



# Moderating role of perceived organization support in the relationship between work-time control and job crafting among bank employees in Kano State

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## ARTICLE INFO

### Keywords:

Bank Employees  
Job Crafting  
Organizational Support  
Work Time Control

## ABSTRACT

This study examined the moderating role of perceived organization support in the relationship between work-time control and job crafting among bankers. Two hundred and four (204) Bankers in Kano State who were conveniently drawn from five commercial banks participated in the study. They consisted of 104 males (51%) and 100 female bankers (49%) between the ages of 20 to 50 years (mean age = 32.28; SD = 6.36). Self-report measures of Perceived Organizational Support Scale (POSS), Work-time Control Scale (WCS), and Job Crafting Scale (JCS) were used for data collection. Pearson correlation was used to determine the relationships among variables while regression analysis statistics was adopted to test the hypotheses. Results show that work-time control positively predicted job crafting, while perceived organizational support negatively predicted job crafting. In addition, perceived organizational support moderated the relationship between work-time control and job crafting. The result showed that organizational support is sacrosanct in facilitating organizational efficiency and work balance among employees.

## Introduction

The world of work is fast and continually changing based on technological innovation and human creativity which amount to changes in operational and managerial timing and crafting. Contemporary organizations do not have other option than to navigate a dynamic environment (Nijssen & Paauwe, 2012) characterized by technological advancements, competition, and globalization (Greenhaus & Callahan, 2013). Not only has the business environment changed, but also has the day-to-day work of many employees: jobs are shifting from producing goods to providing customized services, work is more interdependent, and social connections are more important (Grant et al., 2010). As a result, many jobs now thrust greater cognitive, emotional, and interpersonal demands on employees (Grant et al., 2010). Workers, therefore, must anticipate potential organizational transitions while also adjusting to the changing demands and expectations of their work. With change replacing stability as the norm in business, employees feel greater pressure to remain marketable, as well as greater responsibility for their own success (Grant et al., 2010). The implication of restructuring, downsizing, mergers, and layoffs in vogue especially in the banking sector motivates employees to question and perhaps redefine their relationships with their organizations (Greenhaus & Callahan, 2013), considering the work time frame in order to bring out the best working condition.

The effort to craft jobs may be related to the temporal

factors of employee career aspirations and expectations. Therefore, Fried et al. (2007) proposed that employees are likely to engage in job crafting behavior in early stages of their careers rather than in later stages. The expectation is that older workers are less involved in actively seeking for changes in their job design to improve performance because they are in a later stage of their career. Job crafting is aimed at the improvement of the person-job fit and work motivation (Tims et al., 2012). In early stages of a career, it may occur more when people are at the start of experiencing and discovering a working life. In general, employees craft their job to create a more stimulating a challenging job (Wrzesniewski & Dutton, 2001). Because in later stages of a career the interest in complexity and high demands is expected to decline, employees invest time, effort and energy in job crafting in earlier stages (Fried et al., 2007).

Job crafting is the process through which individuals proactively redefine and redesign their work to make it more meaningful (Berg et al., 2013). Although the various studies try to identify the key factors of organizational success (Magd, et al. 2007), employee attitudes and the inclusion of their opinions are most important in today's global and competitive work environment. How the individual experiences the work situation is what affects her attitudes and behavior not the actual work situation. This is where job crafting may have a high advantage or disadvantage in job success and career progression. Job crafting is often experienced in the areas of task crafting such as taking on more or fewer tasks, expanding

or diminishing the scope of tasks, or changing how one performs tasks. It also occurs in relational crafting which entails changing the nature or extent of one's interactions with other people within or outside of the organization. The next experience is in cognitive crafting which means altering how one perceives tasks or thinking about the tasks involved in one's job as a collective whole as opposed to a set of separate tasks. Job crafting stems from Wrzesniewski's earlier work on work orientation, that is, people's relationship to their work (Wrzesniewski et al., 1997). That is why the concept of time and perceived organizational support is important to incorporate when looking at job redesign or crafting (Fried et al., 2007). Both job crafting and time controls are done within the organization therefore, researchers expect perceived organizational support to moderate the relationship between time management and job crafting.

People in various professions tend to evenly divide into three work orientations including, viewing their work as a job (work for pay, financial end), as a career (seeking advancement, social prestige and power) and as a calling (work is fulfilling, an end in itself, work contributes to greater good as defined by the individual). Perceived meaningfulness of work is highest when people define their job as a calling (Wrzesniewski et al., 1997). When individuals modify their jobs to better fit their unique strengths, interests and values, they are actively crafting elements of callings into their jobs. Identification of the importance of job crafting is sequential to knowing its motivators in the organizations. The opportunity for job crafting and work-time control is a serious issue based on organizational determinant expressed from the relationship with the employees.

During the last two decades, there has been a growing recognition of the importance of time in the organizational literature. Banks is one of the organizations that are known for sensitivity of time control and utilization of modern technology. In the present study, work-time control refers to the opportunity and ability of bank employees to influence their working period and location. According to Orlikowsky and Yates (2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Garhammer (2002) pointed at the increased pace of life which displays by doing things faster (acceleration), contracting time expenditure (e.g., eat faster, sleep less), and compressing actions (making a phone call while having lunch). Several studies acknowledged experienced time pressure among employees (Major, Klein, & Ehrhart, 2002). The term 'time control' is actually misleading. Time, in fact, cannot be controlled, because time is an invariable factor. Only the way a person deals with time can be influenced. Time control can be viewed as a way of monitoring and managing time (Eilam & Aharon, 2003). In this regard, techniques to monitor time use have not been addressed specifically.

Low control over work hours has been found to increase the risk of health problems (e.g., psychological distress and sickness absence), particularly for women (Ala-Mursula et al., 2004). Control over work hours has also been

associated with lower work-family conflict (Jansen et al., 2004). Moreover, the relationship between work hours and sickness absence was found to be attenuated when combined with high control over work hours (Ala-Mursula et al., 2006), suggesting the possibility that control over work hours acts as a moderator variable. Sparks et al. (1997) also noted that control over work hours may play a moderating role in relationships between work hours and health outcomes.

In organizations, managements seek to find the factors which affect employees' attitude toward work. One of the most important one is perceived organizational support. Perceived Organizational Support is defined as a general belief in which employees feel that their organization values their contributions and cares about their well-being (Krishnan & Mary, 2012). It refers to bank employees understanding of how their bank organization values their work input and treat them by helping and careering for their well-being. A successful organization is one which could adapt itself to environmental changes during a long-term, create a purposeful management structure, and develop key competencies (Eisakhani, 2008). Human resource is also the prime source which enables an organization to achieve best out of other available resources like physical, financial and organizational resources. Making best out of human resource can offer lasting competitive edge over rivals, which is dream of every business (Singh and Singh, 2010). But despite skilled, educated and potential workforces, many organizations are unable to attain expected success.

Exchange relationship between employees and their organization is the basis of organizational support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Perceptions of organizational support (POS) are an important resource that is getting admired day by day in the management sphere of business world especially in the service sector (Mowday, 1998). Organizational support perspective implies that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Krishnan & Mary, 2012). Wayne et al. (2002) indicated that perceived organizational support reflects to a large extent the quality of the relationship between the organization and the employee (Konijnburg, 2010). Employees' perception about organizational attitude regarding their support is based on organizational employee caring activities, e.g., rewarding employees' contribution, employee well-being programs and opportunities for employees to have participation in key organizational decisions. Such perceived organizational support would ultimately shape employee attitude in organizations (Ali, 2010). If individual perception about organizational support is not positive, it would lead to negative attitude and behavior at workplace, e.g., work stress, low job performance, lower satisfaction (Rhoades et al. 2001). Employees who perceive that their organization is supportive show higher performance, proactive behaviors, reduced absenteeism, and a lessened intention of quitting their job (Riggle et al., 2009; Arshadi and Hayavi, 2013; Caesens et al., 2016).

Perceived organizational support is derived from Organizational Support Theory (Eisenberger et al., 1986). It explains relationships between employers and employees based on social exchange theory, and how employees perceive support is dependent on how they personify the organization. According to the theory, employees view the organization as having humanlike characteristics and take its favorable treatment or unfavorable treatment as an indication that the organization favors or disfavors them as an individual. Employees also perceive organizational support based on how they personify the company. Research has stated that employees' perceptions of organizational support will increase or decrease depending on how they attach humanlike characteristics to the organization (Shanock & Eisenberger, 2006). Levinson (1965) has explained these humanlike characteristics as how the organization is represented through the action of its agents, its policies, norms, and culture that provide continuity and prescribe role behaviors, and its exertion of power over employees (Shanock & Eisenberger, 2006). For example, the work environment or culture of a company embodies the company in a way that employees gain an understanding of the behavior and language that are considered acceptable. This understanding portrays the company in a way that employees feel a sense of connection to it.

The importance of perceived organizational support has been identified to improve well being, success and professional growth. Also work-time control and job crafting are significant concept in work environment. In spite of the popular attention to work-time control, relatively little research has been conducted on factors that are involved in the efficient process aimed at making the best use of one's limited time (e.g., by using one's prime time to complete important tasks) given by organization to complete a given work. One would expect to find evidence of a positive relation between the adoption of time control techniques and job performance in the scientific research literature and one would expect that particular time control techniques had been developed on the basis of these studies. Surprisingly, reviews of the scientific literature on time control revealed that relatively few studies have been conducted on the effects of time control behaviors at work and the influence of perceived organizational support in time control training programs. The purpose of this study is to determine whether: (a) work-time control will predict job crafting. (b) perceived organizational support will predict job crafting. (c) perceived organizational support will moderate the relationship between work-time control and job crafting. It was hypothesized that: (a) work-time control will significantly predict job crafting. (b) perceived organizational support will significantly predict job crafting. (c) perceived organizational support will moderate the relationship between work-time control and job crafting.

## Method

### Participants

The participants comprised two hundred and four

(204) bankers (males 104; 51% and females 100; 49%) between the ages of 25 and 50 years (Mean age = 32.28; SD = 6.36) in Kano State drawn from various branches of Union Bank, Access/Diamond Bank, Zenith Bank, Key Stone Bank, EcoBank, and United Bank for Africa (UBA). A convenience sampling technique was adopted by using the available bankers who can and are willing to provide information by virtue of their knowledge or experiences based on the nature of their job (Etikan et al., 2016). The inclusion criteria were banker in Kano between the ages of 25 to 50 years who are permanent staff of the various banks used. The exclusion criteria are IT staff and contract bank staff. Demographic characteristics like gender, chronicle age, as they may relate to the study were explored.

### Instruments

Three instruments were used in the study and they include: Work-time control Scale (Thomas & Ganster's, 1995), Job Crafting Scale (Tims et al., 2012), and Perceived Organizational Support Scale (Eisenberger et al., 1986).

Work-time control scale developed by Thomas and Ganster (1995) was used to measure control over hours worked each day or week; choice over taking holidays; and control over taking a few hours off. It consists of six items rated in a 5-point Likert scale format ranging from 1 (very little) to 5 (very much). High scores represented a higher degree of control over a variety of areas at work such as scheduling and time off. The validity of the instrument has been established by factor analysis using Principal component analysis which indicated that the items formed a single factor. Thomas and Ganster (1995) reliability coefficient of .75. In the present study, the researchers reported a Cronbach alpha of .81.

Job Crafting Scale developed by Tims et al. (2012) was used to measure job crafting which consists increasing social job resource (ISR), increasing structural job resources (ISJR), increasing challenging job demands (ICJD), and decreasing hindering job demands (DJD). Examples of the items are: "I ask my supervisor to coach me" (ISR); "I try to develop my capabilities" (ISJR); "When an interesting project comes along, I offer myself proactively as project co-worker" (ICJD), and "I make sure that my work is mentally less intense" (DJD). The instrument consists of 21 items rated in a 5-point Likert scale format ranging from 1 (never) to 5 (very often). Tims et al. (2015) reported an overall Cronbach's alpha coefficient of .85, which indicated good internal consistency of the scale. Tims et al. (2015) indicated the scale could be used as a single construct, which was applied in this study. In the current study, the researchers reported a Cronbach alpha coefficient of .82.

Perceived Organizational Support Scale developed by Eisenberger et al., (1986) was used to measure employees' perceptions on the extent to which the organization values their contributions and cares about their well-being. Examples of items are "My organization really cares about my well-being" and "My organization takes pride in my accomplishments at work". The instrument is comprised of eight (8) items rated in a 7-point Likert scale format ranging from 1 (Strongly Disagree)

to 7 (Strongly Agree). A higher score refers to higher perceived organizational support. In establishing the reliability, a coefficient alpha of .84 was obtained by the current study, which aligns with .82 reported by Eisenberger et al. (1986).

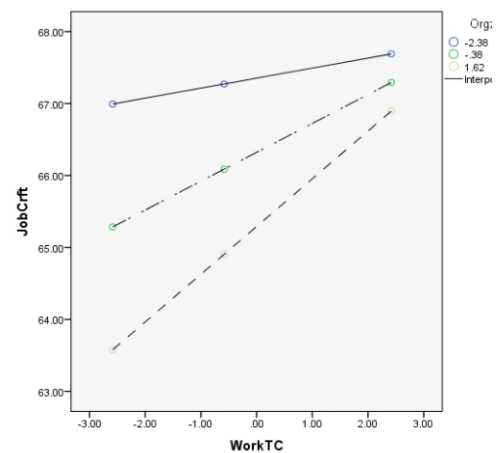
**Procedure**

The researcher obtained permission from each of the bank managers before distribution and collection of the questionnaires. The participants were informed of the objectives of the study and their consent obliged from the researchers before participation in the study. Those who agreed to participate were given copies of the questionnaire to respond. They were told that that the study is for academic purpose and that their responses will remain confidential and anonymity. Also, they were told that withdrawal from the study do not attract any penalty. The copies of the questionnaires were distributed at their various branches. Based on the nature of their job, most of the copies of the questionnaire were not filled immediately. Thus, retrieval of the filled copies took couple of days. Two hundred and forty-five (245) copies of questionnaires were distributed and 218 were returned. Out of the returned 218 copies, fourteen were invalid as a result of improper filling. Thus, 204 valid copies were used for data analysis, yielding a response rate of 83.2%.

**Design/Statistics**

Cross sectional design was adopted for the study. Hayes (Hayes, 2018) Process macro for SPSS was used to statistically test the hypotheses for the study. The macro is very convenient for conducting a number of different types of regression analyses that involve moderation. Age, gender and number of years of service were included as control variables (covariates) in the analysis.

Table 2 indicated that control variables gender negatively predicted job crafting ( $\beta = -3.060, t = -14.186, p < .001$ ), age positively predicted job crafting ( $\beta = .040, t = 2.251, p < .001$ ). Work time control positively predicted job crafting ( $\beta = .4507, t = 2.58, p < .005$ ), indicating that for every one unit rise in perceived organizational support, job crafting increases by .4 unit. Thus, the alternative hypothesis which state that work time control will significantly predict job crafting among bankers was accepted. Perceived organizational support negatively predicted job crafting ( $\beta = -.52, t = -4.58, p < .001$ ), indicating that for every one unit rise in perceived organizational support, job crafting decreases by .5 unit. Thus, the alternative hypothesis which state that perceived organizational support will significantly predict job crafting among bankers was accepted. Perceived organizational support moderated the relationship between work time control and job crafting ( $\beta = .13, t = 2.68, p < .001$ ).



**Figure 1:** Slope of the interaction effect of perceived organizational support and work time control on job crafting

**Table 1:** Pearson’s correlation of gender, age, perceived organizational support, work-time control and job crafting.

Variable	Mean	SD	1	2	3	4
Gender	-	-	-			
Age	32.28	6.36	-.28***	-		
Organisational Support	37.58	2.16	-.50***	-.04	-	
Work Time Control	11.58	2.09	-.82***	.30***	.46***	-
Job Crafting	66.39	3.43	-.37***	.32***	-.06	.40***

Note. \*\*\*  $p < .001$

**Results**

Results in Table 1 indicated that in demographic variables added as control variables, gender negatively correlated with age  $-.28 (p < .05)$ , with perceived organizational support  $-.50 (p < .05)$ , with work-time control  $-.82 (p < .05)$ , and job crafting  $-.37 (p < .05)$ . Age positively correlated with job crafting  $.32 (p < .05)$ . Also perceived organizational support positively correlated with work-time control  $.46 (p < .05)$ . Work-time control correlated with job crafting  $.40 (p < .05)$ .

**Discussion**

The present study examined perceived organizational support as moderator of the relationship between work-time control and job crafting among bankers. The result indicated that work-time control predicted job crafting. Therefore, the first hypothesis which stated that work-time control will significantly predict job crafting was accepted. This implies that bankers who had the opportunity to regulate their working periods engage in job crafting. The study corresponded with that of Eslamlon (2016) who found that work-time control



**Table 2:** Hayes Process macro results predicting job crafting by work time control (WTC) and perceived organizational support (POS), including the interaction effect of WTC and POS

Variables	$\beta$	SE	t	p-value
<i>Controls</i>				
Gender	-3.06	-.73	-14.19	.000
Age	.04	.12	2.25	.024
Years of service	-.18	-.05	-1.00	.318
<i>Predictors</i>				
Work Time Control	.45	.17	2.58	.010
Organizational Support	-.52	.11	-4.59	.000
Work Time Control X Organizational Support	.13	.05	2.68	.008

$R = .56$ ;  $R^2 = .32$ ;  $MSE = 8.49$ ;  $F = 14.21$ ;  $DF^2$ ; 197.00;  $R^2 = \text{Change in } R^2$

moderated the relationship between work hours and family interference. This suggests that work-time control facilitates and regulates job satisfaction, organizational commitment, and strain-based work-family conflict (Lyness et al., 2012).

Perceived organizational support predicted job crafting. Therefore, the second hypothesis which stated that perceived organizational support will significantly predict job crafting was accepted. This implies that bankers who receive support from their organizations engage in job crafting. The result agrees with previous research findings (e.g., Arshadi, 2011; Yahya et al., 2019; Youngkeum, 2019) who found that perceived organizational support was associated with several work outcomes. This is pertinent because perceived organizational support influences employee perception of the organization, in-role performance and commitment to their job.

The result of the present study also indicated that perceived organizational support moderated the relationship between work time control and job crafting among bankers. Therefore, the third hypothesis which stated that perceived organizational support will significantly moderate the relationship between work time control and job crafting was accepted. This implies that bankers who their organization cared for and the same time control their working periods also engage in job crafting in their work places. The result was strongly in line with the work of Niessen et al. (2016) that discovered that positive self-image predicted job crafting, and job crafting is related positively to person-to-person job fit. Bank employees who have good understanding of how their bank organization values their work input and treat them by helping and careering for their well-being engage in job crafting. Bankers who have such support gain more confidence and relaxed mindset in doing his/her work. Since the organization is strongly behind them, they try to match their working periods appropriately with job demand without fear.

The present result supports effort recovery model (Meijman & Mulder, 1998) which theorizes that effort expended at work has both benefits and short-term psychological and physiological costs. These costs are thought to be reversible, as long as the individual has sufficient opportunities for recovery, both during work breaks and after work. However, if there is insufficient opportunity for recovery from work, then negative load effects may accumulate, resulting in prolonged fatigue and, eventually, poorer health.

This entails that its' strongly depends on the employees' who is supported by his/her organization to balance the work-time in order to meet up with clock and avoid health implications. The present result implies that for any organization to bring out the best of work-time control and all technicality demanded of jobs, and for proper utilization of the scarce resources, every organization must first of all show appropriate support for their employees to exercise what they got (human resources) to balance what is available (material resources).

Furthermore, the current study has some practical implications. First, the study highlights the importance of organizational support in the holistic functioning of the organization. This is pertinent because it gives the employees a sense of belonging and ownership, creating and bringing out the best in them. Since, they perceive that the organization values their inputs.

The present result also gave insight on the tenets of effort recovery model (Meijman & Mulder, 1998) in theorizing work-life balance integration in the work setting by explicating that work has benefits and physiological costs. These costs are thought to be reversible, as long as the individual has sufficient opportunities for recovery, both during work breaks and after work. However, if there is insufficient opportunity for recovery from work, then negative load effects may accumulate, resulting in prolonged fatigue and, eventually, poorer health. This entails that its' strongly depends on the employees' who is supported by his/her organization to balance the work-time in order to meet up with clock and avoid health

Equally, the study showed that work-time control facilitates proper utilization of the scarce resources, both human resources and material in keeping aloof with the organizational and daily needs of employees.

Although the present study has made some important contributions to knowledge, it has some limitations. The study adopted a cross-sectional design and participants were drawn from one state in northern Nigeria. The data was also collected using self-report measures. It is suggested that future researchers should consider the use of longitudinal designs with participants drawn from the various geopolitical zones of Nigeria. The adoption of mixed methods approach which combines both quantitative and qualitative approaches will be worthwhile in the future.

### Summary/Conclusion

Work has been considered so much important to individual's life as it can yield satisfaction as well as stress, frustration and death. Thus, this current study identified the imperativeness of organizational support in maintaining a good working relationship in the workplace. This is pertinent since the world of work is dynamic and evolving requiring time constraints and crafting to make the work less monotony and inspiring. Hence, captains of industries, HR and management of organizations should take into cognizance, work time schedule and leverage to employees to partake in their job design in order to bring out the best in them and improve productivity. In addition, intervention and support services should be geared towards a more proactive and dynamic organizational support among employees that should continually reflect the taste of time.

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