



## ORGANIZATIONAL CULTURE AND EMPLOYEE COMMITMENT: A PROPOSED MODERATING ROLE OF JOB CRAFTING IN NORTH EASTERN STATES OF NIGERIA

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### ABSTRACT

*Sustainability and growth in today's competitive and challenging business environment requires fundamental improvement of employee's commitment in an organization. Although research supports the association between organizational culture and employee commitment, the moderating role of job crafting in this relation is less understood. This study examines the possible moderating role of job crafting on the relationship between organizational culture and employee commitment in State Universities in north eastern states of Nigeria. This study contributes to organizational culture literature by integrating job crafting into the organizational culture model. Practically, its help the management of State Universities, National Universities Commission (NUC) the regulators of university in Nigeria and also the federal ministry of education to understand how job crafting can moderate organizational culture for improve employee commitment in State universities. Empirical research is recommended in this regard.*

**Keywords:** Organizational Culture, Employees Commitment, Job Crafting

### Introduction

Employees commitment is fundamental for every institution that desire to grow and remain relevant in the midst of stiff competition, globalization and digital technology advancement. The establishment of more federal and state universities in Nigeria, embracement and recognitions of distance learning certificates by international and national universities in Nigeria makes it necessary for each university to put it thinking cap for its survival in which employee commitment play a pivotal role in this regard. Employee commitment is a concept that is attracting significant attention in the process of understanding and clarifying the intensity and stability of the dedication to an organization by an employee (Tamunosiki-Amadi, Sele & Ernest, 2020). Committed employees develop a bond with an organization, which creates better organizational performance (Ikyanyon & Agber, 2020).

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Organizations need commitment from their employees in order to reduce costs and improve performance, service and product quality. High degree of employee commitment results in several favorable organizational outcomes (Tamunosiki-Amadi *et al.*, 2020). Employees' commitments play a significant role in improving individual and organizational performance (Solikhin, Triatmanto & Supriadi, 2021).

Despite the consensus in acknowledging the benefit of employee commitment to organizational performance, employee commitment is not automatic. Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover (Irefin & Mechanic, 2014). Andrew, (2017) explain that increase in employee commitment will also help the organization to retain employees and move ahead to experience global competition. However, lack of employee commitment gave negative effect on the organizational performance; which to a large extent contributes immensely to failure of organisation not achieving their goals and objectives (Bandula & Jayatilake, 2016). Employees who are less committed at work are also more likely to look at themselves as outsiders and not as long-term members of the institution (Irefin & Mechanic, 2014). As such, an attractive job offer elsewhere is very likely to result in their departure.

However, to achieve the anticipated outcome in the process of employee job commitment, organizational culture plays an important role. When employees face job dissatisfaction due to poor working environment and motivation they may leave the institution, leaving a depressing impact on the institution (Nwankwo, Orga & Abel, 2019). Solikhin, Triatmanto & Supriadi (2021) explained that organizational culture contributes to affective commitment. Organization's achievement relies on personnel overall commitment to help acquire their goals of providing quality services and offerings for their aggressive advantage. As organizations are pressured to adapt to global, economic and technological developments, employees are concerned with adapting to the changes in the learning and teaching environment (Pari, 2016). Job crafting is a promising job redesign intervention strategy that individual employees can use to improve their well-being and job commitment (Gordon, Demeroutia, Blanca, Bakker, Bippc & Marc, 2018). Organization's success depends on employees' commitment and institutions need highly performing employees in order to achieve their goals, to deliver the products, services and have competitive advantage. Therefore, the thrust of this study is to examine organizational culture and employee commitment by proposing moderating role of job crafting in State Universities in North Eastern Nigeria.

### **Problem Statement**

Employee commitment plays a major role in achieving both individual and institutional objectives but mostly faced with a stumbling block of sustainability as human mind and situations changes. Lack of

commitment has been manifested by employee absenteeism, lateness to work, job dissatisfaction and negative work attributes in an institution. Theoretically previous studies such as Abiona, et'al (2023), Acquah, (2020), Kayani, (2023) Azubuike and Madubochi (2021); Baridula, Mekuri-Ndimele & Adanma (2020); Caleb, (2020); Irherhimena, Yemisi and Gabriel (2020); Ikyanyon and Agber, (2020); Tamunosiki-Amadi, et'al. (2020); Ulabor and Bosede (2019); Ariawaty 2021; Chien Jie, 2020; Dung, 2021; Fidyah, 2020; Harianto 2020; Kamaludin, 2021; Sopiha, 2021;; Obiora, 2020; Utama 2021; Priyadharsan, 2020; Ispik 2020; Mulugeta 2020; Saad and Abbas 2018; Shamsuddin, 2020; Yuxin, 2021; Febianti, 2020; Sinurat 2021; Gojali 2021; Sinurat 2021; Purba 2021; Jufrizen 2021; Nikpour 2018; Purba 2021; Winoto 2020; Kumar 2021; Gojali 2021; Taaha 2021; Kuswati, 2020 were conducted on employee commitment as well as organizational culture which have reported inconsistent outcome.

However, Baron and Kenny (1986); Preacher, Rucker and Hayes (2007); Wong and Laschinger, (2013); Memon, Cheah, Ramayah, Ting, Chuah and Cham (2019) explained that moderator variables are typically introduced when there is an unexpectedly weak or inconsistent relation between study variables. Additionally, the existing studies on employees' commitment were conducted on manufacturing and beverages companies, (Ikyanyon & Agber, 2020), Hotel Sector (Ahmad, Bibi, Bilal & Hussain, 2020), Telecommunication Industry (Baridula, et'al., 2020), Libraries (Irherhimena et'al., 2020) Hospitals (Azubuike et'al, 2021; Tamunosiki-Amadi et'al, 2020) etc. with little or no studies on State Universities in the North eastern part of Nigeria. Therefore, study that would seeks to examine the organizational culture and employee commitment with Job crafting as a moderator is highly commendable in North eastern State universities of Nigeria.

## **Literature Review**

### ***Employees' Commitment***

The employees who have a strong commitment are motivated towards higher levels of job performance and their contributions in the organization are meaningful (Waris, et'al 2018). Employee's commitment refers to the employees' emotional attachment to the organization (Yu, Yen, Barnes & Huang, 2019). A committed employee is usually loyal and concerned about the future of the organization (Soelistya, Mashud & Suryanto, 2016). Conceptually this paper considers employee commitment as a state of psychology binding of employee to his assigned responsibility related to the stated goals of the organization. Ahmad & Shaheen, (2011) explained that employee commitment is divided in to affective, continuance and normative commitment. The affective dimension of commitment refers to an emotional attachment to and involvement with an organisation (Mugizi, Bakkabulindi & Bisaso, 2015). Affective commitment is very

germane to the achievement of the goals of organizations (Irherhimena, Yemisi & Gabriel, 2020). Continuance commitment is the possibility to continue with work responsibilities due to fear of losing employment and less available other opportunities (Machokoto, 2019). Continuance commitment refers to the willingness to remain within the organization (Caleb, 2020). Normative commitment refers to the obligation employees may feel they owe the organization for being given a job when they needed it most (Nwankwo, Orga & Abel, 2019).

### ***Organizational Culture***

Scholars generally agree that all organizations have a culture, although some cultures are stronger than others (Weber & Malte, 2021). The organizational culture has to be developed to provide support to an organization and bring continuous improvement. Burhanuddin and Supriyanto (2019); Robbins and Judge (2017) explained organizational culture as a form of sharing among members on expectations, norms, beliefs, values, and routines. Beltran (2020) explained that organizational culture comprises of a shared vision, core values and underlying assumptions that guides behavior within units and sub-units in an organization. Robbins and Coulter, (2018) explained that organizational culture comprises a set of values, principles, traditions, and ways of working that influence the behaviour of organizational members. Simply put, organizational culture is the way things are done around here (Deal & Kennedy, 2018). Gusmiarni (2020) explained that organizational culture plays a dominant role in producing and shaping the distinct respective behavior styles from individual employees, workgroups, and businesses. For the purpose of this paper organizational culture is the general acceptable ways or standard through which assigned responsibilities are carried out.

### ***Overview of Job Crafting***

The extant literature reveals that the term “job crafting” emerged in the early 2000s as a bottom-up perspective on job redesign in which employees take an active role in customizing their job Vanbelle, (2017). Peng, (2018) observed that job crafting is a hot topic in the field of organizational behavior researches and human resource management. Wrzesniewski and Dutton (2001), defined Job Crafting as the physical and cognitive changes individuals make in their task or relational boundaries at work. Petrou, Demerouti and Schaufeli (2018) explained job crafting as a potential strategy employees use to react to and deal with organizational change. Irvin (2017) observed that job crafting (JC) involves employees changing certain aspects of the way they operate, interact with other employees, and how they think about their job. Bacaksiz, Tuna and Seren (2017) opined that job crafting not only can increase job satisfaction but also can

increase job performance. Job crafting can help employee cope with uncertainty and changes, and can adapt to challenges and constraints caused by their job (Berg, Wrzesniewski, & Dutton, 2010).

Similarly, job crafting emphasizes bottom-up behaviors, however, it does not reduce the importance of organizational design (top-down), on the contrary, it complements organizational design and enhances employee adaptability (Peng, 2018). With the way technology is reshaping work environment including teaching, learning, dispatch, customer relationship and team work there is a need for employees to be proactive and take their own responsibility to stay connected to their jobs. Job crafting would provide the opportunity to mentally or behaviorally counteract the negative aspects of the workplace (Naami, 2014). Despite job crafting being a promising basis for workplace interventions, it has received surprisingly little research attention (Hetland, et al., 2018). Job crafting is operationally defined as what employees do to redesign their own jobs in ways that can foster job satisfaction as well as engagement, resilience and thriving at work (Berg, Dutton & Wrzesniewski, 2014). In this study job crafting is defined as any positive change or move initiated by employee in order to better the way of doing his assigned responsibilities at work that ultimately gives satisfaction.

### ***Organizational Culture and Employees Commitment***

The variables of organizational culture and employee's commitment are one of the most investigated variables in organizational behavior literature. Tahere *et al.* (2012) explain that staff awareness, participation, intrinsic and extrinsic rewards are essential means of creating employee commitment within an organization. Employee's commitment is based on the laid down organizational culture. The more positive and goal oriented the organizational culture the better employee commitment and vice versa. Abiona, et al (2023) investigated on organisational culture on employee's commitment: implication from Federal Colleges of Agriculture in Southwest Nigeria using multistage sampling procedure among 180 respondents from Federal College of Agriculture, Akure and Federal College of Agriculture, Ibadan. A well-structured questionnaire was used data were analyzed using Ordinary Least Squares (OLS) regression statistics. Results revealed that leadership culture, norms and values were identified as the most common organisational cultures existing in the study institutions. This study findings may not be generalized due to small sample size and narrow focus on only two institutions when many institutions exist in the southwest Nigeria. Acquah, (2020) investigated on the influence of culture on employee commitment at Environmental Protection Agency in Accra among 126 employees. The study adopted quantitative method using descriptive survey and convenience sampling technique. The primary data was gathered using questionnaire and was analyzed using descriptive as well as inferential statistics. It was observed from the

outcome that, the four culture dimensions used by the researchers all existed at the organisation and showed a significant relationship with employee commitment at the organisation. However, the data for the study was collected from a limited number of protection Agency as such the findings may not be generalized. Additionally, the study was concentrated on the service sector only as such the findings may not be applicable to gauge the true nature of these concepts in relation to other sectors. Kayani, (2023) investigates the impact of organisational culture on organisational commitment of employees working in hotel industry of Pakistan using a sample of 237 employees. To test research hypothesis Pearson correlation and regression analyses are used. Questionnaires from the prior research study was adopted to measure research variables. The research findings of this study reveals that all the organisational cultural dimensions have a significant positive influence on the organisational commitment of employees. This study result may not be generalizable even in the hotel industry of Pakistan as the study only concentrates with hotels employees that has more than 10 years of job experience excluding the certain segment of the employees who may have a valuable information and hold different views, thus making generalizability of the findings problematic.

### ***Job Crafting as a Moderator***

Job crafting was viewed as behavior that is directed towards expanding specific job aspects (Bahmani, Muzafari & Mowlaie, 2016). Mislum (2015) observed that, one-way individual job performance can be increase is through job crafting. Sen and Dulara, (2017) posit that employees who engage in the acts of job crafting are more likely to perform better. Similarly, Bacaksiz, Tuna and Seren (2017) explained that job crafting is closely associated with employee performance.

Job crafting as a specific form of proactive work behaviour that entails changing and reshaping the tasks or relationships that make up the job in order to keep the job challenging, motivating and healthy (Demerouti, 2015) requires the art of good working culture so that they strive willingly and enthusiastically toward the achievement of group goal (Awu & Darius, 2022). Recent studies have shown that job crafting can result in increased job performance (Bakker et'al, 2012; Demerouti et'al, 2015; Gordon et al., 2018). Logically, where appropriate leadership style and job crafting thrive in an organization employee's performance would enhance positively impacting the organizational goals and wellbeing of the workers.

Soeter (2017) conducted a study among 126 Dutch-speaking employees using a baseline questionnaire. The study examined job crafting as a possible moderating variable between failures and learning behavior. It was found that Daily failures and learning behavior are not significantly related and Job crafting is not a



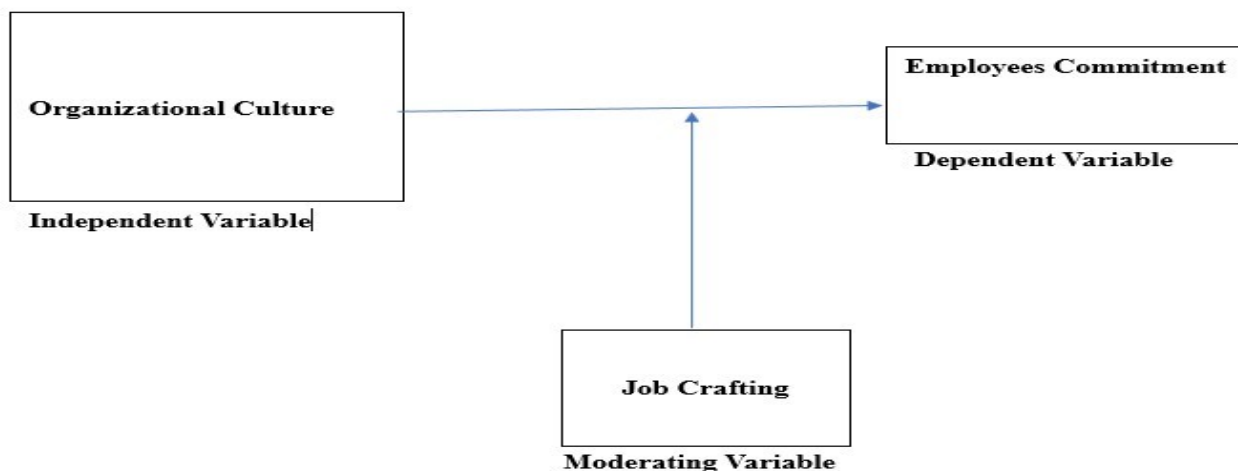
significant moderator to this relationship. Future research could replicate this study without aggregating the data and analyze the data by means of multilevel analysis. Pool (2016) investigated among a sample of 257 teachers in Deltion College, Netherlands. The aim of the study was to identify to which extent does Job crafting mediate (negatively or positively) moderate the relationship between Human Resource Management and Work engagement? The finding revealed that job crafting was a partial mediator between HRM and Work engagement. Job crafting however did not moderate the relationship between HRM and work engagement. It was suggested that future research be carry out to further research the relation between HRM, Job crafting and Work engagement in different cultural setting.

Vogel, Rodell and Lynch (2016) investigated engaged and productive misfits: how job crafting and leisure activity mitigate the negative effects of value incongruence among 193 US respondents working in finance and banking, information technology, education, and health care using email survey. The results suggested that both job crafting and leisure activity moderate the relationship and indeed act as a buffer, mitigating the otherwise negative effects of value incongruence on employee engagement and job performance. Dumani (2015) conducted a study among 321 full-time employees who had been working in their current job for at least 3 months and represented diverse occupations and industries in United States. The study centered on engaging overqualified Employees: The role of job and non-work crafting. Results indicated that basic need satisfaction at work explains the negative relationship between perceived over qualification and work engagement. However, job crafting and targeted non -work crafting do not moderate the indirect effect of basic need satisfaction at work. The current study prosed the use of Job crafting as a moderator as well in the link between organizational culture and employee commitment since it has been used on other variables.

### ***Theoretical Framework***

Self-determination theory (Ryan & Deci, 2000), a well-supported needs-based theory (Gagné & Deci, 2005; Ryan & Deci, 2008), posits that all people have inherent needs to exert personal control over their actions, decisions, and thoughts (i.e., autonomy), to build relationships and connections with other people (i.e., relatedness), and to feel accomplished by utilizing personal strengths/skills through one's actions (i.e. competence). Job crafting helps satisfy these needs, as it is related to the fulfillment of all three basic needs – autonomy, competence, and relatedness (Holcombe et al., 2016) – as well as to overall needs satisfaction (Slemp & Vella-Brodrick, 2014). Satisfying basic needs through job crafting is related to psychological and subjective well-being (Slemp & Vella-Brodrick, 2014) and meaningfulness of work (Holcombe et al., 2016).

**Figure 1: Proposed Model of the study**



### Conclusion and Recommendations

This conceptual study will help examine the intricate relationship between organizational culture and employee commitment within the context of the northeastern states of Nigeria. It will highlight the significant influence that organizational culture can have on fostering employee commitment. Employees are more likely to be committed to their institutions when they build a healthy culture that includes shared values, open communication, and appreciation. While there have been many studies examining the underlying problems of employee’s commitment, however, the present study will address the theoretical gap by linking organizational culture and employee’s commitment in Northeast Universities of Nigeria. Furthermore, the potential moderating effect of job crafting is identified as an important aspect in improving this link. Job crafting enables employees to take proactive efforts to shape their work experiences, resulting in higher job satisfaction and a sense of ownership over their roles. Employees liberty not only increases the benefits of a healthy organizational culture, but it also allows individuals to match their own values with business goals, so as to reinforces their commitment. it is suggested in future research should be conducted to explore the empirical impacts of these dynamics, providing deeper insights into the interplay of culture, commitment, and job crafting in diverse organizational settings especially State Universities.

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