2016) and is influenced by individual and job aspects (Chen, Yen & Tsai, 2014). The individual factors include the employee's self-regulation, personality, cognition, and ability whereas job factors include autonomy, supervisor support and social ties (Chen et al., 2014).

Job crafting is described as voluntarily initiated employee behaviours that are aimed at seeking resources (requesting for advice), seeking challenges (requesting additional responsibilities) and reducing demands (removing emotional, mental or physical demands) (Petrou et al., 2018). Employees alter their tasks and relationships to create greater alignment to their roles, preferences, passions and motives (Arthur & Yang, 2017; Bell & Njoli, 2016; Berg et al., 2013; Demerouti & Bakker, 2014; Tims et al., 2012; Sakuraya, Shimazu, Imamura, Namba & Kawakami, 2016).

Job crafting is affected by the level of environmental observation by supervisors. Decision latitude, discretion, as well as autonomy within the workplace have greater predictive effects on job crafting, but stringent work observation might deter job crafting. Employees who have greater autonomy demonstrate more proactive role-playing experiences, enhanced self-awareness, and greater ability levels (Peng, 2018). The concept of job crafting has shifted the manner in which an employee's work function is created, from supervisors developing the job function to the employee crafting their job function. Employees design their jobs through the way they feel about the role (Berg et al., 2013; Peral & Geldenhuys, 2016; Zahoor, 2018).

It is important to ensure a working environment that allows the employee to align their career to themselves or to who they want to be, and thereby to show who they are through their job. Employees constantly modify job tasks into what they feel provides more fulfilment and inspiration. The modifications provide employees with purpose and allow them to grow and develop competencies out of their primary job function (Berg et al., 2013). Lee et al. (2017) further

suggest that the job crafting approach allows for considerable freedom and independence for employees, unlike the job design approach which places employees in a relatively passive position.

Various studies conducted have shown how employees practically apply job crafting in their daily activities. Berg, Dutton and Wrzesniewski's (2013) model reviews earlier research conducted on various professionals such as hairdressers, hospital cleaners, chefs and engineers who restructured their jobs (Berg et al., 2013; Peng, 2018).

Demerouti and Bakker (2014) refer to the research done on a maintenance specialist to explain this construct. After employment at the organisation, the individual started assisting new joiners to learn the job. This proactive behaviour led to the employee formally training new joiners. Employees are able to alter the features related to the quality of duties through job crafting and interacting with related behaviours (Tims et al., 2012).

Petrou et al. (2018) conducted research that included 368 police officers to study how employees cope with changes communicated by their organisation. The researchers propose that employees are better able to respond to change through engaging with job crafting (that is, employee adaptability and work engagement). Employees who use job crafting behaviours such as seeking resources, reducing demands and seeking challenges, are more likely to adapt to organisational changes. It is essential for individuals to be able to adjust to changes successfully as it indicates that the employee is able to perform adequately to their new tasks and remain engaged at work (Petrou et al., 2018; Van den Heuvel et al., 2010).

2.5.1 JOB CRAFTING DIMENSIONS

On the notion of the Job Demands-Resources Model, Tims et al. (2012) describe various dimensions of job crafting, namely, increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands. They signify the employee behaviours intended at retaining the balance among the work related demands and resources (Zahoor, 2018). Work features contribute towards the achievement of work related objectives by reducing the results of demands and stimulating resources. This distinction in the model permits researchers to evaluate the job facets that individuals alter when

crafting their roles. As suggested by the Job Demands-Resources Model, job crafters adjust the amount of work related demands or resources (Tims, Bakker & Derks, 2013).

2.5.1.1 INCREASING STRUCTURAL JOB RESOURCES

To attain self-development and seek opportunities for advancement, employees increase structural job resources by requesting resource variety, autonomy, skill variety and responsibility for improving job related knowledge from the organisation (Bell & Njoli, 2016; De Beer et al., 2016; Huang, Wichaikhum & Nantsupawat, 2020; Naami, 2014; Siddiqi, 2015; Tims et al., 2013; Zahoor, 2018)

Employees increase their structural resources to increase employee performance as well as the organisational levels (Siddiqi, 2015). Employees who increase their structural resources develop their personal capabilities, allowing them to learn new things and utilise their autonomy in the work process. Employees indicate feeling more attachment to the organisation if they have more structural job resources such as autonomy (Huang et al., 2020). When employees have freedom to make the required changes in their working environment, they tend to feel positive about their role as it is under their control (Naami, 2014).

2.5.1.2 DECREASING HINDERING JOB DEMANDS

Employees decrease their hindering work demands by removing tasks that they are uncomfortable with, or they deliberately evade interactions that make their role challenging. Employees avoid lengthy working hours and making complex choices, ignore others who emotionally affect them, and take on initiatives to reduce job demand levels (Bakker et al., 2016; Bell & Njoli, 2016; Petrou et al., 2018; Siddiqi, 2015). Employees may reduce their work demands by only reviewing their emails at specific times during the day to prevent burnout and reduce aspects of the role that overstretch them and require continuous effort (Gordon et al., 2018).

Zahoor (2018) notes that certain job demands may negatively affect performance, such as work conflict, draining work hours, or emotional and stressful engagements. Employees may reduce or avoid these kinds of demands in order to ensure a comfortable working environment. When employees avoid challenging tasks or mastery of experience at work, they reduce their demands and, in turn, their engagement. This can lead to their being under-prepared to perform effectively in new situations (Petrou et al., 2018). In contrast to the other dimensions, hindering job demands impede individual development, goal achievement, as well as effective functioning. However,

when prolonged stress compromises employees' health, they ultimately need alternative methods to cope as the demands are linked to undesirable feelings (Tims et al., 2013).

2.5.1.3 INCREASING SOCIAL JOB RESOURCES

Work related resources are the psychological, physical, organisational, and social facets that support growth, assist employees in attaining objectives, and alleviate the cost of work related demands (Kotze, 2017). Employees increase social job resources by looking for inspiration, guidance, coaching, and feedback. Discussions with their supervisors, subordinates, and peers build the desired social support structure (Bell & Njoli, 2016; De Beer et al., 2016; Huang et al., 2020; Petrou et al., 2018; Siddiqi, 2015; Zahoor, 2018). Job resources come from the organisation through the social networks in the workplace, the manner in which they arrange the job, and from tasks that include opportunities for growth and advancement, social support, organisational support and job security (Kotze, 2017).

When employees seek resources, they increase their resource pool. This improves their work engagement and equips them with tools to increase their performance because resources foster goal attainment. Furthermore, job resources support employees through organisational changes as it helps them to adjust to new situations and reduce uncertainty (Petrou et al., 2018). Positive workspaces with great managerial support and organisational practices pave the way for satisfaction within the workplace, thus leading to an increase in the employee's engagement and mental well-being (Kotze, 2017).

Job resources contribute to the intrinsic and extrinsic motivational roles. By satisfying employees' basic needs and attainment of objectives, it is probable that resources promote greater engagement levels. In addition, employees who experience perceived support, a good management relationship and autonomy show good work engagement (Alzyoud, Othman & Isa, 2015; Brunetto, Shacklock, Teo & Farr-Wharton, 2014; Gordon et al., 2018; Kotze, 2017). Employees, who have received support from their colleagues, feedback, coaching, and professional growth, are more likely to be energetic and devoted towards their work (Kotze, 2017).

2.5.1.4 INCREASING CHALLENGING JOB DEMANDS

Employees reconfigure their role with the aim of making it more challenging. This behaviour indicates increasing challenging job demands (Zahoor, 2018). Employees increase stimulating job demands to remain interested in their role and prevent tedium by broadening the scope in their job

or mixing the tasks of their role to make it challenging (Petrou et al., 2018; Siddiqi, 2015). Seeking challenges in the workplace includes seeking different duties after one has been completed, or tackling additional duties (Petrou, Demerouti, Peeters, Schaufeli & Hetland, 2012; Petrou et al., 2018). When individuals believe that there is a lack of opportunities to utilise their skills and abilities within the workplace, they increase their work demands by taking over tasks from their supervisor or they volunteer for projects (Huang et al., 2020).

Bell and Njoli (2016) add that employees develop competencies to attain difficult goals, and increase growth and satisfaction in the role. Research has shown that challenging job demands are stimulating and affect an employee's motivation positively (De Beer et al., 2016). Employees who seek challenges enhance their readiness to embrace organisational change and, in turn, increase their performance and motivation in new tasks (Petrou et al., 2018). Taking on additional accountabilities, or concentrating on the challenging facets of a task or change within the organisation, improves employees' work engagement and supports their adjustment (Petrou et al., 2018). Employees see increasing challenging demands as personal growth when they are able to overcome the challenges (Tims et al., 2013).

The following section will take a closer look at work engagement, as well as the elements and outcomes that encompass it. According to research, engagement is seen as a consequence of job crafting which has positive implications for the employee and organisation.

2.6 WORK ENGAGEMENT

Since the inception of the work engagement concept, first coined by Khan in the 1990s, the effects of work engagement research has rapidly increased (Bakker & Albrecht, 2018). Work engagement is seen as utilising the employees' entire selves in the job, and is expressed emotionally, physically and cognitively throughout their performance. Therefore, engagement requires employees to be psychologically present, employing absorption and attention, when they occupy and perform a work role (Boikanyo & Heyns, 2019). Absorption refers to how engrossed employees feel in their job. Attention is the cognitive availability and time spent thinking about the job (Boikanyo & Heyns, 2019; Rothbard & Patil, 2011).

The research embarked on by Schaufeli, Salanova, Gonzalez and Bakker in 2002 influenced the understanding of work engagement. Schaufeli and his associates theorised engagement into three

dimensions, namely absorption, vigour and dedication (cited in Boikanyo & Heyns, 2019; De Beer et al., 2016; De Braine & Roodt, 2010; Siddiqi, 2015).

Employees who show motivating, proactive and involved behaviours display increased drive and are engrossed in work activities (Bakker, 2011; Bakker & Albrecht, 2018; Bakker & Demerouti, 2008; Borst, Kruyen & Lako, 2017; De Braine & Roodt, 2010; Peral & Geldenhuys, 2016; Sakuraya et al., 2016; Vallieres, McAuliffe, Hyland, Galligan & Ghee, 2017). Dedication and vigour are work engagement's core components, and absorption is the consequence (Kotze, 2017; Taris, Ybema & van Beek, 2017).

Employees who identify with their role are dedicated, normally excited, enthused, and absorbed in their work (De Braine & Roodt, 2010). Boikanyo and Heyns (2019) add that it is essential for organisations to have engaged employees, in order to prosper.

Khan introduced three antecedent conditions of work engagement, namely psychological meaningfulness, safety and availability (cited in Boikanyo & Heyns, 2019). Autonomy and challenge influence psychological meaningfulness. Psychological availability is dependent on the employee having adequate resources like confidence and psychological safety. An organisation that offers consistent and supportive co-worker interaction allows for greater engagement (Boikanyo & Heyns, 2019; Siddiqi, 2015).

2.6.1 DIMENSIONS OF WORK ENGAGEMENT

2.6.1.1 DEDICATION

Dedication is the psychological engrossment in the employee's job, having associated meaning to the job, feeling inspired and seeing work as challenging (Bakker, 2011; Bakker & Demerouti, 2008; Tims et al., 2013; Vallieres et al., 2015; Wassink, 2018). Dedicated workers experience enthusiasm, motivation, meaning, and challenge (Boikanyo & Heyns, 2019; De Beer et al., 2016; Kotze, 2017; Siddiqi, 2015). Kotze (2017) adds that dedication is both an affective and cognitive process that may occur when the employee thinks about tasks throughout non-working hours, or while engaging with others.

2.6.1.2 VIGOUR

Vigorous employees show mental resilience while they work. Boikanyo and Heyns (2019) describe vigour as increased levels of energy and psychological resilience whilst performing one's work, the preparedness to exert energy in the work, and perseverance even when confronted with challenges. They exert energy even when faced with challenges, and continue working regardless of work difficulties (Bakker, 2011; Bakker & Demerouti, 2008; De Beer et al., 2016; Kotze, 2017; Siddiqi, 2015; Tims et al., 2013; Vallieres et al., 2017; Wassink, 2018). Employees experience vigour in the workplace as inspiring and something to which the employee wants to dedicate their energy and time (Bakker, Tims & Derks, 2012).

2.6.1.3 ABSORPTION

Absorption describes employees' engagement with their work, such that time quickly passes by and it is challenging detaching themselves from the job (Bakker, 2011; Bakker & Demerouti, 2008; Peral & Geldenhuys, 2016; Siddiqi, 2015; Tims et al., 2013; Vallieres et al., 2017; Wassink, 2018). Absorption is the element that is the result from having the needed vigour and dedication towards the job (De Beer et al., 2016).

2.6.2 OUTCOMES OF WORK ENGAGEMENT

There are various positive outcomes associated with work engagement, both for the employee and for the organisation. Aspects like employee turnover intention and affective commitment influence work engagement, and drive individual attitudes and behaviour. Studies show that engaged employees are in good health physically and psychologically, and are committed (Bakker, 2011; Bakker & Demerouti, 2008; Borst et al., 2017).

Work engagement is associated with desirable behaviours, like organisational citizenship behaviour, enthusiasm, a sense of belonging towards the organisation, job satisfaction, a lower degree of employee turnover intention, and improved performance (Siddiqi, 2015). Bakker and Demerouti (2008) suggest that engaged employees lead to crossover engagement individuals of one team, which increases performance.

Positive emotions expressed by employees are a benefit of engagement (Bakker & Demerouti, 2008). Engaged and happy employees are able to recognise work opportunities more easily; they enjoy various outdoor type of activities, and are helpful, hopeful, and confident. Engaged

employees express happiness, and keenness, which expands the manner in which they think about things, signifying that these employees are constantly reviewing their personal resources (Bakker, 2011).

Furthermore, engaged employees are able to produce resources by requesting feedback from their colleagues and their supervisor and increasing their challenging job demands (Bakker, 2011; Bakker & Demerouti, 2008). They are able to nurture relationships centred on warmth and trust with colleagues, and mature as individuals (Siddiqi, 2015).

In addition, organisations can benefit from engaged employees who mould the demands and resources of their workspace to best suit their needs and requirements (De Beer et al., 2016). Engaged employees are seldom absent from their jobs, report less intent to quit their jobs, are motivated to increase their work related resources and demands, and develop a challenging working environment (Wassink, 2018).

Former studies conducted by several researchers reveal that one's engagement has a positive result of feeling that one's work is significant (Littman-Ovadia & Steger, 2010; Steger, Dik & Duffy, 2012; Steger, Littman-Ovadia, Miller, Menger & Rothmann, 2013; Wassink, 2018). The outcomes of a research by Lu, Wang, Lu, Du and Bakker (2014) cited in Wassink (2018), reveal that employees who are engaged craft their job in a relational and physical manner that creates a greater fit between individuals and their role.

However, if employees' satisfaction and engagement are not ideal, it may have unfavourable outcomes for the organisation, like increase in employee turnover intention, reduced commitment and lower work productivity (De Beer et al., 2016).

2.7 ORGANISATIONAL COMMITMENT

Managerial literature has found organisational commitment an essential organisational concept, due to its positive relationship with efficiency and performance (Altindis, 2011; Eslami & Gharakhani, 2012; Gangai & Agrawal, 2015). Commitment to the organisation is a central and desirable employee behaviour that seems almost elusive in the workplace. As a result of this, a great portion of research has been devoted to understanding the consequences, nature and antecedents of organisational commitment (Alrowwad, Almajali, Masadeh, Obeidat & Aqqad, 2019).

According to Noraazian and Khalip (2016), organisational commitment is a multi-dimensional concept understood in many different ways. It describes the extent to which employees are loyal to their organisation (Gangai & Agrawal, 2015). Suparjo (2017) refers to it as a psychological condition characterised by the relationship between the employee and the organisation. Organisational commitment is crucial to attracting and retaining qualified talent (Eslami & Gharakhani, 2012). Committed employees identify with the organisational objectives, feel involved in tasks, and are loyal towards the organisation (Suparjo, 2017).

Commitment, according to Eslami and Gharakhani (2012), explains the consistencies relating beliefs, behaviour, and behavioural choices. Additionally, Suparjo (2017) distinguishes commitment into two categories, namely, attitudinal and behavioural commitment. Attitudinal commitment is the manner in which individuals reflect on the degree to which their personal values and objectives fit in with that of the organisation. Behavioural commitment is the way in which individuals show their attachment to the organisation and how they deal with organisational issues (Mulky, 2012; Suparjo, 2017).

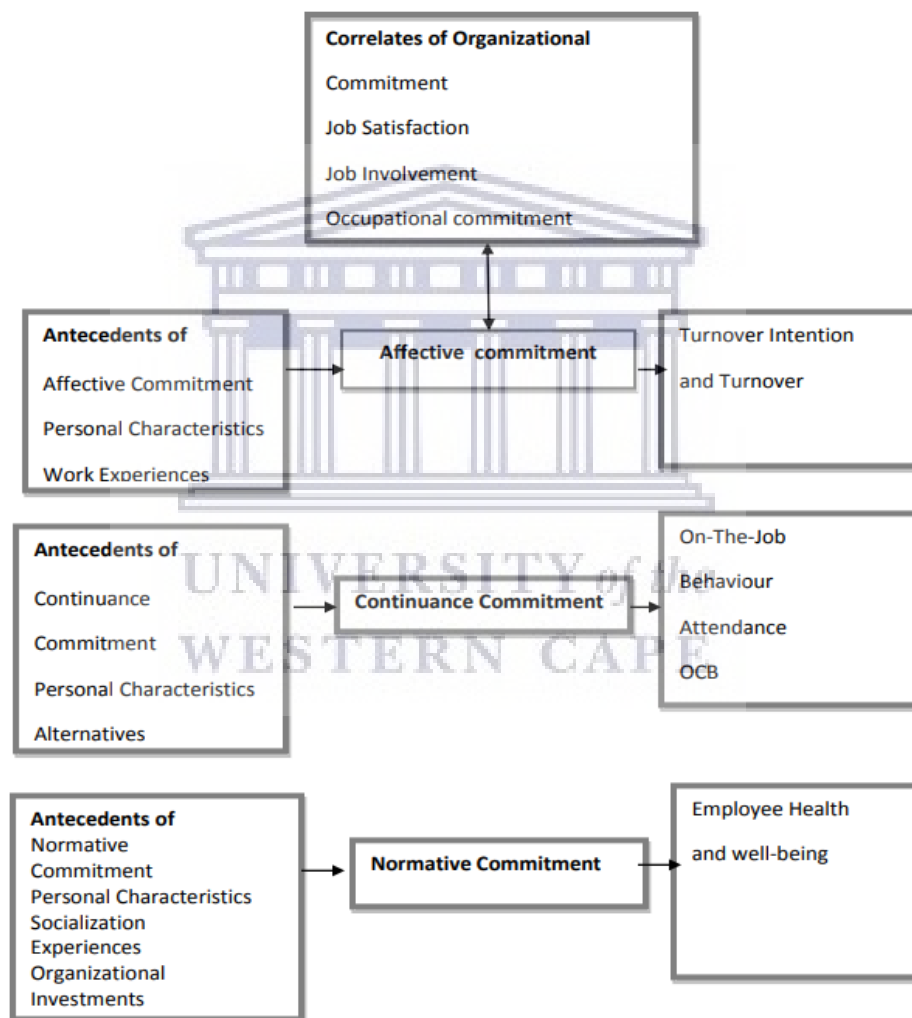
Employees who lack commitment feel that they are stuck in their role with few opportunities for career development, that their work lacks meaning and purpose, that they make little difference, and do not see a connection or valued outcome to their role. They feel they are being treated unfairly when they compare themselves to others, taken advantage of, and helpless. They feel that their workload is unreasonable, that the organisation is inefficient and ineffective, and do not appreciate nor value workplace diversity (Folkman, 2014). They are therefore prone to absenteeism, leaving the organisation open to excessive employee turnover (Eslami & Gharakhani, 2012). Non-committed employees may scare outsiders by describing the organisation in a negative view, thus preventing the organisation from recruiting top quality employees (Alrowwad et al., 2019).

2.7.1 ALLEN AND MEYER'S THREE-COMPONENT MODEL

The Three-Component Model of commitment developed by Meyer and Allen (1991; 1997) is a leading way of looking at organisational commitment (Alrowwad et al., 2019). It proposes that there are three simultaneous mind-sets in organisational commitment (Eslami & Gharakhani, 2012; Noraazian & Khalip, 2016; Suparjo, 2017), namely:

1. In affective commitment, the employee wants to remain within the organisation due to the feeling of attachment as well as identification with the organisation through positive working experiences.
2. In continuance commitment, the employee feels stuck but stays with the organisation because it is too costly to leave.
3. In normative organisational commitment, the employee feels a moral obligation towards the organisation.

Figure 2: A Three-Component Model of Organisational Commitment



Source: Noraazian & Khalip, M. (2016). A three-component conceptualization of organization commitment. *International Journal of Academic Research in Business and Social Sciences*, 6(12), 16-23. https://hrmars.com/papers_submitted/2464/A_three-Component_Conceptualization_of_Organizational_Commitment.pdf

2.7.1.1 DIMENSIONS OF ORGANISATIONAL COMMITMENT

2.7.1.1.1 AFFECTIVE COMMITMENT

Affective commitment is the mental and emotional affection towards the organisation expressed through the employee's identification and affirmative feelings towards the organisation. The employee wants to see the organisation succeed in its objectives and feels proud in being a member of the organisation (Altindis, 2011; Eslami & Gharakhani, 2012; Gangai & Agrawal, 2015; Noraazian & Khalip, 2016). Affective commitment is the development of psychological affinity to an organisation, the employee's association with the organisation, and their wish to remain with it (Noraazian & Khalip, 2016). Moreover, affective commitment is the emotional affinity that employees feel towards the organisation and their belief in its values (Suparjo, 2017).

Affective commitment, a desirable workplace behaviour, has been associated with a reduction in absenteeism, good turnover, good job performance, increased productivity, organisational effectiveness, organisational citizenship behaviour, job satisfaction, and good organisational behaviour (Nagar, 2012; Noraazian & Khalip, 2016; Suparjo, 2017). Employees who display affective commitment have a motivational desire to stay with the organisation and contribute significantly to it. They work harder, show better work outcomes, and support the organisation's policy (Suparjo, 2017).

2.7.1.1.2 CONTINUANCE COMMITMENT

Continuance commitment, built on the Becker's side-bet theory, suggests employees who have worked for several years in an organisation have accumulated investments such as work effort, time, as well as organisation specific abilities that are costly to replace or lose (Noraazian & Khalip, 2016). Employees express continuance commitment through feeling attached to the values received from the organisation, and includes relocation, the transferring of skills and employee pension (Altindis, 2011).

Knowing the accumulative investments, employees evaluate these by assessing what they offer the organisation versus what they are able to gain from the organisation, and the losses they will incur if they leave the organisation. Employees also develop continuance commitment when they feel that they do not have the required skills to compete for an alternative job; they become more committed to the organisation because of the limited opportunities (Noraazian & Khalip, 2016). Eslami and Gharakhani (2012) describe continuance commitment as the desire to continue

working at the company founded on the perceived ideas of associated cost with leaving. This form of commitment derives from the employee's fear of the unknown and, as a result, the employee stays with the organisation (Gangai & Agrawal, 2015). Altindis (2011) adds that the employee believes if the employee withdraws from the company, they will lose their authority and income, thus their energy and time spent at the company obliges them to stay.

2.7.1.1.3 NORMATIVE COMMITMENT

Normative commitment is the degree to which the individual assumes social norms that dictate that they should be committed to the organisation (Altindis, 2011; Eslami & Gharakhani, 2012; Gangai & Agrawal, 2015).

Donald, Hlanganipai, and Richard (2016) argue that there is no relationship between the support employees receive from the organisation and normative commitment. This suggests that whether or not the company offers support to its employees it does not affect the degree of their normative commitment. Noraazian and Khalip (2016) purport that normative commitment reveals the commitment based on the perceived responsibility the employee has concerning the organisation, for example, adherence to company customs of mutual benefit. Employees feel obligated to invest in an organisation that has invested time and money in their training and development (Noraazian & Khalip, 2016).

2.7.2 OUTCOMES OF ORGANISATIONAL COMMITMENT

There are various positive outcomes associated with organisational commitment, both for the organisation and for the employee. Commitment is essential for determining organisational success. Supervisors utilise organisational commitment as a tool to analyse the degree to which the individual is loyal to the company and identifies with set organisational objectives (Alrowwad et al., 2019).

Greater continuance and affective organisational commitment relates to the apparent support from the organisation. Employees are committed emotionally towards a company that provides them with support (Donald et al., 2016). In addition, Suparjo (2017) also highlights this. Employees experience continuance commitment as they may feel there is a lack of opportunity to relocate or receive a higher salary due to the lack of resources available. Suparjo (2017) suggests normative commitment is a perceived obligation to stay with the organisation for moral and ethical reasons.

Employees with normative commitment have a positive relationship with job performance, work attendance, and organisational citizenship.

Behaviours considered for organisational effectiveness include employees remaining with the organisation, carrying out role specific requirements, and engaging in spontaneous and innovative activities that go beyond the employees' role requirements (Alrowwad et al., 2019). There are six behaviours employees display when they are committed to the organisation according to Suparjo (2017). They

- (i) work together;
- (ii) are willing to do anything for the good of the organisation;
- (iii) believe in the organisation's products;
- (iv) recommend the company as a great place to work for;
- (v) will stay with the organisation for the next few years;
- (vi) would refuse, if offered to move to another organisation with a higher salary

Noraazian and Khalip (2016) consider organisational commitment to be an important contract of employee attachment. Organisational commitment is seen as the desire to continue with their company. Also, Alrowwad et al. (2019) notes that organisational commitment benefits the society as it

- (i) decreases job movement;
- (ii) increases national productivity;
- (iii) improves the quality of work;
- (iv) increases employee resilience;
- (v) decreases employee turnover;
- (vi) improves how employees are able to adjust to organisational change

2.8 RELATIONSHIP BETWEEN JOB CRAFTING, ORGANISATIONAL COMMITMENT AND WORK ENGAGEMENT

Siddiqi (2015) focused on the job crafting methods and work engagement of service employees. The aim of the research was to evaluate the positively associated effects of work engagement on these individuals and to review if the engaged individual's attitude positively influences their customer. Job crafting positively affects employee dedication, motivation, effort level, and

engagement, as well as their commitment towards the organisation (Crawford, LePine & Rich, 2010; Siddiqi, 2015).

A study conducted by Bakker et al. (2015) investigated whether changing an employee's working environment would influence the employee's own and their colleague's work engagement. The authors suggest that individuals emulate one another's job crafting behaviours and, in turn, affect one another's work engagement. Social and structural job resources, as well as challenging job demands, positively relate to engagement, while decreasing hindering job demands was unrelated to work engagement (Bakker et al., 2015).

Clear links amid work engagement and the job crafting dimensions can be found. Numerous studies conducted have indicated the positive outcomes thereof. Line managers need to align efforts and strategy, encourage and promote collaboration, empower employees, provide support and recognition, and help to grow and develop employees to ensure a highly involved workforce (Boikanyo & Heyns, 2019). In 2003, Perrin (cited in Boikanyo & Heyns, 2019) identified workplace attributes that would result in an engaged employee. They include having the ability to make decisions, challenging work, and management's interest in the well-being of the employee.

Employees who experience positive working environments through job resources like support, and positive personal resources like self-worth, tend to be highly engaged (Kotze, 2017; Sonnentag, 2017). Furthermore, Kotze (2017) viewed engagement as a fulfilling, positive and work-related state of mind where individuals view themselves as being able to control their work demands. A study undertaken in the retail banking service has identified engagement with one's work as the connection between job crafting and the outcomes of good client experience. It also indicates their devotion towards the organisation (Siddiqi, 2015).

Ogbuanya and Chukwuedo (2017) investigated the numerous roles of work engagement and commitment in the job crafting – job satisfaction relationship. The study was amongst electrical lecturers in Nigerian universities. The research found a positive relationship with job crafting, organisational commitment, work engagement and job satisfaction. The authors note that a growth in engagement behaviours of lecturers results in a growth in their satisfaction in their job as well as organisational commitment. The results reveal that job crafting develops the individual's capabilities to show commitment and engagement within the working environment.

Job crafting has been positively associated with organisational commitment (Demerouti & Bakker, 2014). Person-job fit is the matching of the role requirements with the person's personality and ability, and the compatibility level of the individual with their job (Iqbal, 2016). When employees see a fit between themselves and the organisation, they probably experience their job as meaningful, thus leading to greater work performance, satisfaction in their job as well as retention within the company (Berg et al., 2013; Demerouti & Bakker, 2014). An employee is more likely to be effective when there is an alignment between him/herself and their work attributes. The less the similarity between employees and their attributes required for the role, the more employees display job crafting behaviours in order to attain the fit between themselves and their role (Bell & Njoli, 2016).

The study embarked on by Huang et al. (2020) revealed a strong connection between job crafting and organisational commitment. The research suggested temporary nurses in Chengdu university hospitals strongly identify with and feel attachment towards the organisation when they have a higher job crafting in their work. Temporary nurses who are involved with job crafting more frequently design their environment to fit required needs better, thus increasing their organisational commitment. The authors note that increasing the employee's work related resources leads to valued employee results, such as satisfaction in the employee's job, commitment towards the organisation, and engagement.

Organisations request greater employee performance, while employees want greater support and better conditions of work. Organisational identification is important for both, as this means the employee will remain with the organisation in good and bad times (Bacaksiz, Tuna & Seren, 2017). The study by Bacaksiz et al. (2017) investigated the relationship between organisational identification, employee-nurse performance, job crafting levels of nurses, and the socio-demographic characteristics affecting the concepts. The findings were a positive relationship between organisational identification, job crafting, and employee performance.

2.9 RESEARCH HYPOTHESES

Founded on the literature framework, the subsequent hypotheses were established:

H1: There is a significant relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources and

increasing challenging job demands) and work engagement among employees in a selected financial services organisation.

H2: There is a significant relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and organisational commitment among employees in a selected financial services organisation.

H3: Either increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands explains the biggest proportion of the variance in organisational commitment.

H4: Either increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands explains the biggest proportion of the variance in work engagement.

2.10 CONCLUSION

Chapter Two discussed the literature review related to job crafting, work engagement and organisational commitment. This chapter discussed the job design concept, followed by the review of the Job Demands-Resources Model, work engagement and organisational commitment constructs. A further review into the relationships between job crafting, work engagement and organisational commitment was undertaken. The intent of the chapter was to outline the concepts through current literature. The subsequent chapter details the research method utilised for the study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter Two provided an overview of the constructs being investigated in this study (namely, job crafting, organisational commitment and work engagement). The literature and discussion of the results of preceding research assisted in the formulation of the research hypotheses of the current study. The present chapter outlines the methodology that will investigate the relationships. According to Almalki (2016), research methodology is the processes researchers utilise to describe explain and predict phenomena, and make conclusions, which they see as accurate and true. This chapter will also address the research design and data collection method, and describe the population and selection procedure used to identify the sample. Furthermore, the chapter will explain the statistical analysis used to test the hypotheses. It will also discuss the instruments used to gather the data as well as their respective psychometric properties, and conclude with ethical considerations.

3.2 RESEARCH DESIGN

Research design is the beginning of the research process where the concern to be investigated is outlined. Further, the research unpacks the concern investigated through the literature review. The questions to be asked in research are proposed, the methodology to be utilised is outlined, and lastly deductions are formulated (Harwell, 2011). The research design utilises evidence-based techniques and guidelines that offer the tools and framework for guiding the study (Majid, 2018).

In the present study, a quantitative, questionnaire-based approach was utilised. The quantitative approach utilises numerical data, which saves time and resources (Almalki, 2016; Daniel, 2016; Harwell, 2011; Mudra, Matotek & Jakus, 2012). It ensures testability of hypotheses, and that relationships between variables can be determined (Hoe & Hoare, 2012). The study distributed a questionnaire through an online platform. The tool utilised was familiar, user friendly and accessible to the employees within the organisation. This method saved the researcher time and effort and resulted in positive participation. The target could be a larger sample due to accessibility, which resulted in greater responses, and led to rich data that could be analysed. Data could be retrieved easily, and downloaded from the online tool into an excel file, assisted the researcher in tracking the completion rate for the duration that the questionnaire was active. Conclusions drawn from the results are facts driven and unbiased as they were based on the numerical data retrieved.

The researcher examined the data with the statistical package for social sciences (SPSS) (Daniel, 2016). Four hypotheses guided the current study's objectives. The objectives provided guidance for the focus of the presentation of the results discussed in Chapter Four.

3.3 RESEARCH METHOD

The current study utilised a cross-sectional collection method. This approach allows gathering of data at a specific point in time, considers the relationship between different variables, and facilitates a statistical summary of the data (De Beer, Tims & Bakker, 2016). Researchers collect data from the sampled elements to gather information about the general population. Conducting cross-sectional studies is reasonably fast, inexpensive, and provides information about the prevalence of outcomes or exposure (Sertia, 2016). It can however, be difficult to derive causal relationships from the analysis, which can be prone to certain biases due to this. The purpose of the study was to collate data collected from a sample at a point in time to explore the relationship between job crafting on organisational commitment and work engagement.

Research paradigms are essential drivers for good research. Positivists and post-positivists have two essential assumptions, namely generalisability and objectivity. Positivist researchers consider knowledge measurable and observable. They use numeric measurements to examine individual's behaviours (Abu-Alhaija, 2019). Therefore, the present study was done from the positivistic paradigm. This is because the current study utilised the quantitative approach. Questionnaires, with close ended questions, allowed for participants to rate their experience of reality, thus providing the researcher with an objective view of the participants experiences.

3.4 POPULATION AND SAMPLE

3.4.1. POPULATION

The term population is the complete event, group of things, or people of interest the researcher wants to explore and generalise from (Boikanyo & Heyns, 2019; Majid, 2018; Sekaran & Bougie, 2013). Hence, the research population in the current study consisted of 7317 employees from a financial services organisation in the Western Cape. In March 2020, 6197 were permanent employees and 1120 temporary employees.

3.4.2 SAMPLE

Boikanyo and Heyns (2019) suggest a sample to be the selected group of people in the study, based on the members in the population. The sample is typically a depiction amount of the population, and if the sample represents the population, results and conclusions can be generalised to the population. Furthermore, Majid (2018) proclaims that it is often not feasible or appropriate to recruit the population in the research study; therefore, researchers would utilise a sample from the population of interest. Convenient sampling collects data from individuals of the population who are available to provide the information. The sample size for a given population size between 6000, 7000 and 8000 should be between 361, 364 and 367 respectively (Sekaran, 2003).

The study targeted permanent employees due to their accessibility for participation in the study. Five hundred and five participants took part. Their positions ranged from specialists to employees being accountable for their own deliverables, and to managers responsible for managing other managers as well as functions. Participants each received a questionnaire and a link inviting individuals to partake in the study.

3.5 DATA COLLECTION

Data collection uses primary or secondary sources. Primary data collection is based on first-hand experience. The data is unpublished and deemed objective and reliable. Sources of primary data include experiments, surveys, questionnaires, interviews, and observations. By utilising primary data, the researcher is able to collect data specific to the concern under investigation, feel confident about the quality of the data collected, and can obtain additional data during the study period. By using the primary data collection method, the researcher is required to collect the data, deciding what, why, when and how to collect the data, maintain ethical considerations (consent, permission), and ensure the data collected is of a high standards (Kabir, 2016). Secondary data collection is from published sources such as records, biographies, books, newspapers, data archives, internet articles, and databases (Kabir, 2016).

For this study's purpose, primary data was collected by utilising an online questionnaire. Prior to collecting the data, the Human and Social Sciences Research Ethics Committee at the University of the Western Cape gave ethical clearance. Furthermore, the researcher and the organisation representative signed an agreement for the granting of permission to administer the questionnaire to participants. The documents outlined the research and methodology to be undertaken, and the

potential outcomes of the study for the organisation. The basis for the permission granted was that the data was for academic purposes and that the identity of the organisation be as far as possible omitted. The researcher ensured that best practices would be followed, ensuring that the identities of the individuals involved in the study, would be protected.

The researcher created a survey link via an internal online platform, and then sent an email to participants with a link to the questionnaire. It explained who the researcher was, and the rationale for the study, and requested the employee to partake in the research. It provided the approximate time of the duration of the questionnaire, and stated that participation was voluntary. Moreover, the letter informed participants that responses would be anonymous; all information provided would be confidential and used for the intended research only and that participants could remove themselves from the study without consequences. If the participant agreed to partake in the study, they indicated as such by clicking that they agree to participate. Upon clicking their agreement, the online tool opened the questionnaire for them to continue and complete the questionnaire. Any email recipients who did not wish to participate could indicate so via the link and the researcher thanked them for their time.

3.6 MEASURING INSTRUMENTS

The four questionnaires used to gather the data were a biographical questionnaire, the Job Crafting Scale, the Utrecht Work Engagement Scale, and the Organisational Commitment Questionnaire.

3.6.1 BIOGRAPHICAL QUESTIONNAIRE

A self-developed questionnaire was used to acquire demographic data, namely gender, race, age, management level, and tenure from the sample (see Appendix B).

3.6.2 JOB CRAFTING SCALE (JCS)

3.6.2.1 COMPOSITION AND PSYCHOMETRIC PROPERTIES

The Job Crafting Scale (JCS) utilised evaluated participant's job crafting behaviour (Tims, Bakker & Derks, 2012) (see Appendix C). The questions asked participants to indicate how regularly they engaged in certain behaviours in the workplace. The development of the scale was to assess the individual's job developing behaviours (Bacaksiz et al., 2017).

The Job Crafting Scale comprised of 21 items measured by four dimensions, each scored on a five-point Likert-type scale, namely with response options ranging from 1 (never) to 5 (very often). The four subscales, according to Bacaksiz et al. (2017), are:

- (i) Increasing structural job resources,
- (ii) Increasing social job resources,
- (iii) Increasing challenging job demands and
- (iv) Decreasing hindering job demands.

The four dimensions, according to Tims et al. (2012) are:

- (1) *Increasing structural job resources* is measured using five items. Example items would be, “I try to learn new things at work” and “I make sure I use my capabilities to the fullest.”
- (2) *Increasing social job resources* is measured using five items. Example items would be, “I ask my supervisor to coach me” and “I ask others for feedback on my job performance.”
- (3) *Increasing challenging job demands* is also measured using five items. Example items would be, “I try to make my work more challenging by examining the underlying relationships between aspects of my job” and “When there is not much work to do at work, I see an opportunity to start new projects.”
- (4) Measurement of *Decreasing hindering job demands* uses six items. Example items would be, “I try to ensure that my work is emotionally less intense.”

The internal consistency coefficients of the subscales of the scale varied between .85 and .82 (Bacaksiz et al., 2017). The Job Crafting Scale shows convergent validity when correlated with the personal initiative, and the inactive construct cynicism. Self-reports of job crafting correlate positively with colleague rating of work engagement, employability, and performance. This supports the criterion validity of the Job Crafting Scale. Self-rated job crafting behaviours correlate positively with peer-rated job crafting behaviours. The developers report that the scale measures four independent factors, with a reliability coefficient considered to be adequate (with $\alpha = .71$, with $\alpha = .78$, with $\alpha = .69$, and with $\alpha = .73$ respectively) (Tims et al., 2012).

The reliability analysis found all four job-crafting dimensions show good internal consistency and person separation (Peral & Geldenhuys, 2016). The reliability and separation statistics for each dimension were as follows: *Increasing structural job resources* (person reliability = .81, PSI = 2.07, $\alpha = .84$); *Increasing social job resources* (person reliability = .80, PSI = 2.02, $\alpha = .83$); *Increasing challenging job demands* (person reliability = .79, PSI = 1.92, $\alpha = .81$); and *Decreasing*

hindering job demands (person reliability = .78, PSI = 1.86, $\alpha = .81$). Furthermore, the instrument was analysed with respect to its dimensionality, category functioning, reliability, and ability to measure invariantly across men and women. The results reveal that the JCS is multi-dimensional (Peral & Geldenhuys, 2016).

3.6.3 THE UTRECHT WORK ENGAGEMENT SCALE (UWES)

3.6.3.1 COMPOSITION AND PSYCHOMETRIC PROPERTIES

The Utrecht Work Engagement Scale (UWES) (see Appendix D) is a well-known self-report instrument that measures an individual's level of engagement in their work and can determine the causes and consequences of engagement (Schaufeli & Bakker, 2004; Vallieres et al., 2017). There are 23 language translations of the UWES and various cultural contexts use the scale, including China, Finland, and the United States of America (Vallieres et al., 2017).

The scale contains seventeen items and is scored on a seven-point Likert-scale ranging from 0 (never) to 6 (always). It measures three dimensions of work engagement, namely vigour, dedication, and absorption. The items score positively, meaning that no items require reverse scoring. The internal consistency and reliability for the three subscales range between .68 and .91 (Field & Buitendach, 2011).

Vigour is assessed by six items (1, 4, 8, 12, 15, and 17) and makes reference to high levels of energy and resilience, the willingness to invest effort, not easily fatigued, and persistence in the face of difficulties (Boikanyo & Heyns, 2019; De Beer et al., 2016; Schaufeli & Bakker, 2004). Examples of statements include "At my work, I feel bursting with energy," and "At my job, I feel strong and vigorous" (Boikanyo & Heyns, 2019). Individuals who score high on vigour have energy and stamina when they are working, whereas individuals who score lower on vigour have less energy, zest and stamina with regard to their work (Boikanyo & Heyns, 2019; De Beer et al., 2016; Schaufeli & Bakker, 2004).

Dedication assessed by five items (2, 5, 7, 10, and 13) derives a sense of importance from an individual's work, feeling enthusiastic and proud about one's work, and feeling inspired and challenged by one's job. Examples of statements include "I find the work that I do full of meaning and purpose," and "I am enthusiastic about my job." Individuals who score higher on dedication strongly identify with their work. They experience their work as meaningful, inspiring, and challenging, and usually feel excited and proud about their work. Individuals who score low do

not identify with their work and have the opposite working experience compared to those who score high (Boikanyo & Heyns, 2019; De Beer et al., 2016; Schaufeli & Bakker, 2004).

Absorption measured by six items (3, 6, 9, 11, 14, and 16) refers to the individual being so absorbed in their work that time passes quickly and they find it challenging to detach from their work. Some examples for this dimension would be, “Time flies when I’m working,” “When I am working, I forget everything else around me,” and “I feel happy when I am working intensely.” Individuals who score high on absorption feel happily engrossed and immersed in their work and show difficulty in detaching from their work when it takes them away. Individuals who display a low score are not engrossed or immersed in their work and do not display difficulties detaching from their work, nor do they forget everything around them (Boikanyo & Heyns, 2019; De Beer et al., 2016; Schaufeli & Bakker, 2004).

Concerning the psychometric properties when applied to a South African context, the UWES has proven valid for use in the country (De Bruin, Hill, Henn & Muller, 2013; Jacobs, Renard & Snelgar, 2014; Peral & Geldenhuys, 2016; Simons & Buitendach, 2013). Additionally, De Bruin et al. (2013) study utilised the Rash model to provide insight into the dimensionality of the UWES-17. They assessed whether interpretation of work engagement should be as a single overall score, in three separate scores, or as a combination. The results show that work engagement treated as a uni-dimensional construct, in which interpretation of the scores is in a summative manner, gives a single global score.

The UWES had acceptably reliable coefficients as well as strong internal consistency for both international and South African contexts (Coetzee & De Villiers, 2010; Rothmann & Rothmann, 2010). The UWES also had acceptable Cronbach’s alpha coefficients greater than 0.9. The reliability coefficient was 0.95 and the constructs of vigour, dedication and absorption presented internal reliabilities of 0.90, 0.86 and 0.85, respectively (Simons & Buitendach, 2013). Jacobs, Renard and Snelgar (2014) reported the reliability coefficient for the total UWES being 0.82.

3.6.4 ORGANISATIONAL COMMITMENT QUESTIONNAIRE

3.6.4.1 COMPOSITION AND PSYCHOMETRIC PROPERTIES

The Organisational Commitment Questionnaire (OCQ) developed by Mowday, Steers and Porter (1979) measures individuals’ general affective reaction towards the organisation. The OCQ measures three dimensions, namely a strong belief in and acceptance of the organisation’s goals

and values, a readiness to exert considerable effort on behalf of the organisation, and a strong desire to remain a member of the organisation (Geldenhuys et al., 2014; Kacmar, Carlson & Brymer, 1999; Leite, de Aguiar Rodrigues & de Albuquerque, 2014).

The questionnaire asks how the individuals feel about the organisation and measures them on a seven-point Likert scale which ranges from 'strongly disagree' (1) to 'strongly agree' (7) (Srivastava, 2013). The OCQ consists of 15 items namely, "I am proud to tell others that I am part of this organisation," and "I talk up this organisation to my friends as a great organisation to work for" (Kacmar et al., 1999; Leite et al., 2014).

The total number of participants' responses was divided by fifteen. The review of internal consistency was done in three ways, namely by item analysis, factor analysis, and Cronbach's α . The Cronbach coefficient alphas are acceptable and ranged from 0.82 to 0.93 (Mowday et al., 1982). The Organisational Commitment Questionnaire (OCQ) correlates well with other affective measures, with an average of $r = 0.70$. The OCQ has been tested on several groups ranging from the public sector to universities with a reliability correlation which ranges from $r = 0.82$ to 0.93, with a median value of 0.90 (Reyers & Pounder, 1993).

Many job categories have used the OCQ because it presents good psychometric properties (Mowday et al., 1979). In a South African context, Geldenhuys et al., (2014) obtained a Cronbach's alpha coefficient of 0.90. The reliability coefficients of the OCQ were .82 (Huang et al., 2020).

3.7 DATA ANALYSIS

Data extracted from the online instrument into a Microsoft excel spreadsheet was transferred into the Statistical Package for Social Sciences (SPSS) version 26 for analysis (SPSS Statistics, 2019). The study utilised both descriptive and inferential statistics in the current study. The objectives were to get an understanding of the data, examine the goodness of the data, and develop hypotheses for the research (Sekaran, 2003).

3.7.1 DESCRIPTIVE STATISTICS

Descriptive statistics transform data into a comprehensible manner. They summarise information into a sound and interpretable structure so that the data can be studied, tested, and used to provide

conclusions in relation to the research problem (Rugg & Petre, 2007). Descriptive statistics define the sample, review if the data is fit for analysis, and answer a specific exploratory or descriptive research question (O'Neil, 2009). Descriptive techniques summarise data in an organised way by outlining relationships between variables. Descriptive statistics include types of variables (nominal, ratio, interval, and ordinal) and measure the central tendency, dispersion/variation, frequency, and position (Kaur, Stoltzfus & Yellapu, 2018). The descriptive statistics appropriate to this study described the sample in percentages and by the measurement of standard deviations and means.

3.7.2 INFERENCE STATISTICS

Inferential statistics are the differences in variables in relation to one another (Sekaran, 2000). They can determine where there are differences between the groups. Inferential statistics try to provide inferences that stem further from the observed information, and can answer questions asked in the research by utilising numerical distinctions tied to abstract thought (Kern, 2013). They call the researcher to provide conclusions regarding a population based off the sample (Sekaran, 2000).

The statistical analyses utilised to investigate the relationships between the three variables of this study, namely, job crafting, organisational commitment and work engagement, are discussed below.

3.7.3 PEARSON PRODUCT MOMENT CORRELATION

The term correlation refers to an association, relationship, connection, link, or correspondence (Mukaka, 2012). Furthermore, Mukaka (2012) uses correlation as a way of assessing a two-way linear link between two continuous variables. A correlation coefficient that indicates a zero displays that no linear relationship exists between continuous variables; a correlation coefficient of -1 and +1 shows a perfect linear relationship. The stronger the correlation, the closer the correlation coefficient comes to ± 1 . In addition, the Pearson Product Moment Correlation coefficient denotes ρ for a population parameter and r for a sample statistic (Mukaka, 2012; Sekaran, 2003). It is useful for studying normally distributed variables affected by extreme values, which may exaggerate or dampen the strength of the relationship. Its use is inappropriate when either or both variables are not normally distributed (Mukaka, 2012).

This study used the Pearson Product Moment Correlation to explore the relationship between the dimensions of job crafting and work engagement as well as job crafting dimensions and organisational commitment.

3.7.4 MULTIPLE REGRESSION

Regression analysis, according to Uyanik and Guler (2013), is a statistical method for approximating the relationship amongst variables that have reason and result relations. Furthermore, regression analysis determines the correlations between two or more variables having cause-effect relations, and makes predictions for the topic by using the relation. Multi-variate regression analysis is a regression model with one dependent variable and more than one independent variable.

This study made use of the multiple regression analysis to determine the proportion of the variance in the dependent variable that is explained by the job crafting dimensions.

3.8 ETHICAL CONSIDERATIONS

Ethics is the appropriateness of the researcher's behaviour in accordance with the rights of the participants partaking in the research (Watkins, 2012). The researcher in this study followed the ethical considerations described below before starting with the research.

Informed consent: Describes the intention of the study under investigation to the participants. Consent by individuals to participate should be voluntary. Participants are required to comprehend what is being asked of them, and should be capable to provide consent (Watkins, 2012).

Transparency: Participants are required to be sufficiently informed about the purpose of the research, understand the information, and be able to choose whether or not to partake in the study (Arifin, 2018; Dooly, Moore & Vallejo, 2017; Fleming & Zegwaard, 2018). The researcher in the current study advised participants about the nature of the current research and they were able to decide if they wanted to participate. All who participated in the study were required to read the covering letter and provide informed consent (see Appendix A).

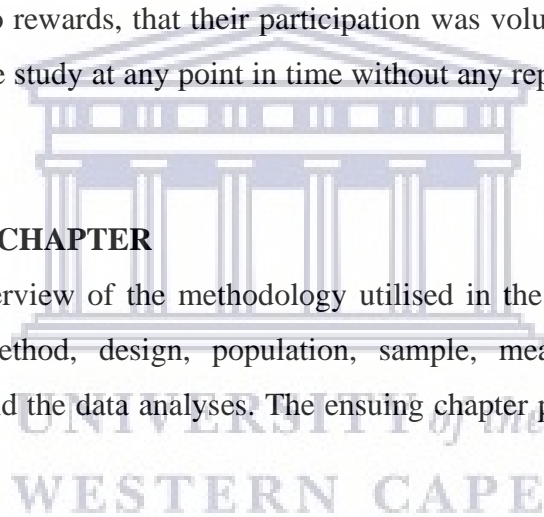
Confidentiality and anonymity: The researcher is required to keep participant responses confidential (Watkins, 2012), and should avoid using their self-identifying statement information.

The researcher preserved participants' anonymity and confidentiality by not revealing their identity when collecting data, nor in the analysis and reporting of findings. Anonymity refers to the participant's identity being unknown to the researcher, whereas with confidentiality, the researcher is aware of the participant's identity but keeps it confidential (Akaranga & Makau, 2016; Arifin, 2018; Dooly et al., 2017; Fleming & Zegwaard, 2018). The participants were informed as to who would access the information provided (see Appendix A). The researcher has protected all participants' identities, and their responses will continue to be confidential. The researcher will only discuss general findings and not allude to individual responses, thereby ensuring that responses cannot be traced back to any particular participant.

Voluntary participation: Watkins (2012) stresses that participating in research must be voluntary, and not coerced by the offering of rewards. In the current study, participants were informed that there were no rewards, that their participation was voluntary, and that they could remove themselves from the study at any point in time without any repercussions (see Appendix A).

3.9 SUMMARY OF THE CHAPTER

Chapter Three gave an overview of the methodology utilised in the research. In particular, it discussed the research method, design, population, sample, measuring instruments (and psychometric properties) and the data analyses. The ensuing chapter presents an analysis of the research outcomes.



CHAPTER FOUR: PRESENTATION OF RESULTS

4.1 INTRODUCTION

The preceding chapter described the research methodology and design used during the current study. The information reviewed in former chapters serves as a context to the presentation and interpretation of the empirical analyses in the current chapter.

The statistical programme used in the analyses of the data is the Statistical Package for Social Science (SPSS) version 26. Firstly, there is a presentation of the demographic characteristics. Then there will be the data relating to the variables included in the study, collected from the measuring instruments employed, and summarised by means of calculation of descriptive measures based on the sample size ($n = 505$). There follows an analysis of each hypothesis tested. Finally, the researcher draws conclusions from the results obtained.

4.2 SAMPLE AND DEMOGRAPHIC CHARACTERISTICS

Table 1 describes the basic biographical features of the sample based on the variables comprised in the biographical questionnaire.

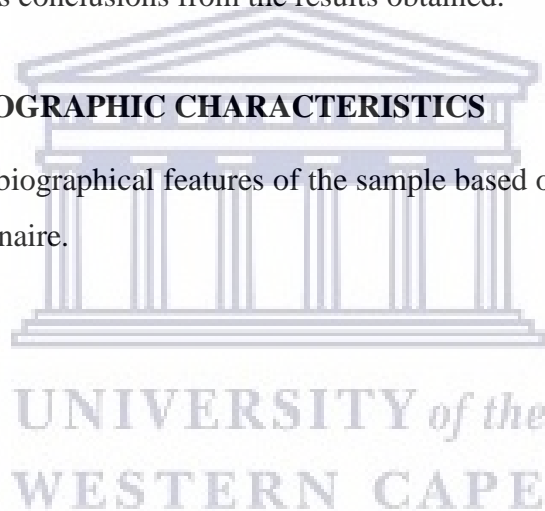


Table 1: *Demographic characteristics of the sample (n = 505)*

Variable		Frequency	Percent
Gender	Female	348	68.9
	Male	157	31.1
Race	African	421	83.4
	Coloured	62	12.3
	White	17	3.4
	Indian	5	1.0
Age	18-26 years	38	7.5
	27-36 years	260	51.5
	37-46 years	174	34.5
	47-56 years	29	5.7
	57-66 years	4	.8
Management Level	Manager of self	455	90.1
	Manager of others	43	8.5
	Manager of managers	3	.6
	Manager of functions	4	.8
Tenure	0-5 years	310	61.4
	6-10 years	105	20.8
	11-15 years	57	11.3
	16-20 years	12	2.4
	21-25 years	9	1.8
	26-30 years	6	1.2
	31+ years	6	1.2
Sales or Enabling function	Sales function	453	89.7
	Enabling function	52	10.3

As can be seen from Table 1, 68.9% ($n = 348$) of the respondents were female, whereas 31.1% ($n = 157$) were males. More females responded to the survey than men did. This is consistent with the demographic population of the research organisation, where 67% ($N = 4159$) of the population are females.

Most of the respondents (83.4%, $n = 421$) were African, followed by 12.3% ($n = 62$) Coloured respondents, 3.4% ($n = 17$) White and 1.0% ($n = 5$) Indian respondents. The designations used are in line with the terminology of the Employment Equity Act, 55 of 1998.

The majority of respondents were between the age group of 27 – 36 years (51.5%, $n = 260$), followed with 34.5% ($n = 174$) of the respondents between the age group of 37-46 years. Whereas 7.5% ($n = 38$) were in the age group of 18-26 years ($n = 38$) and 5.7% ($n = 29$) in the 47-56 years age group, whilst only 0.8% ($n = 4$) of respondents were between the age group of 57-66 years.

Table 1 shows that most of the respondents (90.1%, $n = 455$) managed themselves, whereas 8.5% ($n = 43$) were managers of others. Those who were managers of functions represented 0.8% ($n = 4$) of the sample whilst only 0.6% ($n = 3$) of the respondents were managers of managers.

Most of the respondents (61.4%, $n = 310$) have been with the organisation for 0-5 years, followed by 20.8% ($n = 105$) of respondents who have 6-10 years of service with the organisation. That is a shorter tenure in the organisation compared to the 17.9% ($n = 90$) of respondents who have 11 or more years' service in the organisation.

Table 1 indicates that 89.7% ($n = 453$) of the respondents are in the sales function, whereas 10.3% ($n = 52$) of respondents are in the enabling function. Roles in the sales function include, amongst others, Financial Advisers, Sales Manager, and Tele-Consultants. The business unit is a predominantly sales business where the enabling function supports the sales function. Roles included in the enabling function, amongst others, are Administrator, Technical Team Leader, and Learning Facilitator.

4.3 DESCRIPTIVE STATISTICS

The descriptive statistics of the instruments utilised to collect the data follow. Information regarding the variables encompassed in the study, as gathered by the measuring instruments

employed, is summed up by means of a table. This allows for the properties of the observed data to appear clearly and present a whole picture.

Table 2: *Descriptive Statistics of the measuring instruments (n = 505)*

Measure	Minimum	Maximum	<i>M</i>	<i>SD</i>
JC Increasing Structural Job Resources	2.20	5.00	3.90	.65
JC Decreasing Hindering Job Demands	1.00	5.00	3.50	.76
JC Increasing Social Job Resources	1.00	5.00	3.34	.86
JC Increasing Challenging Job Demands	1.40	5.00	3.57	.80
Work Engagement total	.24	6.00	4.53	.89
Organisational Commitment total	1.67	7.00	5.55	.83

Note: *M* = Mean, *SD* = standard deviation, JC = Job Crafting

The mean score for increasing structural job resources (as a dimension of job crafting) was $M = 3.90$ ($SD = .65$). This indicates that, on average, respondents regularly or often engage in behaviours related to creating opportunities for professional development and autonomy. The mean score for decreasing hindering job demands was $M = 3.50$ ($SD = .76$), increasing social job resources was $M = 3.34$ ($SD = .86$), and increasing challenging job demands was $M = 3.57$ ($SD = .80$). This means that, on average, respondents regularly or often engage in behaviours ensuring emotionally less intense work; they request feedback, social support, and coaching, and endeavour to make their work more challenging. However, the standard deviation indicates that respondents differ considerably with respect to increasing social job resources and increasing challenging job demands.

The mean score for work engagement was $M = 4.53$ ($SD = .89$). This shows that respondents, on average, often (once a week) or very often (a few times a week) agree that they are engaged in their roles, are mentally resilient at their job, and find it hard to separate from their job. According to Schaufeli and Bakker (2004), a score between 3.07 and 4.66 is classified as average. The sample score of 4.53 is at the high end of the average levels of work engagement. However, there are some differences amongst sample respondents' scores, with a large standard deviation (.89).

The mean score for organisational commitment is $M = 5.55$ ($SD = .83$). This indicates that, on average, respondents slightly agree or moderately agree to being committed to the organisation. Organisational commitment can be characterised through promoting the organisation to friends and family, feeling proud to tell others that they belong to the organisation, and caring about the fate of the organisation. However, the standard deviation (.83) indicates that respondents differ significantly in organisational commitment.

4.4 RELIABILITY OF THE MEASURING INSTRUMENTS

Reliability is the stability, freedom and consistency from error (Sekaran, 2003). Reliability is established by means of a questionnaire to calculate Cronbach's Coefficient Alpha. Cronbach's Alpha is an index of reliability for assessing an instrument's consistency related with the variation accounted for by the true score of the underlying construct (Babbie & Mouton, 2002). The Cronbach's Alpha ranges from 0 to 1 and may be used to describe the reliability of the factors which are extracted from dichotomous or multi-point formatted scales or questionnaires (Babbie & Mouton, 2002). In the social sciences, a Cronbach Coefficient Alpha of 0.7 and higher reflects the internal consistency of the instrument (Sekaran, 2003).

Table 3: *Reliability of the measuring instruments (n = 505)*

Scale	Cronbach's Alpha	N of Items
JC Increasing Structural Job Resources	.783	5
JC Decreasing Hindering Job Demands	.824	6
JC Increasing Social Job Resources	.813	5
JC Increasing Challenging Job Demands	.821	5
Work Engagement	.915	17
Organisational Commitment	.765	15

Note: JC = Job Crafting

Cronbach's Coefficient Alphas were calculated for the various scales that were employed in the study. No items were excluded due to poor reliability. The results reveal that the Cronbach's Coefficient Alpha for the dimensions ranged from 0.765 to 0.915, and therefore indicated acceptable reliability.

4.5 TESTING OF THE RESEARCH HYPOTHESES

The following provides the outcomes of the analyses to answer the research hypotheses. Inferential statistics, including Pearson Product Moment Correlations, and Multiple Regression were used to calculate the respective results. Correlation coefficients indicate two things: the strength of the relationship between the variables, and the direction of the relationship (O’Neil, 2009). For the present study, guidelines by O’Neil (2009) assisted the interpretation of correlation coefficients included in Table 4.

Table 4: *Guidelines for the interpretation of the correlation coefficient*

Correlation Coefficient (r)	Strength of relationship
0.0 – 0.2	Very weak, negligible
0.2 – 0.4	Weak, low
0.4 – 0.7	Moderate
0.7 – 0.9	Strong, high, marked
0.9 – 1.0	Very strong, very high

Source: O’Neil (2009, p. 24).

Hypothesis 1: There is a significant relationship between the job crafting dimensions (increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) and work engagement among employees in a selected financial services organisation.

Table 5: *Correlations between the dimensions of job crafting and work engagement (n = 505)*

Variable	1	2	3	4
Increasing structural job resources	1			
Decreasing hindering job demands	.442**	1		
Increasing social job resources	.374**	.432**	1	
Increasing challenging job demands	.537**	.447**	.535**	1
Work engagement	.292**	.277**	.377**	.344**

** . Correlation is significant at the 0.01 level (2-tailed).

In order to determine whether there are significant relationships between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands,

increasing social job resources and increasing challenging job demands) and work engagement, Pearson's Product Moment Correlation was computed.

A statistically significant, moderate correlation between increasing social job resources and work engagement was found ($r = .377, p < 0.01$). There was also a significant correlation between increasing challenging job demands and work engagement ($r = .344, p < 0.01$), albeit a weak correlation. There was also a significant correlation between increasing structural job resources ($r = .292, p < 0.01$) as well as for decreasing hindering job demands and work engagement ($r = .277, p < 0.01$). The relationships are all statistically significant, with increasing social job resources and increasing challenging job demands showing the highest correlation to work engagement. There is a significant relationship between work engagement and the job crafting dimensions, therefore *hypothesis one is accepted*.

Hypothesis 2: There is a significant relationship between the job crafting dimensions (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands) and organisational commitment among employees in a selected financial services organisation.

Table 6: *Correlations between job crafting dimensions and organisational commitment (n = 505)*

Variable	1	2	3	4
Increasing structural job resources	1			
Decreasing hindering job demands	.442**	1		
Increasing social job resources	.374**	.432**	1	
Increasing challenging job demands	.537**	.447**	.535**	1
Organisational commitment	.103*	.074	.152**	.087

Note: ** = Correlation is significant at the 0.01 level (2-tailed), * = Correlation is significant at the 0.05 level (2-tailed)

There was a statistically, yet negligible, correlation between increasing structural job resources and organisational commitment ($r = .103, p < 0.05$). There was also a significant correlation between increasing social job resources and organisational commitment ($r = .152, p < 0.01$). Increasing structural job resources and increasing social job resources has a higher correlation to organisational commitment in comparison to the other dimensions. Decreasing hindering job demands ($r = .074$) and increasing challenging job demands ($r = .087$) did not have a statistically

significant correlation with organisational commitment. As there is a significant relationship between organisational commitment and two of the job crafting dimensions, *hypothesis two is partially accepted*.

Hypothesis 3: Either increasing structural job resources, or decreasing hindering job demands, or increasing social job resources, or increasing challenging job demands explains the biggest proportion of the variance in organisational commitment.

Table 7: Job Crafting / Organisational Commitment Variables entered / removed

Model	Variables Entered	Variables Removed	Method
1	Increasing challenging job demands Decreasing hindering job demands Increasing social job resources Increasing structural job resources ^b		Enter

a. Dependent Variable: Organisational commitment

b. All requested variables entered.

No variables were removed when analysing the variance for the job crafting dimensions and organisational commitment.

Table 8: Multiple regression model Summary with organisational commitment as dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161 ^a	.026	.018	.82597

a. Predictors: (Constant), Increasing challenging job demands, Decreasing hindering job demands, Increasing social job resources, Increasing structural job resources

Table 9: ANOVA of Job Crafting dimensions to Organisational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.026	4	2.257	3.308	.011 ^b
	Residual	341.113	500	.682		
	Total	350.139	504			

a. Dependent Variable: Organisational commitment

b. Predictors: (Constant), Increasingly challenging job demands, Decreasing hindering job demands, Increasing social job resources, Increasing structural job resources.

The researcher used the ANOVA table in order to assess the regression model. The F-ratio in the ANOVA tests whether the overall regression model is a good fit for the data. Table 9 shows that the independent variables explain 2.6% of the variance in the dependent variable ($R^2 = .026$, $F(4, 500) = 3.308$, $p = .011$).

Table 10: Beta coefficients of the predictor with organisational commitment as dependent variable

Model		Unstandardized		Standardized		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	4.874	.241			20.198	.000
	Increasing structural job resources	.081	.070	.063		1.163	.245
	Decreasing hindering job demands	-.006	.058	-.006		-.105	.917
	Increasing social job resources	.136	.052	.141		2.609	.009
	Increasing challenging job demands	-.021	.061	-.020		-.343	.731

The standardised beta coefficients in Table 10 indicate that increasing social job resources explains the biggest proportion of the variance in organisational commitment. ($\beta = .141$, $p < .01$). This suggests that employees who are able to ask for feedback feel more engaged to the organisation, receive social support, and request coaching from their line managers. Employees who proactively seek out these social job resources feel more committed to the organisation as they feel the organisation assists them in building the required support structure, coping with change, and adjusting to uncertainty. This emphasises that job crafting increases social resources, and leads to greater organisational commitment. ***Hypothesis three is therefore accepted.***

Hypothesis 4: Either increasing structural job resources, or decreasing hindering job demands, or increasing social job resources, or increasing challenging job demands explains the biggest proportion of the variance in work engagement.

Table 11: Job Crafting dimension / Work Engagement Variables entered / removed

Model	Variables Entered	Variables	
		Removed	Method
1	Increasing challenging job demands; Decreasing hindering job demands; Increasing social job resources; Increasing structural job resources		Enter

a. Dependent Variable: Work engagement

b. All requested variables entered.

No variables were removed when analysing the variance of the job crafting dimensions and work engagement.

Table 12: Multiple Regression Summary with job crafting dimensions as dependent variable

Model	R	R Square	Adjusted R	
			Square	Std. Error of the Estimate
1	.429 ^a	.184	.178	.81011

Predictors: (Constant), Increasing challenging job demands, Decreasing hindering job demands, Increasing social job resources, Increasing structural job resources

Table 13: ANOVA of job crafting dimensions to Work Engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.054	4	18.514	28.210	.000 ^b
	Residual	328.138	500	.656		
	Total	402.192	504			

a. Dependent Variable: Work engagement

b. Predictors: (Constant), Increasing challenging job demands, Decreasing hindering job demands, Increasing social job resources, Increasing structural job resources

In order to assess the regression model, the researcher used the ANOVA table. Table 13 shows that the independent variables explain a significant proportion of the variance in the dependent

variable. Specifically, the independent variables explain 18.4% of the variance in work engagement ($R^2 = .184$, $F(4, 500) = 28.210$, $p = .000$).

Table 14: Beta coefficients of the predictor with job crafting dimensions as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	2.349	.237		9.925	.000
Increasing structural job resources	.139	.068	.101	2.035	.042
Decreasing hindering job demands	.084	.057	.071	1.484	.139
Increasing social job resources	.248	.051	.240	4.836	.000
Increasing challenging job demands	.144	.060	.129	2.403	.017

a. Dependent Variable: Work engagement

Table 14 shows the standardised coefficient which indicates that increasing social job resources explains the biggest proportion of the variance in work engagement ($\beta = .240$, $p < .01$). Employees indicated that they feel more engaged at work when they ask for and receive feedback, receive social support from peers and colleagues, and are able to request and receive coaching from their line managers. Furthermore, increasing challenging job demands ($\beta = .129$, $p < .05$) and increasing structural job resources ($\beta = .101$, $p < .05$) also explain a significant proportion of the variance in work engagement. The conclusion is that an emphasis on goal setting, expanding the employees' resources pool, guidance on improving performance, and employee personal growth, foster and sustain work engagement. ***Hypothesis four is therefore accepted.***

4.6 CONCLUSION

Chapter Four presented an objective account of the results and the descriptive and inferential statistical analyses achieved when the SPSS tool was utilised. The researcher described the complete set of outcomes, and made inferences about the sample's characteristics based on the

solicited respondents who participated in the study. These analyses allowed for the identification of significant relationships between the variables under consideration, and for testing of the four hypotheses. They enabled the drawing of inferences as to whether there is a relationship between the job crafting and work engagement variables. The analyses also examined organisational commitment amongst employees in a selected financial organisation. The results showed a relationship between job crafting dimensions, work engagement, as well as organisational commitment. Moreover, increasing challenging job demands and increasing structural job resources explained a significant proportion of the variance in work engagement.

The subsequent chapter provides an overview of the results. It presents the findings, the limitations in relation to current research, and conclusions. The researcher will make recommendations to the organisation involved in the study.



CHAPTER FIVE: DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The previous chapters outlined the research problem, and the literature on job crafting, organisational commitment and work engagement. The literature reviewed in Chapter Two highlights how job crafting positively contributes to organisational commitment and work engagement. Chapter Three outlined the methodology the current study utilised and Chapter Four presented the results. The ensuing section discusses the current study's research findings. The discussion incorporates literature on previous studies with the purpose of interpreting the findings. Subsequently, there will be a discussion of the limitations of the study, with possible recommendations for future research as well for the organisation.

5.2 OVERVIEW OF THE STUDY AND DISCUSSION OF THE RESULTS

The purpose of the research was to explore the influence of job crafting on organisational commitment and work engagement in a selected financial services organisation. A cross-sectional research design was utilised to attain the objectives set out by the research. All permanent staff members of the research organisation received an invitation to participate in the study. The sample of permanent employees comprised of 6197, with $n = 505$ respondents. The number of respondents has been determined adequate for the current study's purpose.

The sample targeted permanent employees due to their accessibility to participate in the study. Participants completed four questionnaires, namely, a biographical questionnaire, the Job Crafting Scale, the Utrecht Work Engagement Scale, and the Organisational Commitment Questionnaire.

5.2.1 DEMOGRAPHIC INFORMATION

The literature suggests that individuals displaying job crafting behaviours positively contribute to a more engaged and committed employee. There have been few studies done on job crafting in the South African context. This current study helps to close that gap in the literature, by exploring the influence of job crafting on organisational commitment and work engagement, looking specifically at the financial services industry.

In the current study, the total mean score (M) for the job crafting dimensions scale (M) namely, increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands, were 3.90 ($SD = .65$), 3.34 ($SD = .86$), 3.57 (SD

= .80) and 3.50 ($SD = .76$). This shows that employees within the South African financial services organisation frequently engage in activities that:

1. Create opportunities for learning and development;
2. Ensure that their work is less emotionally challenging;
3. Request feedback and social support from colleagues;
4. Endeavour to make their work more challenging.

This indicates that employees seek resources such as variety and autonomy in their role, leading to them being able to develop their personal capabilities, and providing them with the opportunity to learn new things. Furthermore, employees ensure that their work is less emotionally challenging by reducing their work demands and avoid making difficult decisions. Employees within the financial services organisation create their support structure in the workplace by asking their peers for feedback as well as their line manager for feedback and support. Employees make their work more challenging by requesting to be part of projects and for an expansion in their responsibilities, and by broadening the scope of their role by taking on new tasks. The findings of Huang et al. (2020), Bakker (2017), Bacaksiz et al. (2017) and Harju, Hakanen and Schaufeli (2016) reveal that, similarly to temporary nurses, employees within the financial services organisation respond positively when they receive feedback, social support and coaching (Bell & Njoli, 2016).

Within the current study of this South African financial services organisation, the total mean score (M) for the overall work engagement scale is 4.53 ($SD = .89$). This finding suggests that employees experience feelings of work engagement at least once a week to a few times a week. The current study's results reveal that employees within the financial services industry feel slightly more engaged within the organisation compared to the results seen in the studies embarked on by Petrou et al. (2012) and Bakker et al. (2012). This indicates that, when employees enjoy a level of autonomy and receive support from the organisation and from their supervisors, they tend to be more engaged (Alzyoud et al., 2015). Thus, the results of the current research reveal that employees often or very often feel engaged in their work roles, are mentally resilient at their job, and find it challenging to remove themselves from the job.

The total mean score (M) within the current study for the organisational commitment scale was 5.55 ($SD = .83$), which indicates that, on average, employees agree to feeling a sense of commitment towards this South African financial services organisation. Comparing the mean score obtained in the current study ($M = 5.55$), with the outcomes from Huang et al.'s (2020), the

results revealed that, similarly to the temporary nursing staff, the employees at the financial services organisation feel committed to the organisation. They promote the organisation to their friends and family, and feel a sense of attachment or identification with the organisation. A possible reason for this may be that a positive image of the organisation may lead to the employee feeling a psychological attachment to the organisation (Huang et al., 2020).

5.2.2 HYPOTHESIS 1

Hypothesis One looks at whether there is a significant relationship between the job crafting dimensions (increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) and work engagement among employees in a selected financial services organisation.

The results of the current study show that job crafting dimensions positively relate to work engagement within the selected financial services organisation. There is a moderate correlation between increasing social job resources and work engagement. There is also a significant, although weak, correlation between increasing challenging job demands and work engagement. Thus, behaviours that contribute to work engagement are the creation of work opportunities for professional development and autonomy, ensuring that work is emotionally less intense, and requesting feedback, social support and coaching. Therefore, Hypothesis One was accepted.

The results of the current research are consistent with the data presented by Siddiqi (2015). Siddiqi's aim was to determine the link between service employee, work engagement, job crafting, and customer satisfaction and loyalty. The author's study focused on the influence of the job crafting dimension on service employees in their work engagement. A total of 350 survey instruments were distributed, out of which, 203 (58%) were found to be usable and 540 out of the 1000 (54%) customer survey instruments were received and found usable for the final analysis. Similar to the current study, the results revealed that increasing social job resources positively influences work engagement. Hence, the greater the level of social job resources, the greater the work engagement levels. Employees who have the ability to craft their roles feel that they are experts in their roles, based on their experience, qualification and inclinations (Siddiqi, 2015).

Gordon et al. (2018) examined the effect of specific job crafting interventions on healthcare professionals' well-being and job performance. The first study included medical specialists ($n = 119$) and the second study encompassed nurses ($n = 58$). Participants in each group received

development and set job crafting related goals for three weeks. Participants in the control group were linked with an increase in job crafting behaviours, well-being (work engagement, health, and reduced exhaustion), and job performance. Similar to the current study, the conclusion by Gordon et al. (2018) is that job crafting is a favourable restructuring intervention strategy which could be employed to increase employee performance and overall well-being. The results ($n = 78$) revealed that the job crafting dimensions of increasing structural and social job resources predicted job satisfaction and engagement. The research results support the current study's findings, noting that job crafting dimensions positively contribute to work engagement.

De Beer et al. (2016) investigated the relationship between job crafting, work engagement and job satisfaction within the South African context. The authors utilised a cross sectional survey design when collecting data in the mining and manufacturing industries ($n = 470$). The results revealed that increasing structural job resources with challenging job demands and increasing social job resources were significant in predicting work engagement. The results coincide with the findings from the current study.

Peral and Geldenhuys (2016) investigated the relationship between job crafting and subjective well-being amongst South African high school teachers ($n = 251$), revealing a positive relationship between job crafting (increasing structural resources and challenging job demands) and work engagement. In contrast to the current study's findings, Peral and Geldenhuys (2016) found that increasing social job resources has no effect on work engagement amongst educators. This could be that educators spend a large part of their time engaging with students rather than with their colleagues.

The longitudinal study conducted by Harju et al. (2016) examined whether the job crafting behaviours, namely increasing structural and social job resources as well as increasing challenges, predict less job boredom and more work engagement. They used a three-year panel design that included 1630 highly educated Finnish employees. The results suggest that seeking challenges negatively predicts job boredom and positively predicts work engagement. Employees who seek challenges go on to other job crafting behaviours. This predicts seeking more challenges over time, and therefore supporting the increase of resources.

5.2.3 HYPOTHESIS 2

The second hypothesis looks at if there is a significant relationship between job crafting dimensions (that is increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) and organisational commitment among employees in a selected financial services organisation.

The current study's results reveal that there is a statistically significant, yet negligible correlation among increasing structural job resources and organisational commitment, as well as a significant correlation between increasing social job resources and organisational commitment. Employees indicated that they are more committed towards the organisation when they have a variety of resources available in the workplace, have autonomy in their role, and are able to seek opportunities for advancement and growth. Furthermore, the results reveal that employees, who receive organisational support and guidance, have and feel a sense of job security, are more committed to the organisation.

Similar to the results of the current research, results of a study conducted by Iqbal (2016) amongst 200 employees working within the banking sector in Pakistan also concluded a strong relationship between job crafting and organisational commitment. The results are consistent with the current study's findings as they too found a positive relationship between job crafting and organisational commitment. In addition, Iqbal's (2016) study revealed that employees might have employed job crafting behaviours due to the shortage of staff in the various branches. The authors suggested that these employees performed job crafting in order to be well-suited to their role requirements. Employees become more suited for their roles over time, which increases their level of commitment and decreased their job crafting.

Tladinyane (2016) examined the dynamics between employees' psychological career resources and their organisational commitment foci. The quantitative survey involved a non-probability purposive sample of predominantly African females employed at managerial and staff levels ($n = 318$) in the field of industrial and organisational psychology. The researcher suggested that participants who valued freedom / autonomy career preferences were more committed to occupational (commitment towards a specific and identifiable piece of work) and career foci (the identification and involvement of an individual in their work occupation). In addition, employees who preferred to engage in new and innovative activities were committed to their professions. Participants who applied their skills in their career showed commitment to the occupation,

(willingness to stay at the organisation by exerting energy into the achievement of the organisational objectives). Although these authors did not specifically include job crafting as part of their study, the results support the findings of the current study which revealed a positive relationship between employees requesting diversity in their portfolio, autonomy, responsibility through creative and innovative ways, and seeking development opportunities for advancement and growth.

Milikic and Cuckovic (2019) investigated the relationship between job design and work related attitudes (job satisfaction and organisational commitment) in the Information and Communication Technology (ICT) sector in Serbia ($n = 97$). The analysis showed that job design predicts job satisfaction and organisational commitment in the five investigated job dimensions (skill variety, task identity, task significance, autonomy, feedback from your job). Autonomy was the most positively associated job dimension with job satisfaction and was moderately associated with organisational commitment. The outcomes are consistent with the findings of the current study where autonomy was found to be a key driver of increasing structural job resources and resultant organisational commitment.

The study conducted by Naami (2014) explored the extent to which job crafting predicts job satisfaction, affective commitment, and job engagement amongst ($n = 310$) employees in an industrial organisation. The results highlight simple and multiple relationships between the job crafting dimensions, job satisfaction, affective commitment, and job engagement. Each of the job crafting aspects correlated and were significant in explaining affective commitment. There was a significant ($p < .05$) correlation with affective commitment and increasing structural job resources ($r = .31$), increasing social job resources ($r = .37$), increasing challenging job demands ($r = .30$) and decreasing hindering job demands ($-r = .35$). Increasing structural and social job resources show the highest correlations to affective commitment. In the current study, a statistically, yet negligible, correlation was found between increasing structural job resources and organisational commitment ($r = .103, p < 0.05$). A significant correlation between increasing social job resources and organisational commitment ($r = .152, p < 0.01$) was also found. This indicates that employees who engage in the job crafting dimensions, specifically in increasing structural and social job resources, as indicated in the current study and in the study conducted by Naami (2014), feel more committed towards the organisation.

5.2.4 HYPOTHESIS 3

Either increasing structural job resources, or decreasing hindering job demands, or increasing social job resources or increasingly challenging job demands explains the biggest proportion of the variance in organisational commitment.

This study shows that increasing social job resources explains the biggest proportion of the variance in organisational commitment. Therefore, it indicates that employees within the South African financial services sector feel more committed to their organisation when they receive feedback, and social and organisational support, and are able to request coaching from their line managers. Furthermore, employees feel higher levels of commitment towards the organisation if there are strong social support structures supporting employees. Emphasis should therefore be applied to job crafting as it relates to increasing social job resources and will lead to greater organisational commitment.

Van Gelderen and Bik (2016) examined the relationship between police officers' ($n = 114$) affective organisational commitment, work engagement and their perceived service performance. The study measured their affective commitment, supervisor support, work engagement, social job resources, and extra role performance. A dyadic design was utilised which related to the police officers' commitment to their perceived service performance as rated by 165 crime victims. The results show that commitment positively related to seeking colleagues' support to increase social job resources. Consistent with the results of the current study, organisational commitment positively relates to increasing social job resources.

Huang et al. (2020) investigated the relationship between job crafting and organisational commitment among temporary nurses ($n = 348$) in three university hospitals in Chengdu. The results revealed that employees reported increasing structural job resources at a high level, thus indicating that employees who were able to develop their competencies by playing dual roles including treatment and teaching were more committed to the organisation. Following this, employees indicated having moderate levels of increasing social job resources, indicating that the social facets like requesting feedback and coaching contributed towards them feeling committed. The authors note that only 57.4% of nurses indicated satisfaction with supervisory coaching in the hospital, which could be because nursing staff get less support when compared to the entire healthcare profession. Similarly, to the current study, employees who receive feedback, coaching and social support feel more committed towards the organisation. However, in the study

conducted by Huang et al. (2020), increasing structural resources contributed more significantly to organisational commitment, whereas in the current study increasing social job resources contributed more significantly to organisational commitment.

Geisler, Berthelsen and Muhonen (2019) used a sample of 831 social workers to explore how psychological safety climate (PSC), job demands (role conflict and work-family conflict), job resources (social support from superiors and social community at work), and the assessment of quality of work related to work engagement, job satisfaction and organisational commitment. The study revealed that job resources such as social community at work and social support from supervisors are significant for social workers' retention, which, in turn, strongly relates to organisational commitment. The study conducted by Geisler et al. (2019) supports the current study's findings, which is that employees are more committed towards the organisation when they receive support from their supervisors.

5.2.5 HYPOTHESIS 4:

Either increasing structural job resources, or decreasing hindering job demands, or increasing social job resources, or increasing challenging job demands explains the biggest proportion of the variance in work engagement.

The findings in the current research note that increasing social job resources explains the biggest proportion of the variance in work engagement. Thus, employees indicate that they feel engaged towards the organisation when they receive social support from their co-workers and receive coaching from their supervisors. Employee work engagement increases as they are able to expand their resource pool, to receive guidance on improving their performance, and to grow personally and professionally.

The results in the current study are consistent with the data presented by Bakker, Rodriguez-Munoz and Sanz-Vergel (2015) who proposed that employees ($n = 206$) would imitate each other's job crafting behaviours. In doing so, they would influence each other's work engagement, revealing that employee proactive behaviours have significant interpersonal consequences. The sample employees were from several different organisations in Poland, Romania, Lithuania, and The Netherlands. The results propose that when employees craft their working environment by seeking assistance or requesting feedback or learning new things in the workplace, their peers are more likely to craft their working environment in a similar fashion.

This can be seen when educators craft either as an individual, or in a team, or when new employees are mentored by an experienced employee. Colleagues work together on crafting their roles, achieve common objectives, and improve their shared environment. This supports the fit between individuals and their environment. Similar to the current study's outcomes, the results obtained by Bakker et al. (2015) show that the crafting of structural and social job resources as well as job demands is positively related to work engagement, whereas decreasing hindrance job demands is unrelated to work engagement.

Tims, Bakker and Derks (2013) conducted a longitudinal study ($n = 288$) which examined whether chemical plant employees are able to benefit their own well-being by crafting their job demands and resources. The aim of the study was to examine if employees change their job characteristics through job crafting and whether those changes positively result in enhanced well-being. The authors propose that employee job crafting does have an impact on work engagement, job satisfaction and burnout through changes in job demands and resources. The results showed that employees who crafted their job resources in the first month of the study increased their structural and social resources over the course of the second study. Furthermore, the increase in job resources positively related to the employees' well-being (increased engagement, job satisfaction, and decreased burnout). The study concluded that job crafting has a positive effect on employee well-being and proposed that employees should have opportunities to craft their own jobs.

Bakker (2017) investigated how job crafting relates to increased job resources and decreased hindrances in job demands amongst health care professionals. A total of $n = 5\,272$ health care professionals completed the questionnaire, with a 55% response rate. Seventy-eight percent of the sample were nurses, and about 22% of respondents were doctors. The results of the study revealed that job crafting has a significant interaction with work engagement on increased job resources. Job crafting is seen to be positively associated with job resources when work engagement is high, as opposed to when work engagement is low.

Similar to the current study, Bakker (2017) found a positive relationship between job crafting specifically increasing social job demands, and work engagement. However, the current study suggests that work engagement is a result of job crafting. The study by Bakker (2017) suggests that job crafting is more beneficial when employees in health care professions are highly engaged in their work. Their engagement functions as an energetic resource, which assists them to mobilise new job resources.

The study by Petrou et al. (2012) examined employees' ($n = 95$) job crafting behaviours in general and on a daily basis. Job crafting consisted of three dimensions, namely, seeking resources, seeking challenges, and reducing demands. The sample employees from several organisations completed a day diary survey as well as a general survey. On a daily basis for five days, employees recorded their activities for the particular day. Job crafting behaviours could be caused by the events of that specific day. The general survey noted the employee's general tendencies or the manner in which they generally behave at work. The authors note that the daily diary entries are retrospective summaries of an employee's experiences. The results revealed that employees who have active jobs perform greater levels of day-level seeking resources (but not seeking challenges), and lower levels of day-level reducing demands. The study found that when employees who have autonomy experience high work pressure, they engage in more seeking resources behaviours and fewer behaviours to reduce demands.

5.3 LIMITATIONS OF THE RESEARCH AND FUTURE CONSIDERATIONS

The current research contributed to the body of knowledge concerning the relationship of job crafting on organisational commitment and work engagement. The below limitations do not significantly undermine the results presented in Chapter Four. They do provide guiding principles for future research to follow in order to improve on the reliability of similar job crafting research.

The current study's findings cannot be generalised, as the participants answered the questionnaires themselves and so there is a possibility of bias. A self-report questionnaire to investigate a specific phenomenon such as job crafting is justified; however mental states are subjective and may not be available for other raters (Harju et al., 2016; Naami, 2014).

The cross sectional method does not permit causal conclusions to be drawn, but it was deemed the most effective design at the time because it enabled the research to be conducted relatively quickly and inexpensively. Another reason for the cross sectional sampling design was to obtain the required information for the current study; that is, to explore the relationship between job crafting on organisational commitment and work engagement, rather than to establish relationships over time. Therefore, a longitudinal design was not necessary. However, a limitation of the cross-sectional sampling is that the data was gathered within a short period and does not analyse behaviour over time. Future researchers should consider conducting a longitudinal study to investigate the alterations made over a longer while. Additionally, a mixed method approach could elicit richer information about the relationship between the job crafting dimensions, work

engagement and organisational commitment. The qualitative data would support the quantitative data, and vice versa when specific conclusions are drawn, and they would strengthen the overall research conducted.

Another limitation of the current research is that it only examined the possible positive effects the job crafting dimensions have on work engagement and organisational commitment; it did not investigate the potential negative effects. Bearing in mind that employees engaging in job crafting exert considerable amounts of energy, this, in turn, may decrease their ability to focus on other tasks. Furthermore, employees may embark on a strategy of reducing job demands that focuses on minimising the emotionally, physically, or mentally demanding aspects of their role. According to Petrou et al. (2018), that could be a withdrawal-orientated coping response. Therefore, future research ought to examine the negative effects that job crafting could potentially have on employees and the organisation.

5.4 RECOMMENDATIONS FOR THE ORGANISATION

The researcher can make some recommendations to the organisation. This study explored the relationship amongst job crafting, organisational commitment, and work engagement within a selected financial services organisation. With the help of both the literature and the current study's findings, it is clear that job crafting positively contributes to work engagement and organisational commitment, specifically by increasing social job resources. Thus, the organisation could design or place more emphasis on interventions that foster an environment that promotes social job resources. Furthermore, development of personalised learning interventions to support personal growth could lead to advancement or specialisation. The financial services organisation could also enhance employees' motivation and loyalty by fostering a culture that encourages continuous feedback and guidance with their peers and supervisors.

The organisation could cultivate an understanding of job crafting and how it could positively contribute towards organisational success. The suggestion is for interventions to be created to increase the awareness of job crafting and how it can positively contribute to the employee's engagement and commitment levels. Management interventions are often time consuming and costly and may not address the employee's specific needs. Thus, an employee-driven approach may be better able to meet the employee's preferences and needs whilst utilising fewer resources.

As job crafting occurs in the workplace, the organisation should be aware of the effects it has on employees. Therefore, supervisors should inform employees of the job crafting approaches and encourage them to use their initiative in job crafting when they require challenging work or want to decrease their hindering work related demands (Naami, 2014). Organisations should encourage employees to craft their roles, and offer opportunities for a better fit between the employee's strengths, skills, competencies, and job preferences (Gordon et al., 2018; Siddiqi, 2015). An environment which encourages job crafting promotes alignment of employee and organisation requirements for the role.

The current study's findings reveal a strong relationship with job crafting, specifically increasing social job resources on organisational commitment and work engagement. This means that employees feel more engaged and committed when the organisation offers support regarding guidance, feedback from the peers and managers, and opportunities for growth and advancement in the organisation. JD-R studies have consistently shown that employees offer the best job performance in working environments that combine challenging job demands with job resources because these environments facilitate their work engagement (Bakker & Demerouti, 2017).

Although employees initiate job crafting behaviours, it is essential for leaders to determine the possibilities and resources employees would require when engaging in such behaviours. Engaging leaders who inspire, connect, and strengthen employees indirectly enhance engagement levels by increasing employee's job resources (Harju et al., 2016). Leadership has a significant influence on an employee's engagement and job performance. It is, however, apparent that leaders may not always be available to provide the required support, coaching, and feedback to employees. This suggests that employees are required to have self-leadership. They should set goals for themselves and mobilise their own resources (Bakker, 2017).

Employees within the South African financial services organisation surveyed in this study should increase the level of social job resources, such as feedback from peers, and supervisors as well as supervisory coaching. This would lead to increased work engagement and organisational commitment. Employees should initiate personal development conversations that strengthen their development path within the organisation, to the advantage of both the employees and the organisation.

For an organisation to compete successfully in an ever-changing environment, its employees need to be proactive, engaged, and committed towards the organisation. Employees who engage in job crafting behaviours (that is, increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) are better able to respond to and cope with implemented changes within the organisation (Janse van Rensburg et al., 2013; Lee et al., 2017; Petrou et al., 2012). The organisation could utilise job crafting behaviours as a mechanism to assist employees with organisational changes that may arise from the ever-changing industry environment.

5.5 CONCLUSION

The study set out to explore the influence that job crafting has on organisational commitment and work engagement in a selected financial services organisation. The findings of the study suggest that employees who engage in job crafting are more engaged in their roles and committed towards the organisation. This chapter has acknowledged limitations of this study and made recommendations to the organisation.

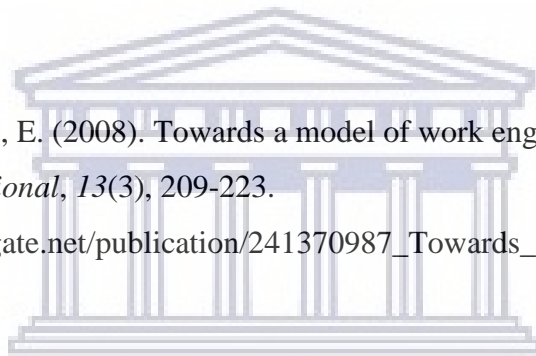


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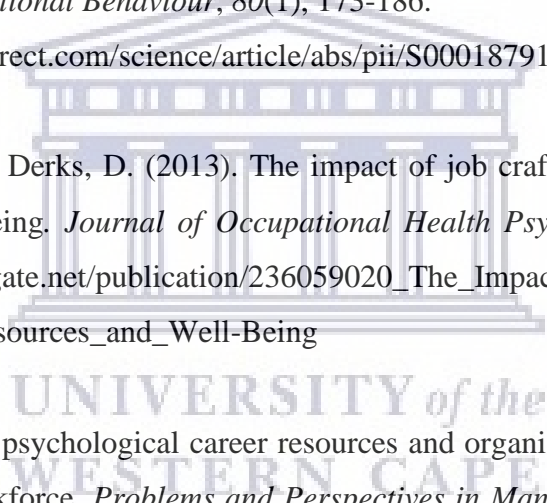
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