



## Relationship between task performance and job crafting with the mediating role of job flourishing

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### ABSTRACT

*The purpose of this paper is examination the relationship between task performance and job crafting with the mediating role of job flourishing. So from 450 managers of insurance banks, 207 persons selected with stratified sampling according to Kurdistan counties by using kocran's formula. This study is an applied research and the method is correlational research component and the data collection method was a quantitative research. Measurement tools are standard questionnaire. First Face validity confirmed by related professors of university. Spearman correlation tests were used to test hypothesis relationships. Results show that there is a meaningful positive relationship between job crafting and job flourishing and also there is a meaningful positive relationship between job flourishing and task performance.*

**Keywords:** job crafting, job flourishing, task performance, insurance banks

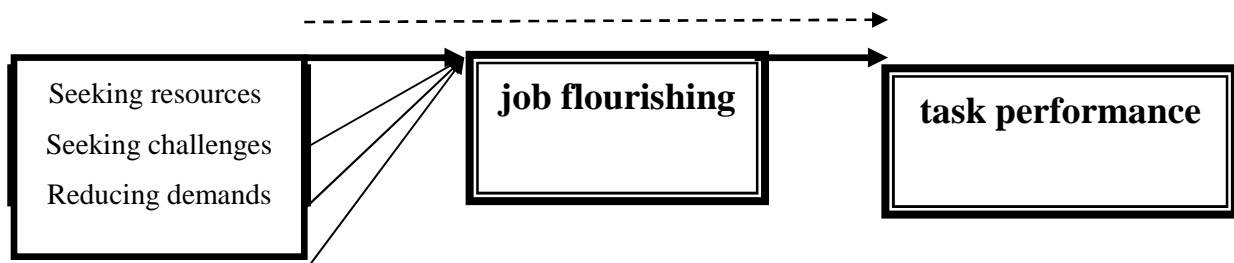
### INTRODUCTION

In general, job performance is defined as actions or behaviors relevant to organizational goals (Campbell, 1990), which includes both productive and counterproductive employee behaviors that contribute to or detract from organizational goals (Singh, 2016). Viswesvaran and Ones (2000) introduced a more recent definition of job performance as behaviors and outcomes that employees undertake which contribute to organizational goals. This means job performance refers to the effectiveness of individual behaviors that contribute to organizational objectives and should consist of task performance and contextual performance (Motowidlo, 2003). Job performance has been identified as the significant key for organizations to gain competitive advantage and superior productivity. Although competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Study by Vermeeren et al., (2009) has proved that work performance could help public organization to improve service delivery. Realizing its importance, public organizations seem to pay attention on work performance in relation to formulating policies and enhance service delivery (Leeuw, 1996). This is because individual public employee's level of performance acts as a mirror for overall public performance at large. Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities. Public service employees also must be willing to "walk the extra miles" in striving to perform at a level beyond expectations (Caron and Giauque, 2006; Arawati et al., 2007) With respect to public service delivery, individual employee's performance is closely related to customer satisfaction (Fountain, 2001) because the service delivery take place during the contact moments between employee and customer. Job performance is one of the most important factors that most of organization should consider to focus in. According to Oswald et al (2007) and Appelbaum et al (2008), as cited by Ahmad (2012) show us that job performance is the most important dependent variable and it is also the most important construct in industrial-organizational psychology research and practice.

Today, it is emphasized that a competitive organization needs proactive employees who act quickly and efficiently before events escalate (Griffin et al., 2007). Empirical findings show that employee proactivity is positively linked to individual performance (e.g., Thompson, 2005) and team performance (Crossley et al., 2013). According to Wrzesniewski and Dutton (2001), job crafting is a kind of proactivity where employees shape their prescribed job by changing tasks, relationships, and cognitions into a job that better satisfies their own needs (e.g. Oldham and Hackman, 2010; Wrzesniewski and Dutton, 2001). Employees change their tasks by qualitatively or quantitatively extending or reducing their task execution (Wrzesniewski and Dutton, 2001). Employees who extend task execution focus or take on additional preferred tasks, such as the organization of special events (Berg et al., 2010). Employees who reduce task execution reduce the task boundaries with cut-backs (Wrzesniewski and Dutton, 2001). That is, employees reduce tasks they dislike either by reducing the effort expended on particular tasks or by omitting tasks and passing them on to colleagues or subordinates. For example, a career-oriented employee might pass on tasks to colleagues that he perceives as lacking benefit for his career (Wrzesniewski and Dutton, 2001). Tims et al (2012) differentiated four dimensions of job crafting: increasing structural job resources (e.g., mobilizing autonomy and developmental opportunities), increasing social job resources (e.g., mobilizing social support and feedback), increasing challenging job demands (e.g., taking on new projects), and decreasing hindering job demands (e.g., avoiding emotionally straining tasks).

Job crafting is suggested to stimulate employee flourishing as well. People can use job crafting to redesign their jobs in order to create personal meaning (Wrzesniewski & Dutton, 2001) Flourishing represents a more general conceptualization of psychological well-being, characterized by individuals who perceive that their life is going well if they feel good and function effectively (Diener et al., 2009). By including both work engagement and flourishing as predictors of extra-role behaviors, we will be able to uncover whether individuals show such extra-role behaviors because they are highly motivated or because they feel good. People have an innate desire to make meaning from the world that surrounds them (Baumeister et al, 2005). Having increased control over work and gaining more meaning from it will lead to positive work outcomes, such as person-job fit (Tims & Bakker, 2010). Job crafting enables employees to steer their work toward their passions to obtain more enjoyment and meaning from their jobs, which Seligman (2011) posits as being key to increasing a person's well being (Booth, 2013). The positive psychology approach to understanding workplace related flourishing shows promise (Bakker & Schaufeli, 2008) and is one of the newest theories to be applied to work (Ashleigh & Mansi, 2012). This approach encompasses both a managementfocused emphasis on enhanced employee engagement and productivity as resulting from optimal conditions as well as an employeefocused emphasis on personal well-being resulting from optimal conditions (Bakker & Schaufeli, 2008).

Flourishing is associated with admixing of job demand and job resources. This process happen when there is a challenging and controllable workplace condition for staff. Relationship between job crafting and job flourishing is dynamic so this kind of relation will be sometime positive and sometime negative. Although there could be some reasons to better performance of flourished employee but the best one is the effect of positive emotions among this kind of personnel like the fell of pleasure, joy and engagement (Demerouti, & Cropanzano, 2010). A positive emotion comes from thinking methods. Emotional people get more help from others to do jobs. This helps means physical resources like others skills and healthy, social resources like social networks and friends, mental resources like knowledge and psychological resources like self-efficacy(Fredrickson , 2001). Bakker & et al, (2003) suggest that positive emotion (positive energy, joy feel and flourishing) develops an action trending approach in. So employees with high level of flourishing, show more dynamic behaviors because they could think creatively and innovative. So we can posit: to what extent there is a meaningful relationship between task performance and job crafting with the mediating role of job flourishing among managers in insurance banks of Kurdistan?



**fig1:** conceptual model Demerouti and et al ( 2015)

## MATERIALS AND METHODS

This research is applicable in terms of goal and descriptive from solidarity category in terms of methodology and is survey in terms of collecting data. To examine the theoretical bases and literature of research, library method and documentary research (books, articles, and periodicals) have been used. Statistical population is 450 managers of insurance banks of Kurdistan that 207 selected randomly as sample. 3 standard questionnaires was used for collecting data that consist of Williams (1991) with 21 items for task performance, Tims and et al (2012) with 13 items for job crafting and Diener and et al (2010) with 8 items for job flourishing. Cornbrash's alpha coefficient was used to calculating reliability that the results showed good reliability include 0.85, 0.8 and 0.75 for task performance, job crafting and job flourishing respectively.

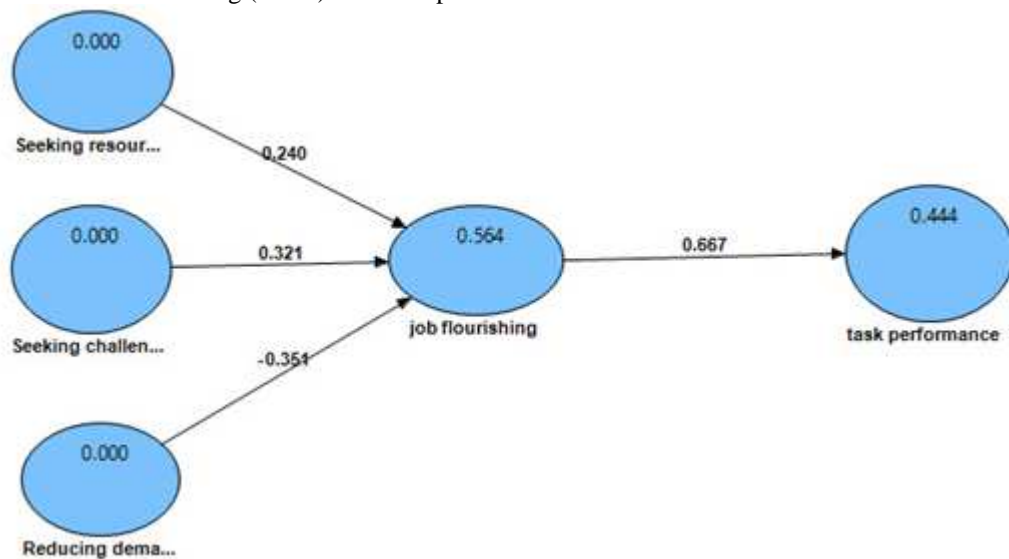
**Data analysis:**

First the ks stets used for determine normal distribution of variable and because all signification level are below 0.05 so they have abnormal distribution and the Spearman correlation test is used for hypothesis relationships. As it shown in table 1 all Hypothesis are confirmed in Level of Significance 0.95

**Table 1: the correlation coefficient results of the variables of the study**

Hypothesis	Independent variable	Dependent variable	Significance level	Correlation coefficient	Result of the test
<b>The first main Hypothesis</b>	job crafting	job flourishing	0.000	0.378	H <sub>0</sub> is rejected
<b>The second main Hypothesis</b>	job flourishing	task performance	0.000	0.458	H <sub>0</sub> is rejected
<b>The third main hypothesis</b>	job crafting	task performance	0.046	0.190	H <sub>0</sub> is rejected
The first sub main hypothesis	Seeking resources	job flourishing	0.001	0.504	H <sub>0</sub> is rejected
The second sub main hypothesis	Seeking challenges	job flourishing	0.000	0.602	H <sub>0</sub> is rejected
The third sub main hypothesis	Reducing demands	job flourishing	0.008	-0.258	H <sub>0</sub> is rejected

The results of SEM test with PLS method is shown in fig 2. As it shown Seeking resources has a significant standard loading (0.240) with job flourishing, seeking challenge (0.321) and reducing demand (-0.351). The job flourishing has a significant standard loading (0.667) with task performance too.



**CONCLUSION**

The goal of this study was to examine whether job crafting strategies of managers are related to more task performance whether this occurs through job flourishing. The findings of the present study suggested that the more individuals seek resources at work, the more they flourish in their job. Simplifying the more employees reduced job demands, the less they flourish in their job. Seeking challenges has a similar treat like seeking resources. also findings show that more a manage flourish in his job, he improves task performance

These findings point to the intriguing role of job crafting in predicting organizational behavior. Job crafting was viewed as behavior that is directed towards expanding specific job aspects i.e. job resources and challenges, but also reducing other aspects i.e. job demands.

all the three dimensions of job crafting was found to play a clear beneficial role for work flourishing. Similar to Hobfoll's (2002) suggestions that people are directed towards the accumulation of resources in order to protect other valued resources, employees who searched for more resources were more engaged in their job (and showed higher scores on flourishing in their lives), and consequently showed more benefit in tasks. In contrast, the job crafting

strategy of decreasing demands was negatively related to flourishing of employees. On the one hand, resources provide employees the means to achieve their (work) goals (in the form of instrumental help (and to feel happy) in the form of motivating potential) (cf. Hackman & Oldham, 1980). On the other hand, when demands are excessively high, reducing demands should most likely be viewed as a health-protecting coping strategy that employees use to reduce the triggers or necessity for action and thus to conserve their resources. However, reducing demands may also result in a less stimulating environment (Petrou et al., 2012) and thus to lower flourishing. Not surprisingly, the more employees reduced demands the more they refrained from helping others or going the extra mile for the organization and being creative. Employees who take the initiative to reduce their job demands seem to select the most important tasks to invest their energy (Demerouti et al, 2014; Freund & Baltes, 1998).

On the basis of above result some implication proposed here:

1. Make a clear definition of official rules
2. Allocation the administrative responsibility base on true ability
3. Make a healthy workplace to compete and learn
4. Improvement abilities by training in order to real needs
5. Increase manager's authority in monitoring
6. Acknowledging top managers monthly

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