Exploring antecedents and outcomes of job crafting, Indication from Pakistan International Airline

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Abstract

The motive of this research recognized the practices of HRM that are beneficial for exploring the predecessor and outcomes of job crafting in the organization by showing the association with engagement of work and satisfaction of job within the south Asian background. For fulfilling the motive researcher used quantitative study and the data collection method is closed ended questionnaire by which researcher targeted the employees in airline industry by using the systematic random sampling which is constructed on 5 point likert scale. This study based on the concept of job crafting of employees who is beneficial for the organizational competitive advantage. The data analyzed by using the suitable method e.g. Structural Equation modeling and confirmatory factor analysis. The scope of this study could be enhancing the pleasure and supportive relation in the organization. Furthermore, job crafting is the center of attention process by which personnel modify components of their work and relations with each other for redefine the importance of their jobs and societal atmosphere at job. The consequence of this study showed the positive effectiveness of creative self-efficacy, perceived support of Organization and autonomy on crafting of job and the effects of it on satisfaction of job and on job engagement by which employees have enough opportunities to changes in their way of work. This research based on service sector but it would be show potential effectiveness on other sectors as well.

Keywords: Job crafting, creative self-efficacy, job engagement, perceived organizational support, job satisfaction

Introduction

Earlier job plans research attentive on the responsibility of manager in planning jobs of personnel's. Top level managers establish the precise job necessary for every position based on the requirement of the organization and personnel agreed for what is predicted to do their works (McClelland, Campion, C., & M., 1993). Moreover, personnel might face their limitations, stress, options and difficulties at their employment. The options highlight the flexibility level in works. Personnel may select what job is completed and how it is completed. The options contain picking certain duties, be present at social activities, distributing task with colleagues at job (R & Stewart, 1982). Researcher examined the employee job relation and recognition is the meaning of the employee job in reconstructing the limitations of jobs, This phenomenon known as job crafting (Dutton, A, J., & Wrzesniewski, 2001). It is stated by Crafting of job means the process in which personnel take participation for changing the cognitive, social and physical attributes of their work (Vella-Brodrick, Slemp, D., & G., 2013). This study originated the positive consequences of job crafting, examples, performance of job, engagement of job and many more (Yen, Chen, C., C., Tsai, & F., 2014; Sparrow, Chen, Cooper, & C., 2016).

However, Organizations and employees can get benefit from personnel who are positive and practical as workplace depend on their personnel's positivity in order to attain competitive advantage because of steady change in marketplace (Hollenbeck & Wagner, 2015). It can be achieved by having the best possible motivated personnel within an atmosphere that would be beneficial for the organization. In the context of organizational behavior, this nature of employee motivation is said to be work or job engagement which emphasized the high level of Vigor with the dedication in job (Bakker & Schaufeli, 2004). Moreover, personnel who obtain the essential resource of job and have bet possible point of job demand (uniqueness of job) are not just engaged and motivated but they are more likely to be pleased with their works (Demerouti, Bakker, & Sanz-Vergel, 2014). Whereas, satisfaction of job can be explained as the positive otherwise might be negative judgment of assessment one create about one's work situation (Weiss, 2002). If personnel satisfaction of job and engagement of work are not be o it may lead to different harmful outcomes for the workplace such a commitment reduction, low level of productivity, turnover intention increased (Demerouti & Bakker, 2007; Pienaar, De, & Rothmann, 2012).

However, the study principally paid attention on the evaluation outcomes of crafting of job, rather than finding the idea of crafting of job or establish the features that activate the employee job crafting. (Shevchuk, Leana, & Appelbaum, 2009) . Moreover, it is noted about the aspects of job Crafting i.e. (Relational, Cognitive and Task). The mean by which these aspects of job crafting persuade on each other is necessary to be taught while they are not commonly select (Dutton, A, J., & Wrzesniewski, 2001) .Whereas job engagement is characteristically explained as a constructive and encouraging, job related status of mind in personnel which is classified by dedication, absorption and vigor (Schaufeli, Gonzalz-Roma, & Salanova, The measurement of engagement and burnout: A confirmative analytic approach., 2002). The center element of engagement encompasses dedication and vigor (Schaufeli & Bakker, 2004). Furthermore, earlier studies discussed the individual point for example self-efficacy and ability of cognition and the variables regarding task-related lie discretion and interdependence of task as the key features in job crafting (Paine, Podsakoff, MacKenzie, & Bachrach, 2000).Hence this research focused on perceived organizational support in job crafting which make easy the working environment, consistency in sharing knowledge which promote employee for the creativeness (Liu, Tsai, J. S, & Hu, 2015). However, personnel

connect with each other for changing the working environment to achieve the better fitness by the help of resource utilized (Parker & Grant, 2009). Hence, This Study is best for clarifying the fundamental procedure of job crafting of employees on the attitudes of work (Kristof, 1996)

Problem Statement:

The Study Focused on Different Aspects of exploring predecessor and outcomes of job crafting and the variables are: Creative Self-Efficacy, Autonomy and Perceived Organizational Support on Crafting of job. However, there is a major lack of studies which attentive on behavior of job crafting of employees and Mostly the Studies on Job Crafting Focuses on Western Countries. So, this study emphasizes the significance of job crafting behavior in South Asian Country and implemented on the Airline Industry. Nowadays Perceived Organizational Support which is also known as (POS) measured as a significant feature for enhancing personnel self-initiation and positive behavior for work (Hsieh & Chiang, 2012). Given that personnel are anticipated for craft their jobs under presented situations, it might be possible that organizational environment might be affect by their behavior of crafting their work). Job crafting on the individual basis of employees might bring some positive change in the sense of their jobs outcome. Moreover, the writing on the relation between satisfaction of job and employee crafting of their jobs has been open to doubt (Teng,& Yen, 2016). Some studies highlighted the negative relation between crafting job of and satisfaction of job (Appelbaum, & Leana, 2009).

On the other hand, other researcher highlighted the positive relation between job crafting of job and satisfaction of job (Tims et al., 2013). By come close to crafting of job in a different way. Hence, this research examined the several features of crafting of job, at the same time it also explores the characteristics of several types of predecessor like creative self-efficacy as an important aspect of crafting of job. Earlier Researched Emphasized on disclosing the outcomes of crafting of job. Hence, few analysts established for example orientation of career, proactive personality and challenge in jobs (Demerouti et al.,2007). The contact of personnel creative self-efficacy on their job crafting did not broadly discussed in previous study, Employee with the high confidence in capabilities of creativity may assemble cognitive opportunities and route of accomplishment required to gather situational command (Michael, & Fan, 2011). In organization, Autonomy is "the level by which job offer independency, carefulness to the employee in arrangement of their work and selecting the process to be used in carrying out tasks and the extensive freedom" (Oldham & Hackman, 1976). Hence, personnel are more eager to connect in individual behavior of initiation and proactive performances. However, it is the inspection of the scale of objectives which is essential to recognize the nature of the several aspects of crafting of job because each variable is likely to pressure the types of crafting of job in a unique way.

Moreover absorption considered a further divergent feature resultant from containing the essential dedication and vigor in individual's job (Langelaan, 2007). Satisfaction of job is an emotional state which signifies the largely stage of satisfaction by which personnel have regarding their job circumstances. It has discussed that satisfaction of job is an extra reactive situation contrasts to engagement of work, which is measured an extra reactive one (Inceoglu & Warr, 2012). Satisfaction of job is personnel's common emotional assessment of the degree by which they assume that a job is according to needs of employees (Weiss H. M., 2002). The services providing business job satisfaction of employees has a critical problem hence it straightly effects on satisfaction of customer and the performance of the organization (Back, & Chan, 2015). It is noted by Schlesinger & Heskett in (1994) that satisfied personnel likely to

show commitment with the organization and show loyalty by staying long period of time in an organization. Moreover, it is perceived that Employees provide excellent outcomes to their customers and hence increasing the performance of organization if they are satisfied with their jobs (Tsai, & Chang, 2010). This research newly originated that not all crafting of job features essentially leads to satisfaction of job. There has been requirement for more studies about the relation between exact type of job crafting and its effect. Moreover, past study found the positivity of the crafting of job in different aspects as well lie wellbeing of employee, commitment and engagement of work (Tims, & Bakker, 2013). This research found, moreover that what is important to personnel satisfaction of job is not necessarily a level of crafting of job, except the changes in the job borders.

Research Objective:

The objective of this is to highlight the antecedents and outcomes of job crafting. Basically, job crafting based on that how employees redesign their job which leads to satisfaction of job and engagement of job flourish in the organization.

- To find out the impact of Perceived Organizational Support and Employees Job Crafting
- To find out the impact of Creative Self Efficacy and Employees Job Crafting.
- To find out the impact of Autonomy and Employees Job Crafting.
- To find out the impact of Job Crafting on Job Satisfaction.
- To find out the impact of Job Crafting on Job Engagement.

Research Question:

Which Attributes are important in Exploring Predecessors and results of Job Crafting in the organization?

Scope of Research:

Job crafting assist employees to find out the meaning in their jobs as the motive of task is restructure which might impact on the personnel identity of their work. During the act of crafting, personnel have a chance to utilize their potency efficiently and effectively by experimentation, socially engage which directs to become wellbeing emotionally. And sometime when emotionally wellbeing and meaningful work were no more beneficial for the motivation of employees so job crafting also directs to raise the commitment of work, job attachment, satisfaction which allows mobility in to new position hence supporting the employee performance. Task job crafting means vary the limitations of jobs by attaining one or more than one tasks by enlarging or reducing the range of task by varying the process of performance of the tasks. Relation Task Crafting means reconstructs the social interaction which employees have at the organization by varying the personality or character interaction with other personnel. Cognitive job crafting include the change by which employee's way of perception regarding job task as an element of the total as contrasted to a series of different demands of jobs. Hence, job crafting also includes the evaluating the personnel's communicating support and power for them to redesign their work in accord with their desired performance outcome.

Significance of Research:

Job Crafting supports the organization productivity by which employees increase their capabilities to grab the several problems by using Effective and efficient method. Job crafting endorses to create distinctive attachment between organization and individual personnel. The personnel widen intellect of belonging which promote motivation and commitment levels job crafting make sure those personnel have quality job experience by which productivity of the organization is increases. Job Crafting Promotes, personnel are offered with unvarying feedback and they have the independency to take critical decisions hence getting better the worth of the human talent in the corporation. Job crafting, alternatively could be main concerned because it gives the chance to the employees for increasing their interest in their particular work which increase the specialization process. Specialization is essential for the organization because it increase the effectiveness of organizational process. Crafting of job is also highly concerned with maximization of organizational productivity because it ensures specialization as well as independency factor arise that plays an effective role in job crafting and serves as the employee motivation in the direction of productivity maximization by which organization can attain competitive advantages.

Literature Review

Definitions:

Job crafting:

"The concept of job crafting is defined as the process of an employee's proactive behaviors to change the boundaries of his or her job" (Dutton & Wrzesniewski, 2001). There are three types of job crafting which are defined "task crafting is defined as when employees change the form, scope, or number of tasks they do for example, by undertaking more tasks or changing how they are performing their tasks. Employee may change with whom and how often they interact in the workplace, which was conceptualized as relational crafting Employees are able to change how they view their jobs, which is called cognitive crafting." (Wrzesniewski et al., 2010). It is stated by Crafting of job means the process in which personnel take participation for changing the cognitive, social and physical attributes of their work (Vella-Brodrick, Slemp, D., & G., 2013).

Perceived organizational support:

Perceived organizational support emphasizes on "employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger et al., 1986, p. 501). It is known as (POS) measured as a significant feature for enhancing personnel self-initiation and positive behavior for work too. (Hsieh & Chiang, 2012).

Autonomy:

In The Organization Autonomy is "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out" (Oldham & Hackman, 1976). , Autonomy is "the level by which job offer independency, carefulness to the employee in arrangement of their work and selecting the process to be used in carrying out tasks and the extensive freedom" (Oldham & Hackman, 1976).

Creative self-efficacy:

As cited by Haemi, Hailin, Jinyoung, & Haemi, 2018 that "Explation of Creative self-efficacy derived from self-efficacy which described that "the belief that one has the ability to produce creative outcomes" (Farmer & Tierney,2002). The impact of creative self-efficacy of personnel on their job crafting haven't discussed broadly previously, Employee with the high confidence in capabilities of creativity may assemble cognitive opportunities and route of accomplishment required to gather situational command (Michael, & Fan, 2011).

Job satisfaction:

"Job satisfaction refers to employees' general affective evaluation of the extent to which they perceive that a job meets their needs" (Locke,1976). Personnel who are concerned in crafting of their jobs and they eager to transform jobs by using such method which increase the meaning and approach of their activities which they do in the organization (Wrzesniewski et al., 2001). Satisfaction of job is an emotional status which signifies the overall stage of satisfaction by which personnel has regarding their job circumstances. It has discussed that satisfaction of job is an extra reactive situation contrasts to engagement of work, which is measured an extra reactive one (Inceoglu & Warr, 2012).

Work engagement:

Engagement of Work is classically described as the "positive, work-related state of mind in employees characterized by vigor, dedication, and absorption" (Schaufeli,Gonzalz, & Salanova, 2002). Representatives who encounter work commitment have been appeared to make their own incredible work environment (Bakker, 2010). Associations would along these lines advantage from representatives who take proactive activities in trim their work qualities in the best way to meet requirements and necessities (Turner, Parker and Williams 2006)

Relationships:

Job Crafting:

It is explained by (Dutton & Wrzesniewski, 2001) that the idea of job crafting is explained as the method of proactive behavior of employee for changing the borders of employee job. Task crafting arises when employee modify the scope, appearance or tasks numbers they do in their working hours by attaining more tasks or modifying it by their way of carrying out their tasks or job (Wrzesniewski, & Dutton, 2010). However, it may alter by how and whom mostly they relate or work together in organization which was theoretically assumed as relational job crafting in job crafting. Higher-ranking personnel able to make mentoring, guiding, and consulting relation with the other employees those who are new or young in the organization by a process of connecting and teaching with employees (Wrzesniewski et al., 2010).

Moreover, employees can change their opinion or perception regarding their jobs this process is known as cognitive job crafting (Dutton et al.,2001.) They are able to restructure the motives of positive features of their employment in relation to the employment as whole (Dutton et al, 2010). Although personnel connect into framing their job with three features with the help of experimental research however considered as individual or as a whole job crafting (Cheng et al., 2016) and focus on task crafting (Appelbaum, 2009). Numerous Analyst of

Employee, Crafting of their Jobs were recommended (Bakker, Derks, & Van Wingerden, 2015). As an individual-narrated Analyst, Employee who achieves high score in proactive personality, self-regulation, cognitive capability and the self-efficacy is likely to connect in crafting of job within organization (Derks & Tims, 2012). However, that employee who recognize extra autonomy and independency of task and the job performance which are able to show behavior of job crafting (Demerouti, Petrou, Peeters, & Schaufel, 2012).

In adding up to task related and individual aspects, the context of the organization is predicted to influence on job crafting of employee (Wrzesniewski, Dutton, & Dutton, 2013). Because it is drastically impact on the personnel perception and on their working behavior in the organization (Pfeffer & Salancik, 1978). Job crafting of employees has been originated to how positive association with the employee behavior and attitude to work and organization (Derks, Tims, & Bakker, 2016). To be unambiguous, employee who are included in crafting of their job and be likely to observe better place with their job and prove exceptional performance (Bakker et al., 2016) Job crafting leads to positive attitude of work and enhanced performance of employee (Chen, Cheng, Teng, & Yen, 2016).

Perceived Organizational Support as an Organizational Linked Influencer:

Employees attitudes regarding the degree to which the values of organization and its involvement and concerned about wellbeing of employee is known as Perceived organizational support (Eisenberger, Huntington, & Hutchison, 1986). With high rank of perceived organizational support, employees are extra concerned with their organization and be likely to evaluate their favorable job which are interrelated with the organization (Johnson et a.l, 2009; Hobfoll, Johnson a al., 2003). Hence, perceived organizational support is measured to be one of the key factors of the organization for predicting employee performance and beliefs in their job; hence it indicates a mutual exchange of social relation between the employee and organization (Zhang, Wang, & Shi, 2012).

Moreover, employees' perception enhances performance creativity and decreasing the employee turnover intention and burnout (Tsai et al., 2015; Chiang et al., 2012). (Hobfoll, 1989) stated in theory of conservation of resources is able to apply on perceived organizational support on job crafting to recognize the positive effectiveness of employee. This assumption proposed that personnel struggle to secure and attain resources on their job. However, when employee has additional resources, they are likely to look for more job resources by consuming their current resources (Hobfoll, 1989). Hence, supportive organization is able to become medium to enlarge resources of employees further than what employees already have in organization (Hobfoll, Freedy, Lane, & Geller, 1990).

As Stated in COR Theory (Hobfoll, 1989), the resources include the objectives like (Work and Company), Energies like (favors owed, Awareness or Knowledge and Perception), Conditions (job security and pleasure relation with others employees) and personal distinctiveness of employee (orientation of employee and mastery) Hence Perceived Organizational Support encourages personnel to attain additional resource by making use of job crafting. In additional sound, when employee perceived higher point of organizational support so they begin task crafting for attaining the important objectives, specially employee's work and their interpersonal skill with the other personnel in the organization and their opinion regarding their job for having pleasure working environment and more potential.

H$_a$ 1a: There is positive relationship between Perceived Organizational Support and Employees Task Crafting.

Hₐ 1b: There is positive relationship between Perceived Organizational Support and Employees Relational Crafting.

Hₐ 1c: There is positive relationship between Perceived Organizational Support and Employees Cognitive Crafting.

Autonomy as a Task Related Influencer on Job Crafting:

A Level at which the job offers significant independency, discretion and freedom to the employee in setting up the task and influencing several methods to be utilized it as an outcome is known as Autonomy (Oldham & Hackman, 1976). In the Situation of high degree of autonomy, personnel can choose different procedures to move toward their knowledge more rights, tasks (Belschak & Den Hartog, 2012). Hence, employee feels more motivated and confident in arranging it's effectively and efficiently (Mehmetoglu & Slåtten, 2011). Personnel are more able to show their proactive performance in the environment of discretion, liberty and autonomy in the form of when to perform it, and what to perform it (Oldham & Hackman, 1976). Moreover, the plan of literature of the job proposed the optimistic autonomy characteristics of job on personnel positive working behavior and have expansion of role implementation of ideas and issues solving capabilities (Parker et al., 2003; (Turner et al., 2006) Autonomy is awarded by organizations and managers can be a requirement for the employee's promotion, crafting of job offers the chance to personnel to modify their task, expand their roles and job crafting opportunity as well (Morgeson, Hemingway, & Delaney-Klinger, 2005; Dutton & Wrzesniewski, 2001).

Hₐ 2a: There is positive relationship between Creative Self Efficacy and Employees Task Crafting.

Hₐ 2b: There is positive relationship between Creative Self Efficacy and Employees Relational Crafting.

Hₐ 2c: There is positive relationship between Creative Self Efficacy and Employees Cognitive Crafting.

Creative Self Efficacy as an Individual Related Influencer on Job Crafting:

As explained by (Bandura, 1999) in the theory of social cognitive, Employees are motivated because of the hope of the consequences and the judgment of their capabilities to do specific work or attitude (Wood & Bandura, 1989). Employee level of self-efficacy demonstrates the judgment about the capabilities, expectations, confidence in doing any specific behavior. Moreover, personnel who have high point of self-efficacy intend to show their better performance and proactive behavior in organization (Neal, Griffin, & Parker, 2007). Creative self-efficacy resultant from the elf efficacy which explained as the principal that employee has ability to provide innovative result by their work in the organization (Farmer & Tierney, 2002). Intrinsic motivation of employee represents the connection in innovative actions and ideas and has self-confidence to perform a specific work and produced exceptional outcomes (Farh, Huang, & Gong, 2009; Fan, Hou, & Michael, 2011). Personnel who have high degree of creative self-efficacy are tending to expend moment on inventive cognition process, based on identifying issues, produce solutions and thoughts, looking for sponsoring for creative ideas and providing prototypes (Michael et al., 2011) As a result, they are intend to perform their action productively to accomplish their goal related to organization (Tierney et al., 2002; Gong et al., 2009). The employee who works in Service require being capable to innovatively solve issues of customer e.g. complaint of customers in the active delivery of service procedure (Michael et al., 2011). Employee sure in showing creative task, they became more interested to manage with failures and difficulties (Seligman & Csikszentmihalyi, 2000). Since its

significance in a service industry, researchers considered the perception of creative self-efficacy and its positive effectiveness on act of employee like creative performance, innovative attitude, and creativity at organization (Dhar & Jaiswal, 2015; Wang et al., 2014)

H$_a$ 3a: There is positive relationship between creative self-efficacy and Employees Task Crafting.

H$_a$ 3b: There is positive relationship between creative self-efficacy and Employees Relational Crafting.

H$_a$ 3c: There is positive relationship between creative self-efficacy and Employees Cognitive Crafting.

Job Crafting as consequential of Job Satisfaction:

Earlier studies consequence on the relation among crafting of job and job satisfaction opened to doubt from the time when they measured and approached job crafting (Leana et al., 2009). Modification in tasks, relations with other employees and job's perception causes better communication with employees, smoother functioning and efficient collaboration (Appelbaum et al., 2009). Personnel who are concerned in crafting of their jobs and they are possibly to transform their professions in such a way which increase the meaning and approach of their activities which they do in the organization (Wrzesniewski et al., 2001). When personnel change their way of doing task so, they try to show their best way of performing their job to their own expertise. They may have closed to or more pleased to their works (Wrzesniewski et al., 2001). Hence it is predictable that three aspects of crafting of relational jobs, task and cognitive jobs crafting shows positive impact on satisfaction of job.

H$_a$ 4a: There is positive relationship between Task crafting and job satisfaction.

H$_a$ 4b: There is positive relationship between Relational crafting and job satisfaction.

H$_a$ 4c: There is positive relationship between Cognitive crafting and job satisfaction.

Job Crafting as consequential of Job Engagement:

The core mechanism of job engagement based upon dedication and vigor (LEITER, ALBRECHT, & BAKKER, 2011). Moreover, absorption perceived as the more deviating mechanism resultant since having the essential vigor and dedication in employee's job (LANGELAAN, 2007). Vigor is about employee's high level of mental flexibility and energy at work in the organization (BAKKER & SCHAUFELI, 2010). On the other hand dedication defined as the sense of enthusiasm, pride, significance, and challenges (Bakker & Schaufeli, 2004). Job engagement and proactive behavior shows a significant and positive relative relation with each other, to take action for being proactive increased the job engagement (DERKS, TIMS, & BAKKER, 2012). Job crafting is the model of proactive behavior and the longitudinal study found that the crafting of job is the mediator in the process of enhancing the person environment and job engagement (BRANIGAN & FREDRICKSON, 2005)

H$_a$ 5a: There is positive relationship between Task crafting and job Engagement.

H$_a$ 5b: There is positive relationship between Relational crafting and job Engagement.

H$_a$ 5c: There is positive relationship between Cognitive crafting and job Engagement.

Methodology

Data Collection Method:

For the study, Pakistani Employees have been taken as the population in this study. The age of the sample is between 21 to 50 years. Offline sources are used to collect the responses.

Journal of Management & Human Resource Voume-1 Special Issue December 2018   26

KASBIT Research Conference 2018 Theme: Socio-Economic Trends in the Business Environment: Challenges & Opportunities.

The respondents had experience to work in an organization, the details of questionnaires and motive of conducting the study shared with them verbally along with the cover letter contains the consent letter and demography. Each and every respondent asked to provide data about their experience while working in his/her organization and they are allowed or not to craft their jobs. Both male and female who fall in this class stated were taken in to the procedure of testing the hypothesis. Printed questionnaires were distributed to employee of Pakistan International Airline.

Technique of Sampling:

The population which is mentioned is the employees of Pakistan International Airline. It was mandatory for respondents that they are current employees in organization. the sample selected for study is belongs to PIA Employees based on the above situation it was decided to have a non-probability sampling technique for the questionnaire survey. Noted that the research type is basic and this research paper is chat about the association of various factors with job crafting in the organization. For the compilation of our research data, closed ended questionnaire is being handed out in various departments of Headquarter of Pakistan international airline located in Karachi and Researchers focused on the descriptive studies with excessive interference which was mannered in a non-contrived environment. The questionnaire distributed randomly to the personnel in the organization. As researchers have limited time to complete this study so the time horizon was cross sectional. Researchers got knowledge by using the different researches & articles and the data was compiled in a quantitative manner.

Sample Size:

It is stated by Fisher (2007) that appropriate sample may result in reliable and perfect research. The unit sampling was the individual employee which are currently working in organization different studies in the past used several size of sampling. The instrument shared with 275 respondents out of 204 has filled the questionnaire and 46 excluded due to invalid and incomplete responses.

**Instrument for data collection:**

The instrument for the collection of data Is based on the 5 points likert scale method (5= strongly agree, 4= Agree,3= Neutral, 2= Disagree, 1=Strongly Disagree). And the construct Perceived organizational support was from (Eisenberger, et al., 1986), Autonomy was from (Keller, Szilagyi, & Sims, 1976), (Eisenberger, et al., 1986), Creative self-efficacy was from (Tierney & Farmer, 2002), Job Crafting was from (Vella-Brodrick & Slemp, 2013), Job Satisfaction was from (Raab, Sturman, & Way, 2010), and the questions of Job Engagement were adopted from (Schaufeli, Bakker & Salanova, 2006)

Statistical Technique:

After Finalizing, the data were coded in Ms-Excel File and then uploaded in SPSS a variety of tests applied on the research data i.e. Regression analysis for discovering the correlation between the variables. Moreover, researchers used ANOVA for discovering the significance of variables and Cronbach's Alpha used for finding out the reliability of the questionnaire the conclusion and result drawn according to the test result acquired. As noted by (Fidell & Tabachnick, 2007) in a general rule of thumb if the values of reliability weighting above 0.71 are excellent, if the values are above 0.63 are very good, 0.55 is good, 0.45 is fair

and 0.32 is poor. The values of cronbach's alpha taken from the SPSS and CFA applied using AMOS for finding out the values of CR, AVE, MSV and ASV. For checking out the hypothesis testing SEM has been applied in AMOS.

Research Model Developed:
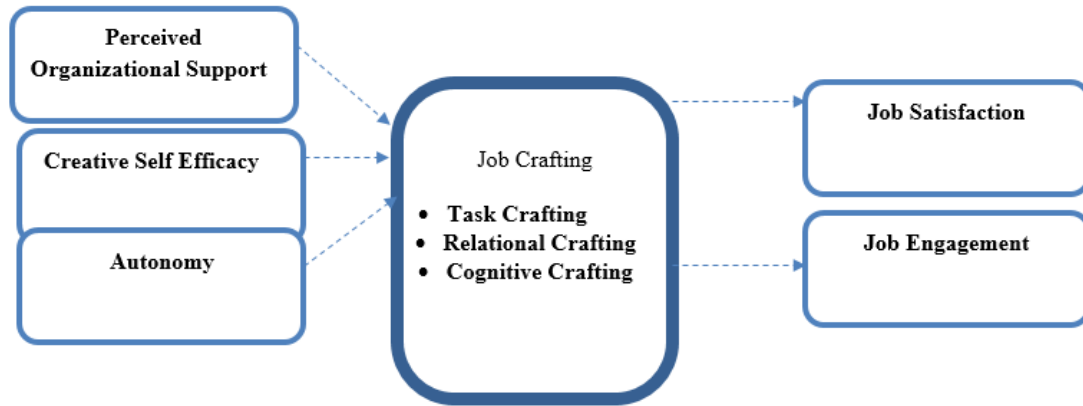
Result and Analysis

Demographic Frequencies

		Age	Gender	Income	Qualification	Experience
N	Valid	219	219	219	219	219
	Missing	0	0	0	0	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35	80	35.4	36.5	36.5
	36-45	87	38.5	39.7	76.3
	46-55	41	18.1	18.7	95.0
	Above 55	11	4.9	5.0	100.0
	Total	219	96.9	100.0	
Total		219	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	115	53..9	53.9	53.9
	FEMALE	104	46.1	46.1	100.0
	Total	135	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25000	3	1.3	1.4	1.4
	26000-30000	45	19.9	20.5	21.9
	31000-45000	72	31.9	32.9	54.8
	46000-60000	64	28.3	29.2	84.0
	Other	35	15.5	16.0	100.0
Total		219	100.0	100.0	

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	14	6.2	6.4	6.4
	Intermediate	40	17.7	18.3	24.7
	Bachelor	96	42.5	43.8	68.5
	Master	67	29.6	30.6	99.1
	Other	2	.9	.9	100.0

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 1 Year	22	9.7	10.0	10.0
	1-3 Years	71	31.4	32.4	42.5
	4-6 Years	84	37.2	38.4	80.8
	7-10 Years	23	10.2	10.5	91.3
	Above 10 Years	19	8.4	8.7	100.0
Total		219	100.0	100.0	

Frequencies of Demographic:

As Shown in above table the demographic descriptive statistics of the respondents. Demographic information showed the first section of researcher's questionnaire. The total respondent of the research is 219 in which 115 (53.9%) are male and the rest of the respondent are female 104 (46.1%) which specified that the most of the respondents are male. And for the respondent's percentage and frequency mostly the respondents are drop in to 36-45 (38.5%) category. On the other side most of the respondent's qualification is bachelors (42.5 %) and in contrast (29.6%) possessed Master's Degree. Most of the Questionnaires were filled by those respondents who have experience of 4 to 6 years with the percentage of 38.4%.

Confirmatory Factor Analysis:
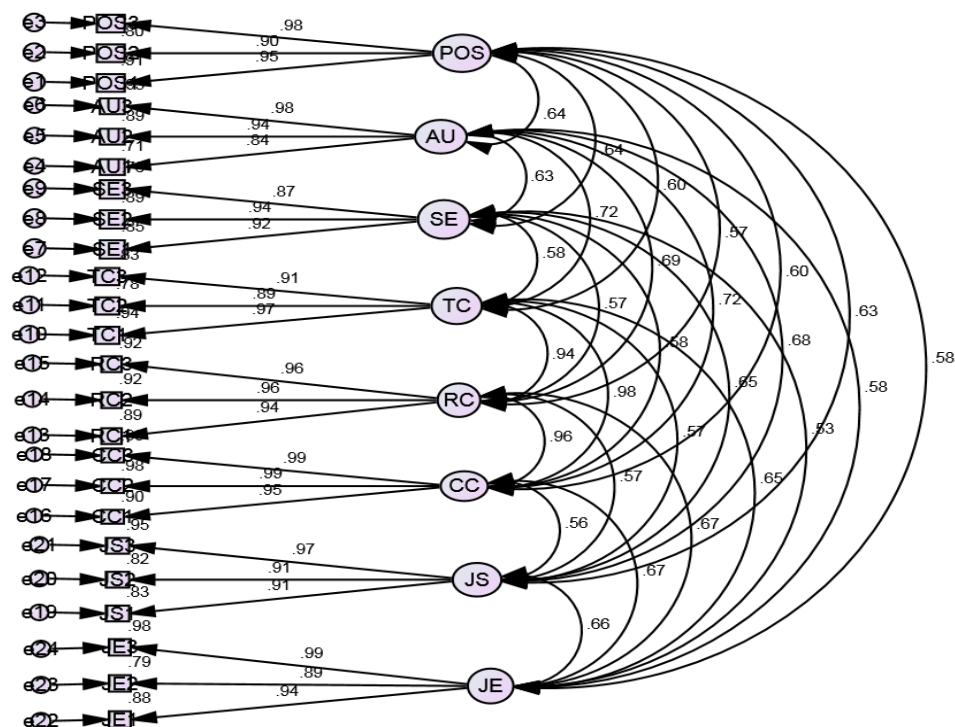
Reliability & Validity:

| Construct/Indicators	Standardized Factor Loading (CFA-AMOS)	Cronbach's alpha	Composite Reliability (CR)	Convergent Validity Average Variance Extracted (AVE)
Perceived Organizational Support		0.961	0.961	0.961
POS1	.95			
POS2	.90			
POS3	.98			
Autonomy		0.940	0.944	0.944
AU1	.84			
AU2	.94			
AU3	.98			
Creative Self Efficacy:		0.937	0.936	0.936
SE1	.92			
SE2	.94			
SE3	.87			
Job Crafting		.947	.946	0.854
Task crafting				
JC1	.97			
JC2	.89			
JC3	.91			
Relational Crafting		.968	.968	.909
JC4	.96			
JC5	.96			
JC6	.94			
Cognitive Crafting		.985	.984	.954
JC7	.95			
JC8	.99			
JC9	.99			
Job Satisfaction		0.951	.951	.866
JS1	.91			
JS2	.91			
JS3	.97			
Job Engagement		0.958	0.959	0.855
JE1	.94			
JE2	.89			
JE3	.99			
Reliability and Construct Validity Thresholds: [Suggested by Fornell and Larcker (1981)]		**α >0.70 (Nunnaly,1967)**	**CR > 0.70**	**AVE>0.50 CR>AVE**

The outcomes demonstrate that Cronbach's Alpha estimations of the considerable number of develops are above 0.7 as expressed by Nunnaly (1967) that implies the instrument's inner consistency is fine to anticipate the outcomes. Also, the AVE estimations of all builds are greater than 0.5 which demonstrates that the differences clarified by these develop is great and the blunder is disclosing less to the dormant variable. The discriminant legitimacy is additionally according to the standard which demonstrates that every one of the inquiries are clarifying what they should clarify, implies they are not clarifying different factors and just clarifying their very own factors in which they were put.

Model Fitness Value:

CMIN/DF	P	GFI	AGFI	TLI	CFI	RMSEA
2.178	.000	.849	.810	.960	.966	.074

The measurement model consists of seven fit indices which signify the fitness of model The value of CMIN/DF, P Value, GFI, AGFI, CFI, TLI and RMSEA. Majority of the Values like TLI, CFI and RMSEA is as the Requirement of Thresholds of (Hair et al., 2006) however the GFI value is according to the requirement of Bagoozzi & Yi 1988, Moreover the AGFI Value is as per the requirement mentioned by Gefen, Straub & Boudreau, (2000). Therefore, it indicates that the model is fit.

Mediation Analysis:
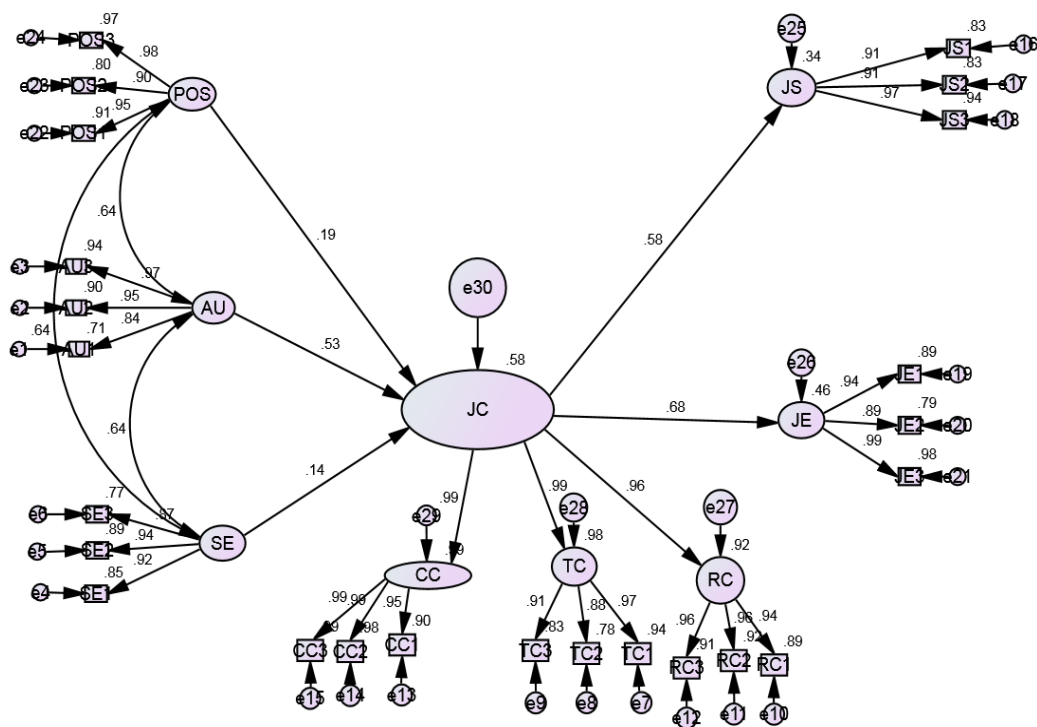
Indirect Effect:

	POS	AU	SE	TC	RC	CC	JS	JE
TC	.012	.002	.065	…..	…..	…..	…..	…...
RC	.010	.002	.062	…..	…..	…..	…..	……
CC	.012	.001	.065	…..	…..	…..	…..	……
JS	.010	.001	.063	…..	…..	…..	…..	……
JE	.010	.001	.059	…..	…..	…..	…..	……

To test the mediation analysis Perceived Organizational Support, Autonomy and Creative Self Efficacy have been taken as Exogenous Variable and Job Satisfaction and Job Engagement have been taken as endogenous variable, whereas the Task Crafting, Relational Crafting and Cognitive Crafting have been taken as Mediator. The indirect Effect of TC, RC, CC, JS and JE show that POS have significant relationship at 0.05 confidence interval. however, the indirect Effect of TC, RC, CC, JS and JE shows that AU have significant relationship with Dependent Variables at 0.05 confidence interval. but on the other hand SE

values shows the insignificant relationship with TC, RC, CC, JS and JE shows that POS have significant relationship.

Direct Effect:

	POS	AU	SE	JC
JC	.010	.062	.002	
TC				.004
RC				.
CC				.005
JS				.002
JE				.002

The Direct Effect of POS and AU shows insignificant Relationship but the AU shows significant Relationship with Dependent Variables which means that job crafting is a true mediator in case of POS and AU but not in case of AU as well as Job crafting which is the mediator it has he director and Significant relationship with Dependent Variables.

			Estimate	S.E.	C.R.	P
JC	<---	POS	.176	.063	2.788	.005
JC	<---	AU	.551	.076	7.271	***
JC	<---	SE	.139	.069	2.014	.044
JS	<---	POS	.201	.065	3.115	.002
JS	<---	AU	.367	.084	4.378	***
JS	<---	SE	.267	.071	3.770	***
CC	<---	JC	1.028	.041	25.301	***
TC	<---	JC	1.015	.039	26.347	***
RC	<---	JC	1.000			
JS	<---	JC	.019	.072	.269	.788
JE	<---	JC	.704	.060	11.705	***

The hypothesis estimate table confirms that in the presence of mediation factor the Job crafting has significant relation with POS, AU, SE however Job satisfaction has significant relation with POS, AU and SE but JS has insignificant Relation with JC whereas significant relation with JE.

Conclusion

This research paper concludes that this study give new awareness in human resource management field and tactics by which organizations can easily explore the anticipants and outcomes of job crafting. As Hypothesis H1a(a), H1a(b), H1a(c) has significant relationship with Task Crafting, Relational Crafting and Cognitive Crafting which is stated that with high rank of clear hierarchical help, workers are additional worried about their association and probably judge their great employment and are associated with the association (Johnson et a.l, 2009; Hobfoll, Johnson an al., 2003). Henceforth, saw hierarchical help is estimated to be one of the key components of the association for foreseeing worker execution and convictions in their activity; thus it shows a common trade of social connection between the representative and association (Zhang, Wang, and Shi, 2012). Besides representative's observation improves execution innovativeness and diminishing the worker turnover aim and burnout (Chiang et al., 2012). An assumption of Hobfoll in 1989 protection of assets can apply to perceive the positive viability of saw authoritative help on occupation making of representative.

This hypothesis suggested that worker battle to accomplish and secure their assets on occupation. As Hypothesis H2a(a), H2a(b), H2a(c) has significant relationship with Task Crafting, Relational Crafting and Cognitive Crafting Autonomy is awarded by organizations and managers can be a requirement for the employee's promotion, crafting of job offers the chance to personnel to modify their task, expand their roles and job crafting opportunity as well (Morgeson, Hemingway, & Delaney-Klinger, 2005; Dutton & Wrzesniewski, 2001). Furthermore, this investigation recently found the beneficial outcomes of imaginative. Creative self-efficacy on a wide range of employment making conduct as theorized in H3a, H3b, and H3c. The workers trust so they have capacities toward accomplish innovative results, the more they start alters in the errands they do, their relations with others personnel at job, and their vision of their employment. This finding is comparable line with the examination of Gong (2009), showing that benefit representatives with an abnormal state of inventive self viability will in general take part in imaginative exercises at work, for example, applying imaginative activities amid client communication and making new administration contributions. The finding likewise shown that a worker's innovative self-efficacy prompts an alternate degree with every aspect of occupation crafting.

Inventive self-adequacy applies a more grounded impact on assignment what's more, social creating contrasted with that on psychological making. This suggests that if workers have a larger amount of conviction that they have abilities and learning to produce innovative results, they will in general start more modifies in assignments and involved with other employees thoughts about to changes in their impression of their occupations. Interestingly, this research examined that not all feautures of job crafting directs to job satisfaction and Hypothesis H4a(a), H4a(b), H4a(c) has no significant relationship with Task, Cognitive and Relational Crafting. One conceivable purpose behind the immaterial connection between undertaking creating and work fulfillment is that errand making includes physical changes of the activity, for example, changing the types of undertakings or the quantity of errands, while work fulfillment was surveyed as a passionate state or full of feeling assessment toward a person's activity (Locke, 1976). In particular, expanding work assets and testing work requests were emphatically identified with engagement of work. Our discoveries recommend that supporting and empowering workers to create their employments by expanding their testing work requests and assets (however not diminishing frustrating occupation requests) may have a positive effect on both work commitments

Theoretical Implication

This investigation adds to the activity making writing in three different ways: (a) the expansion of inventive self-adequacy as an indicator of occupation creating, (b) the inspection of overall greatness of every indicator, and (c) the examination of the impact of every feature of occupation making on employment fulfillment and job engagement. To begin with, this examination not just demonstrated that apparent authoritative support and independence affect workers' activity making, yet additionally recently discovered that innovative self-adequacy as an individual-related factor influences work making. It gives that representatives' activity creating practices are subject to a person's close to home contrasts, particularly the dimension of the person's trust in self-adequacy for imagination. Second, by looking at the indicators all the while with the three features of employment making, this investigation gave experimental proof to affirming that every indicator applies distinctive greatness of impact on each feature of employment making (Gaertner, Griffeth, & Hom, 2000).

Along these lines, it gives a top to bottom comprehension of how each kind of the activity creating process advances. Third, this investigation recently discovered that not all occupation making conduct fundamentally prompt workers' activity fulfillment. There has been a need for more research with respect to the connection between particular types of work making and specific individual results.All things considered, past investigations stress the positive outcomes of the general employment creating conduct: work commitment, work satisfaction, duty, and prosperity (Eslamlou & Karatepe, 2017). This investigation found, notwithstanding, that what matters to workers' activity fulfillment isn't a level of making their work, however which limits of the activity are changed.

Limitations and Suggestion for Future Research

The examination of this study isn't free of confinements; therefore, it gives proposals to future research. A comfort examining was utilized, and this investigation is in light of the carrier business of Karachi, Pakistan. Along these lines, the investigation discoveries can't be summed up into the settings of different fragments in the field (Thomas & Ely, 2001). This investigation concentrated on the immediate impacts of each factor on occupation creating. The testing of the model in various societies may result in conflicting outcomes; in this way, a multifaceted examination may be an intriguing subject for future research. It is useful to analyze the joint impacts among the indicators on occupation creating all together to all the more likely comprehend the states of advancing representatives' activity making. Besides, workers' activity creating conduct could be the hidden system between various predecessors and employment results. For Example, (Derks, Tims, & Bakker, 2012) discovered that workers with proactive identities will probably exhibit a larger amount of in-job execution since their proactive identity institutes work creating what's more, work commitment. An examination of the intervening impact of representative's work creating would give better clarifications of the basic instrument of their execution or assessment of their employments.

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