
Moderating effect of job crafting on the relationship between leadership styles and employee's performance in Adamawa state public higher institutions

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Abstract

This study examines the possible moderating effects of job crafting on the relationship between transformational, transactional, authentic leadership styles and employees' performance in Public higher institutions in Adamawa State Nigeria. A total of 497 staff from public higher institutions in Adamawa State Nigeria participated in the study. Results supported the hypothesized direct effects of leadership styles and job crafting on employee's performance. In addition, job crafting moderated between transactional leadership, authentic leadership and employees' performance but failed to moderate the relationship between transformational leadership and employee's performance among public higher institution staff in Adamawa State. This study contributes to leadership styles literature by integrating job crafting into the Leadership styles model. Building on this study results, future direction for job crafting research and how the results can imply practice in terms of job crafting training was discussed.

Keywords: Authentic leadership Styles, Employees performance, Transformational, Transactional, and Job crafting

1. Introduction

Employee's performance is defined as the effort given by employees on the job (Asiedu & Darko, 2017; Seng & Arumugam, 2017). The performance of an organization depends on efficient and effective contribution of individual employees of the organization (Ölçer, 2015). However, despite the important role of employees' performance in achieving organizational success, in Nigeria, labor-productivity recorded a decline of 4.7 percent between 2015 and 2016 (NBS, 2017). Consistently, the World Bank's Human Capital Index (HCI) (2018), ranked Nigeria among the worst-performing countries in the world in terms of how much countries lose in economic

productivity by underinvesting in their people, positioning it at 152 out of 157 countries. The Computer and Enterprise Investigations Conference (CEIC) (2018) reported that Nigeria labor productivity dropped by 1.14 percent in September 2018 compared with a growth of 3.25 percent in the previous quarter. Despite, the significant role of employees' performance in the attainment of organizational success some leaders make the employees job performance stressful, depressed and dissatisfying. Consistently, elements that have an effect on worker task overall performance have lengthily been a subject of hobby to commercial and organizational psychologists (Suteerawut, Vanno & Khaikleng, 2016) and one of the

factors that directly and positively affect the employee performance is job crafting (Bacaksiz, 2017). Job crafting offers a manner for personnel to create private meaningfulness, satisfy pursuits and use person strengths of their work (Berg, Dutton, & Wrzesniewski, 2007). If leaders act as a function version and exhibit ideals which can be steady with their moves it is able to decorate subordinate's mental capital which may also cause task crafting (Van de Riet 2015) and Job crafting improve job performance (Gordon, Demeroutia, Blanca, Bakker, Bippc & Marc, 2018).

Contextually, the Nigeria education sector is considered in this study because the country has 13.2 million out of school children, which is highest in the world (UNICEF, 2018). Similarly, a mass media report lends further support to the prevalence of deteriorating educational standard in Nigeria, for example, Channel News (2018) reported that the federal executive council at its 92nd session declared state of emergency on education and directed that 15 percent of the budgetary allocation be given on education at both state and federal government level, as against 7.4 percent and 7.04 percent in 2017 and 2018 respectively. Consistently, Adamawa state is chosen because the State Government has since declared state of emergency in the education sector (CITAD 2017).

Specifically, to further lend credence to the problems of employees' performance in Adamawa State public higher institutions the management of Adamawa State College of health technology Mubi, Federal polytechnic Mubi, Adamawa State University Mubi, Modibbo Adama University Yola (MAU, Yola), Federal college of education Yola (FCE, Yola), and College of Agriculture Ganye, Adamawa State Polytechnic Yola have issued a general circulars on 9th November, 2020, 10th February 2021, 16th June 2018, 13th February, 2018, 16th

January, 2015, 4th May 2011 and 4th November, 2003 respectively observing the non-challant attitude to work exhibited by the staff including late coming and early closing from work, laxity and ineptitude to duties, absence to work by staff in their institutions leading to poor performance.

There are a number of studies conducted in relation to leadership styles (Transformational, Transactional and Authentic) on employees' performance which reported inconsistent findings. Among the studies that reported a positive associations between the constructs includes: Danilwan, (2021); Ramadhanti, Singh and Kularajasingham, (2021); Nyakundi, Nyoni, Dandira, Chufama, Kandjinga, Jeremiah, (2021); Yücel, (2021); Rasool, Arfeen, Mohti, and Aslam (2017), Nazarian, Soares and Lottermoser (2017); Asiedu and Darko (2017); Mohiuddin, (2017). Other studies that reported a negative association between leadership styles and employee's performance includes: Lestiowati and Fransisco, 2021; Rafia, Sudiro and Sunaryo, 2020; Vipraprastha, Sudja, and Yuesti, 2018; Hayward, Amos and Baxter (2008); Ispas (2012); Chinelo (2012); Shafie, Baghersalimi & Barghi (2013); Shahab & Nisa (2014); Rathore, Abdul Khaliq and Aslam (2017); Timothy *et al*, (2011); Ojokuku *et al*, (2012). To resolve these issues of studies inconsistency findings 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 generally brought while there may be an all at once susceptible or inconsistent relation among a predictor and a criterion variable. Also, Wong and Laschinger, (2013), Wingerden and Poell (2017); Langeveld (2017); Peng, (2018) recommended for the use of job crafting as a moderating variable between leadership styles and work outcomes based on

inconsistent findings which is yet to be investigated and such attention should grow our theoretical information and provide on how activity crafting buffers the impact of leadership patterns on worker performance

Methodologically, a review of the literature on employees' performance indicates that the construct has been assessed mainly using measures such as Chi-square, Descriptive statistics, Regression & Correlation analysis in the previous studies Jalal-Eddeen, (2015); Nyangahu & Bula, (2015); Iqbal, Anwar, & Haider (2015); Rasool, Arfeen, Mohti & Aslam (2017); Salman, Khan, Javaid & Naemudin (2016); Soomo, Soomro & Memon (2015); Ijosiga & Odubuker, (2016); Yongxing, Hongfei, Baoguo & Lei (2017). Lowry and Gaskin, (2014) discovered that those measures provide restrained modeling capabilities, have difficulty in detecting moderation effects, and also are unwell ideal to modeling latent variables, oblique effects (moderation). However, there's a paucity of studies on using PLS SEM. To fill this gap, this study would adopt PLS SEM using Smart PLS 3 to assess employees' performance with other related constructs of the study.

2. Literature Review

2.1 Employee's Performance

Employee's performance is central to the growth of the organization and that of the individual employee. It is taken into consideration as spine of employer because it results in its improvement effectively (Awad & Saad, 2013). Employee performance is performing defined responsibility, accomplishing targets, employee competency, effectiveness and efficiency in doing work (Asiedu and Darko, 2017; Iqbal, Anwar & Haider, 2016; Khuong, et al., 2016). Researchers (Babalola, 2016; Al-Harthy et al, 2016; Saboor, Mukhtar, & Sadiq, 2015; Saeed, Mussawar & Lodhi, 2013;

Devonish & Greenidge, 2010, Pradhan & Jena, 2017, Robbins & Judge, 2017) have conceptualized and classified employees' performances in different ways such as task performance, contextual performance, dispositional performance, citizenship and counter-productivity, adaptive respectively. Employees-Performance in every organization is central to the growth of the organization and that of the individual employee.

2.2 Leadership Styles

Leadership styles construct has gained a lot of momentum for many years now, literatures suggest loss of settlement concerning the definition supplied of what leadership is taken into consideration to be (Abimbola; Omowumi & Dele, 2017). Mintzberg (2010), Beekun and Badawi (1999); Gurkan and Yusuf (2006); Haddara and Enanny, (2009) define leadership as a trust (amanah)". Abimbola; et al., (2017) explained that leadership is a system to steer the humans in an effort to acquire the preferred result. This paper conceptualized Leadership as a process that can be learned and that it is available to everyone. Despite lack of consensus, researchers have paid special attention in finding the connection among styles of leadership and job performance (Naem & Khanzada, 2018; Chowdhury, 2014). Mahdi and Top (2021) observed that the concept of leadership has many approaches to include; transformational, transactional, authentic and more so.

2.3 Empirical Studies

Attempts had been made over time to look at the results and courting of transformational leadership style on employees' overall performance in public and private organizations. Danilwan, (2021), Yücel (2021), Ramadhanti, Singh & Kularajasingham (2021), Nyakundi, et.al (2021), Udin, Riyadh and Dananjoyo (2020) studies shows that transformational leadership had a strong and significant impact on employees' performance. However, Rafia, Sudiro and Sunaryo

(2020), Vipraprastha, Sudja, and Yuesti (2018), Herningsih, Gani, and Mardiyono (2013) reported that transformational leadership style had insignificant influences on employees' performance. Amin, Durmaz and Demir, (2021), Mamza, Abdullahi and Usman (2020); Ramadhanti, Singh and Kularajasingham (2021); Angriani, Eliyana, Fitrah and Sembodo (2020); Donkor, Dongmei and Sekyere (2021) empirically investigated on transactional leadership patterns and personnel overall performance in Iraq, Nigeria, Indonesia, Ghana and so forth and found a tremendous courting among transactional leadership and personnel overall performance. Inconsistently, Awamleh, Evans and Mahate (2005) carried out studies on a check of transformational and transactional leadership patterns on employees' pleasure and overall performance in the UAE Banking sector using a sample of 194 employees. Result revealed that a transactional style of leadership of bank managers/supervisors is not significantly related to employees' performance. Additionally, Duarte, Ribeiro, Semedo & Gomes (2021), Daraba, Wirawan, Salam & Faisal (2021), Walumbwa et al. (2008), Wong and Laschinger (2012) investigated and reported that authentic leadership significantly and positively influenced employee's performance. Demerouti (2014) defined activity crafting as modifications that personnel provoke within side the stage of activity needs and activity assets so as to make their personal activity greater meaningful, engaging, and satisfying several studies (Bakker, Hetland, Olsen, Espevik, De Vries 2020; Dan, Rosca & Mateizer, 2020; Wang, Li & Chen, 2020; Laurence, Fried, Yan & Li, 2020) have shown a positive relationship between job crating and job performance. Following the above empirical efforts, the following hypotheses are advanced:

Ha1: There is a significant relationship between transformational leadership style

and employees' performance in public higher institutions in Adamawa State.

Ha2: There is a significant relationship between transactional leadership style and employees' performance in public higher institutions in Adamawa State.

Ha3: There is a significant relationship between authentic leadership style and employees' performance in public higher institutions in Adamawa State

Ha4: There is a significant relationship between Job Crafting and employees' performance in public higher institutions in Adamawa State

Ha5: Job crafting moderate the relationship between transformational leadership style and employees' performance in public higher institutions in Adamawa State.

Ha6: Job crafting moderate the relationship between transactional leadership style and employees' performance in public higher institutions in Adamawa state

Ha7: Job crafting moderate the relationship between authentic leadership style and employees' performance in public higher institutions in Adamawa state

3. Methodology

This research population is 8624 personnel and sample length of 497 was adopted based on Yaro Yamane formula: $n = \frac{N}{1+N(e)^2}$. The present study used a structured questionnaire to collect data and a partial least square structural equation modeling (PLS SEM) with the help of SmartPLS 3 software for the purpose of data analysis. This study has six major variables to be measure. Specifically, the study adapted (Avolio *et al.*, 1995 Multi Factor Leadership Questionnaire) to measure transformational and transactional leadership. To measure employee's perception of Head of Department/unit authentic leadership 16 items from Avolio, Gardner & Walumbwa (2007) Authentic Leadership Questionnaire (ALQ) was



used. To measure job crafting variable 21 items developed by Tims, Bakker and Derks (2012) was adopted. To degree workers overall performance Role Based Performance Scale (RBPS) advanced with the aid of using Welbourne et al., (1997) became followed on this study.

4. Results and Discussion

In dealing with PLS SEM we have to content with the assessment of a measurement model and the assessment of a structural model (Mohseni, Jayashree,

Rezaei, Kasim & Okumus, 2016). Measurement model deals with study reliability and validity of measures and to achieve that the Cronbach's Alpha, composite reliability and average variance extracted (AVE) were conducted in this study. Giving table 1 below the study reliability was achieved because the Cronbach's alpha values were >.70, composite reliability values were>0.70 and Average variance extracted values were ≥ 0.50.

Table 1. Reliability of the study

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Authentic Leadership	0.919	0.933	0.608
Employees Performance	0.959	0.964	0.730
Job Crafting	0.939	0.947	0.559
Transformational Leadership	0.834	0.874	0.500
Transactional Leadership	0.844	0.877	0.505

Source: SmartPLS Output, 2022.

To achieve the study validity HTMT was employed. With regard to this criterion, if the HTMT value is greater than 0.90 (Gold, Malhotr, & Segars, 2001), it indicates the presence of discriminant validity problem. For the purpose of this study the highest HTMT values is .887

belonging to job crafting which falls below the threshold value suggested by Gold et al. (2001) as can be seen in table 2 below. Thus, the HTMT inference does not indicate discriminant validity problems in this study.

Table 2: Heterotrait-Monotrait Ratio (HTMT)

Latent Variables	Authentic	Employees Performance	Job Crafting	TFLS	TSLs
Authentic					
Employees performance	0.811				
Job Crafting	0.772	0.887			
TFLS	0.127	0.191	0.135		
TSLs	0.128	0.140	0.101	0.275	

Source: SmartPLS Output, 2022.

Structural Model

The assessment of a structural model for this study was carry out through significance of path coefficients, level of *R*-squared values, the effect size and the moderating effect. Table 3 below shows the estimates for the structural model, without moderation effect. From the stated hypothesis above, result (Table 3) revealed a significant positive relationship between transformational leadership style and employees’ performance at ($\beta = 0.097$, $t =$

3.684 , $p= 0.000$), supporting hypothesis 1. These findings offer empirical assist for the speculation and are thus, regular with preceding studies (Khan, Rehmat, Butt, Farooqi & Asim 2020; Udin, Riyadh & Dananjoyo, 2020; Paracha et al., 2012; Biswass 2009; AbdulAziz et al., 2013; Cavazotte et al., 2013) who have also found a significant positive relationship between transformational leadership and employees’ performance.

Table 3: Structural Model Assessment without Moderation

Hypothesis	Direct Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values	Remark
H1	Transformational Leadership -> Employees Performance	0.097	0.098	0.026	3.684	0.000	Supported
H2	Transactional Leadership -> Employees Performance	-0.127	-0.128	0.032	4.019	0.000	Supported
H3	Authentic Leadership -> Employees Performance	0.291	0.290	0.039	7.387	0.000	Supported
H4	Job Crafting -> Employees Performance	0.622	0.620	0.041	15.208	0.000	Supported

Source: Smart PLS Output, 2022

The result in (Table 3) above indicated that transactional leadership style had a significant negative relationship with employee’s performance in public higher institutions at ($\beta = -0.127$, $t = 4.019$, $P = 0.000$), supporting hypothesis 2. Similarly, result indicated that Authentic leadership style had a significant positive relationship with employee’s performance at ($\beta = 0.291$, $t = 7.387$, $p= 0.000$), support hypothesis 3. As shown in Table 3 above, enormous effective courting among activity crafting and employees’ overall performance at ($\beta = 0.622$, $t = 15.208$, $p =$

0.000) become found, indicating guide for Hypothesis 4.

Another useful step for evaluating the structural model in PLS-SEM is the *R* squared value, which is also known as the coefficient of determination (Hair et al., 2011; Hair et al., 012). Chin (1998) suggests that the *R*-squared values of 0.67, 0.33, and 0.19 in PLS-SEM can be considered as substantial, moderate, and weak, respectively. Table 3 presents the *R*-squared values of the endogenous latent variables.

Table 4: Variance Explained in the Endogenous Latent Variable

Latent Variable	R Square	R Square Adjusted
EMPLOYEES PERFORMANCE	0.783	0.781

Source: Smart PLS Output, 2022

The research model for this study explained 78.3 percent of the total variance in employee’s performance in public higher institutions in Adamawa State. This suggests that the four sets of exogenous latent variables (i.e., Transformational, Transactional, Authentic and Job crafting) collectively explain 78.3 percent of the variance of the employee’s performance while 21.7 percent is explained by other variables not captured in the current study.

Testing Moderating Effect

This study applies the product indicator method in checking out the moderating outcomes of task crafting on the connection among leadership styles and personnel performance. Additionally, Cohen’s (1988) guideline for determining the effect size was used to determine the strength of the moderating effects. Figure 1 and Table 5 below show the estimates after applying the product indicator approach to examine the moderating effect of job crafting between exogenous and endogenous latent variable.

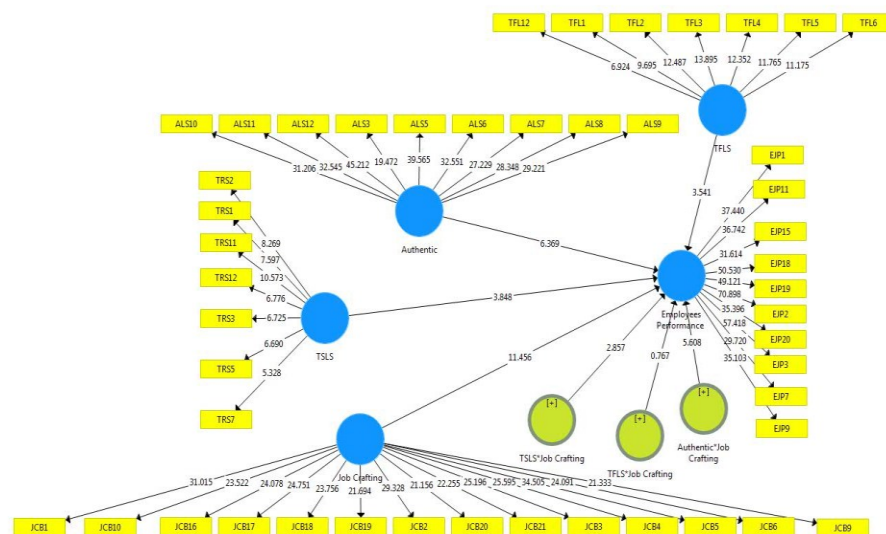


Figure 1: Structural Model with Moderation (Full Model)

Regarding the moderating position of task crafting with transformational leadership fashion and employees’ overall performance in public higher institutions in Adamawa State, result indicated that job crafting had an insignificant negative moderating relationship with transformational leadership style and employees’ performance at ($\beta = -0.014$, $t =$

0.767, $p = 0.445$). Hence, Hypothesis 5 was not supported. The possible reason for the non-support to the moderating variable for the hypothesized relationship might be because of strict work environment with undesirable working conditions, lack of recognition and social support from the leaders which could prevent an employee from job crafting (Holcombe, 2016; Grant

& Parker, 2009). These factors were consideration. Another feasible reason behind the dearth of help for those hypothesized relationships pertains to the notion that not all leaders play a direct role in supporting job crafting and some make crafting efforts difficult (Holcombe, 2016). Moreover, studies have not yet clearly

obvious in public higher institutions under installed a causal hyperlink among transformational leaders and modifications in followers (Antonakis, 2012, Northouse, 2013; Bryman, 1992).

Table 5: Result of the Moderation Test

Hypothesis	Moderation Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remark
H5	Transformational Leadership *Job Crafting -> Employees Performance	-0.014	-0.016	0.019	0.767	0.443	Not Supported
H6	Transactional Leadership *Job Crafting -> Employees Performance	0.061	0.068	0.021	2.857	0.004	Supported
H7	Authentic Leadership *Job Crafting -> Employees Performance	-0.133	-0.127	0.024	5.608	0.000	Supported

Source: Smart PLS Output, 2022

As expected, the results shown in Table 5, Figure 1 indicated that the interaction terms representing transactional leadership style * job crafting at ($\beta = 0.061$, $t = 2.857$, $p = 0.000$) was statistically significant. Hence, Hypothesis 6 was fully supported. Finally, hypothesis 7 Posited that task crafting mild the connection among authentic leadership style and employees' performance This hypothesis was also supported because the interaction between authentic leadership style and job crafting in predicting employees' performance was significant at ($\beta = -0.133$, $t = 5.608$, $p = 0.000$).

Determining the Strength of the Moderating Effects

Cohen's (1988) effect sizes was employed in determining the strength of the moderating effects of job crafting on the relationship between leadership styles and employee's performance as suggested by (Ramayah, et al., 2018). This concerned the evaluation of the coefficient of determination (R-squared value) of the primary impact model with the R-squared value of the full model that incorporates both exogenous latent variables and moderating variable (Wilden, Gudergan, Nielsen, & Lings, 2013). The power of the moderating outcomes can be expressed using the method below:

$$f^2 = \frac{R^2 \text{ Included Moderator} - R^2 \text{ Excluded Moderator}}{1 - R^2 \text{ Included Moderator}}$$



Result of the strength of the moderating effects of job crafting is presented in Table 6 below.

Table 6: Strength of the Moderating Effects Based on Cohen’s (1988) Guidelines

Endogenous Latent Variable	R Squared		F-Squared	Effect Size
	Included Moderator	Excluded Moderator		
Employees Performance	0.822	0.783	0.2191	Medium

4. Conclusion and Recommendations

The present study has provided additional evidence to the growing body of knowledge concerning the moderating role of job crafting on the relationship between leadership styles and employees’ performance. Results from this study lend support to the key theoretical propositions. While there have been many studies examining the underlying problems of employees’ performance, however, the present study addressed the theoretical gap by incorporating job crafting as a significant moderating variable. Based on the research findings, the present study suggest that transformational leadership style and authentic leadership style are important considerations in managing and improving employees’ performance at work. Public higher institutions can make considerable efforts in minimizing the occurrence of employees’ poor performance by encouraging transformational and authentic leadership

styles through organizing workshop and executive seminars, thereby improve employee’s performance at work. However, the management of the public higher institutions could improve on the issue of employee’s performance by de-emphasizing the use of transactional leadership styles.

Finally, the empirical evidence of moderating role of job crafting has been identified as critical to improving performance among employees and therefore need to be employed by the management of public higher institutions thereby integrating this variable for their respective institutions. Additionally, unit and departmental heads in Adamawa State public higher institutions could consider job crafting skills as a selection criterion when making delegation and giving supervisory support decisions among employees.

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