

Job Crafting In Public Sector

Mohd Asrof Gulam Nabi

PhD Student

International Business School,

Jalan Semarak, 50400

Kuala Lumpur, Malaysia

asrofg@gmail.com

Wan Khairuzzaman Wan Ismail

International Business School,

Jalan Semarak, 50400

Kuala Lumpur, Malaysia

mwkhair@ibs.utm.my

Abstract

The changing nature of the workplace has created different employees' expectations and demands. As a result, the working environment is no longer associated with employees that are rigid and treating jobs as static sets of tasks. Instead, employees are being proactive in developing and adjusting their work roles and functions. The act or behaviour of these employees in adapting their work roles to match their needs and preferences is called job crafting. Goal orientation is considered as an important dimension in influencing their behaviours. However, there has been little research on how the mindset, especially public sector employee's goal orientation, adapt to the changing and challenging world of work. Using Partial Least Square approach with 150 samples, the study showed that public employees with learning goal orientation do embraced job crafting activities and the surprising finding that those with performance prove do not embraced such activities.

Keywords: Job Crafting, Learning Goal, Performance Prove, Performance Avoid, Public Sector.

1. INTRODUCTION

The workplace is evolving rapidly for the past several decades due to the changing nature of both organisational and employees' expectations and demands. As organisations becoming more dynamic, workforce also is changing in its values, attitudes, behaviours and expectations. Consequently, all these affect the lifestyles which had impacted economic progress worldwide and affected individuals, both in terms of mindset as well as physical wellbeing.

In various surveys, locally and on global scale, employees incline to change job when they feel that they are not being valued by their employers [1, 2]. Employees generally are seeking intrinsic rewards or "softer factors". Employees tend to seek positive meaning in their work which will determine their approach, enact and experience of their work and behaviour [3]. Having a meaningful work situation lead to generally happy and productive workers [4].

It was asserted that in the 21st century work settings, employees' psychological capabilities, inclusive of their motivational reasons, are constantly being tested [5] and employees are now expected to shape their work experiences through work design which require proactive behaviour in work settings [6] which have been demonstrated to be an important driver of performance [7].

The act of learning shows a proactive behaviour and thus proactivity is another dimension that accentuate individuals' propensity to change or modify their behaviour and competencies to fit the environment, while it is also asserted that the environment is malleable and subject to change [8]. The motive to enact learning behaviour is dependent on the goal-orientation of the employees [9], which is influence by the goal preferences in achievement situations and how individuals view

effort. Dweck [10] posited that an important characteristics of goal orientation is the mindset within which these individuals interpret and respond to situations.

One of the ways for employees to adapt to the varied environment is by shaping their own work experiences through taking initiatives in changing their job components with or without the management involvement. This requires matching their skills and needs with their given jobs. Consequently, this lead to employees making changes to their job design. This observation of employees changing their work design was originally put forward by Kulik, Oldham [11], however, Wrzesniewski and Dutton [12] was the first to formalise the construct that was known as job crafting.

Various research suggest that job crafting positively related to employee engagement which ultimately increase the performance of the employees [13] and has the effect of reducing the turnover intention of employees [14]. As the common occurrence in other countries, Malaysia also is seeing an increasing trend in employees leaving their organisations [15]. Employees' engagement effect their turnover intention [16] and their intention or actual action of leaving the organisation is stated as the ultimate act of disengagement [17]. A study by Esteves and Lopes [14] found that job crafting dimension such as seeking challenging job demand, has the effect of reducing the turnover intention of employees. As such, job crafting strategy encouragement can be used by an organisation to negate the growing trend of employees hopping to another organisation. As the job crafting is still considered as a new field, this paper takes the view that identifying the constructs that can lead to job crafting behaviours is beneficial to organisations in formulating and supplementing their strategy of retaining their valued employees.

Additionally, there has not been many research in job crafting behaviour in the public sector. Following the classification proposed by Chester [18] that is widely accepted as the influential model [19], public sector organisations are divided into three types of categories; departments, local authorities and "the rest" that embrace a mass of quasi-autonomous agencies. This paper will only consider the first category of public servants that is typically under a ministerial overview.

Public organisations have been associated with having more emphasis on bureaucratic values than the private organisations. Furthermore, it also posited as having employees that are less materialistic (extrinsic motives) and having weaker commitment, than the private sectors employees [20, 21]. However, there are also findings that indicate that the extrinsic motives are present and public sector employees are also as committed as their counterparts in the private organisation [22-24]. This inconsistent finding points to the fact that the internal and external factors within and between employees and organisations such as personalities of the employees, nature of the organisations and the country it is located (organisational and society culture) can be the influencing factors. As proposed by Dan [25], level of motivation of public sector employees generally would be comparable to the private sector and thus it is conceivable with the prosocial values that normally associated with the public sector employees [26] [27], job crafting activities in the public sector would be present and magnified.

Consequently, the research question or aims of this paper is to investigate the effect of goal orientation dimensions with job crafting behaviors within the public sector.

2. LITERATURE REVIEW

2.1 Job Crafting

Job crafting can be defined "as the physical and cognitive changes individuals make in the task or relationship boundaries of their work" and can be segregated into three types: task, cognitive and relational job crafting [12]. Task crafting involves changing the physical working conditions. Cognitive crafting refers to changing employees' perceptions of the job which involve framing the way in how these employees view the job or tasks. Lastly, relational crafting refers to interpersonal relationships at work which may involve interaction or avoiding it with coworkers or customers to attain the expected outcome of doing so.

Job crafting is a formation of job design from the bottom-up approach rather than the typical top-down approach. The key element in crafting a job is being proactive to the working environment that necessitate employees in taking initiatives to have an impactful job role instead of depending squarely on their supervisors or management, or reacting to change in the job [28]. As for organisations that generally would find difficulties in creating optimal job designs for employees, job crafting is a possible mean to overcome the difficulties by accommodating the unique backgrounds, motives and preferences of the employees to achieve the optimal job fit by the employees' own initiatives [29].

There are three main motivations for job crafting as proposed by Wrzesniewski and Dutton [12]. Firstly, to engage in job crafting so that employees can maintain interest in their job and the motivation at their working place by having a sense of control, discretion and work meaning. Secondly, driven to protect and enhance employees own self-image that form a large part of their self-identity. Thirdly, to have a meaningful relationship with the people who may benefit as a result of their action on the jobs. Additionally, Berg, Dutton [30] elaborate that employees derive meaning at work place by negating adversity by altering their jobs expectations and activities.

There have been many empirical studies that supported and confirmed the validity and usefulness of the job crafting such as increased in job performance [31], work engagement [32], organisational commitment [33], well-being [34] and increased in meaning [35]. Various research carried out have identified discretion or autonomy, task independence and proactive personality as the initiator or antecedent of job crafting behaviors [12, 36, 37]. As such, it can explain on why some employees with the same work settings have different motivational orientations. Additionally, research also have identified environmental factors such as work situation, and individual motivational orientations such as regulatory focus of employee, in determining employees tendencies and success to initiate job crafting activities [37].

2.2 Goal Orientation

Goal orientation can be conceptualized as “a mental framework for how individuals interpret and respond to achievement situations”. Elliot and Dweck [38] proposed that goal orientation can be defined as specific, desired end states through mastering a concept or skill, to outperform others and to win a competition. In achieving these end states, the person require cognitive and affective or emotional components [9].

Elliot and Dweck [38] stated that goals that only focus on competency or ability in achievement-related activities should be included as achievement goals as it is the foundation of goal orientation construct. There has been an implicit agreement between researchers to focus on two main orientations which are learning (also known as mastery goals) and performance goals forms of competence relevant motivation or goals [9]. Learning goals are where a person seek to increase or acquire new competencies or skills, while performance goals are sought to gain favorable judgments of competency or ability or to avoid negative judgments of a person competence [39]. Therefore, individual with learning goals orientation to achievement environment will attempt to develop their competence while those with performance goals orientation will only attempt to demonstrate their competencies.

An extended model in achievement goals was proposed by Elliot and McGregor [40] and VandeWalle [41] that focus on the approach (prove) and avoidance dimension in performance goals orientation. Based on the two performance goals dimensions to competence, an approach goals orientation employees would aim at acquiring positive possibilities, whereas avoidance goals employees are aimed at avoiding negative possibilities. It was identified that the approach and avoidance goals are presumed to be rooted in different biologically based sources [42] and activated by different environmental cues [43].

Among the findings on the positive outcomes from adopting the learning goals orientation are increased in persistence [44], job performance [45], creativity [46], generally proactive behavior

[47] and higher intrinsic motivation and generally perform better even in the face of challenging and difficult tasks [48]. However, empirical findings have shown that performance-approach (prove) goal orientation have either positive or unrelated relationship to beneficial outcomes such as increased in self-efficacy [49], increased in effort [50] and not showing deep learning strategies [51]. While, employees with performance-avoidance goals orientation have been associated with generally negative outcomes such as self-handicapping strategies [52], low performance [45] and lower intrinsic motivation [53].

2.3 Public Sector Employees Motivation to Work

It is observed that majority of the studies on job crafting so far have been focusing on either private or a mixed of occupation or sector [54-56]. There are only just a few studies carried out in the public sector such as those by Heuvel, E. [57] and Petrou, Demerouti [58]. Furthermore, there are evidence that public service motivation and ethos appear to vary in different cultures and nations [59, 60]. As such, this paper will focus on the job crafting tendencies of the public sector employees in Malaysia.

Employees vary in their motives for working and some individuals would prefer to work in government sector for wide range of reasons such as in seeking secure employment and benefits that is prevalent in the less developed countries [22, 59]. Additionally, in a study by Taylor, Steel [61], it was found that distinctive national cultural factors of social ties, personal responsibility and group focus differentiate the response level of U.S against Asia Pacific public sector employees where respondents from Asia Pacific reported higher levels on one dimension of job productivity but lower levels on perceived job effectiveness. Thus, all the studies above point towards the possible fact that employees in public sector will be driven to work with different motive, focus and magnitude depending which countries they are from and the cultural association.

Burgess and Ratto [62] argued that money is not the sole motivating factor for public servants as they are also more motivated by other benefits and incentives than private sector workers. As such, in general public sector workers are less motivated by monetary gain, however, there are mixed results for intrinsic motives with higher organisational commitment for public sector workers than private sector employees [23]. However, according to Wright [63], eventhough work motivation among the public sector and private employees are very different, both private and public sector workers want good working conditions, friendly coworkers and task rotation but with public sector employees are associated with lower levels of organizational commitment [64].

Houston [65] found that public employees are more likely to place a higher value on the intrinsic rewards of work than their private sector counterparts. One possible explanation for the tendency to intrinsic factor might be due to the positive choice placed by the public employees to work-life balances. These employees may be less motivated by money, work challenge and less committed to long working hours as to balance their work with family time and other leisure activities [66]. Public employees also was found to choose a prosocial option as compared to risky option which mean that they have the tendency to be risk averse [67, 68]. However, in another study it was found that public servants value challenging work more than private sector employees [69], which depict a riskier attribute. As such, when comes to evaluating public employees' attitude towards challenging work or being risk averse, there is no clear finding to support either position.

However, one factor that are supported by various studies have shown that public employees are more likely to undertake prosocial or extra role behaviors such as making charitable contributions, giving blood and various other pro social activities even in their personal time [26, 27, 70]. Thus, these employees are more likely to participate in helping activities.

Having a prosocial attitude will tend to lead employees in embracing job crafting activities. Additionally, as public employees are more focused on intrinsic factors that relate to meaning in work rather than extrinsic factors, it can be expected that these intrinsic factors will also lead to job crafting behaviors [12, 28, 71, 72].

2.4 Hypotheses

Hypotheses 1: Learning goal oriented employees will be positively related to incidences of job crafting.

As stated earlier, effort and ability of a person have been proposed as antecedents in developing the goal orientation behaviour [9, 73, 74] and as such it form an important variable in various applications and implications for an employee and from group perspectives. It is argued that people who have rich ideas about possible selves are more optimistic and energetic, and are less vulnerable to depression and thus have a mindset that strive for success [75].

Thus, in a work setting employees require adaptation and "can do" attitude to strive and grow, and employees' belief about their ability and the effort that follow are the keys for the path to be taken. This can be done by adopting appropriate goal orientation including whether to adopt job crafting activities. Thus, it is expected that those employees with growth mind tendency will adopt a learning goal orientation approach in view of the possible opportunities for growth and fulfillment of their goal settings. This will require them to be proactive that may necessitate job crafting behaviour.

Hypothesis 2: Performance prove orientation will be positively related to incidences of job crafting

It is expected that those employees with performance prove orientation may also job craft their jobs as they will want to strive to do better than others which require some proactive attitude and need to do some changes to their current jobs. This may be influenced by the situational environment such as supervisory support or promotion opportunities instead of their own personality or psychology conditioning.

Hypothesis 3: Performance avoid orientation will have no relationship to incidence of job crafting.

As for the performance avoid oriented employees, their fixed minded tendency may lead them to be passive employees that only consider avenues to avoid mistakes that does not require them to initiate new tasks or creative undertakings other than the one given to them.

Figure 1 shows the theoretical framework of the hypothesis developed.

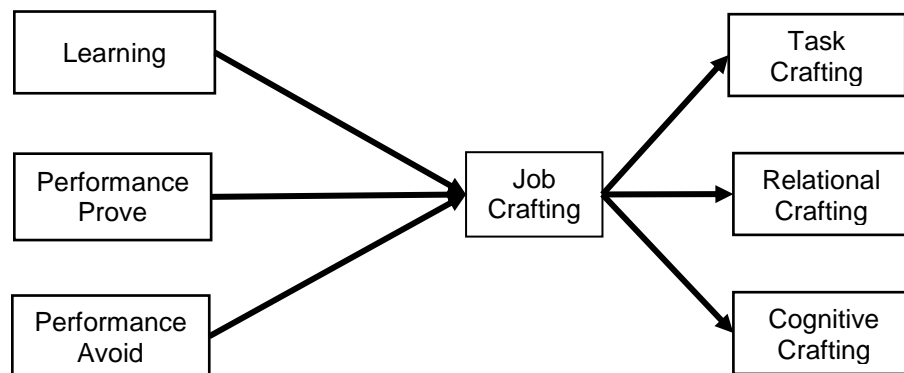


FIGURE 1: Theoretical Framework.

3. MATERIALS AND METHODS

The study was based on a non-experimental correlational design that utilise cross sectional survey methodology. The study was conducted between January and February 2016. The data was then input and analysed using SPSS Statistics version 21.0 and SmartPLS 3.2.4.

3.1 Data Collection Method

This study was based on a larger study. Two sets of data were collected, one for the pre-test and another for the main study. A pre-test study was conducted to ensure best possible response rate and quality of useable data [76, 77]. By conducting a pre-test, some issues were minimised such as items not being in the right factor, instructions to respondents not being clear, wordings of the questions are not correct to convey the same meaning to all respondents and/or having redundant items [78]. As a result of this strategy, a very high response rate was achieved in the main study, that is 87%.

Using a combination of non-probability sampling techniques of purposive and snowball approach [76, 77], the researcher ascertained the contact persons in each agencies which is the best approach in collecting the data as they should be able to coordinate the timing of the questionnaire’s distribution more efficiently and effectively. A time frame of maximum 2 weeks was given to the contact persons, that is from the point of delivering and collecting the questionnaires from the contact persons. Any submission after 2 weeks was not collected from the contact persons. The questionnaires were distributed to respective organisations from 6th January until 23rd January 2016. The last organisation that returned the questionnaires was on the 10th February 2016.

3.2 Measures

All the measurements used a five-point Likert scale. Table 1 shows the sources for the measures of the constructs used in the research. All questionnaires were translated into Bahasa Malaysia. The researcher engaged a qualified English and a Bahasa Malaysia lecturers to translate the English version to Bahasa version and back translate it to English. The questionnaire was distributed with a dual language version placing it side by side so that the respondents have the option to refer to both languages, English and Bahasa Malaysia.

The study used the Job Crafting Questionnaire developed by Slemp and Vella-Brodrick [79]. The questionnaire is not yet widely used in other country other than the origin country (Australia). Prior to this questionnaire, the only quantitative methodology of measuring job crafting was based on the Job Demand Resource model (JD-R) by Tims, Bakker [80]. The researcher believes that the advantage of using Slemp and Vella-Brodrick [79] questionnaire is that it incorporates all dimensions proposed by Wrzesniewski and Dutton [12] including the cognitive dimension that is not explicitly measured in Tims, Bakker [80] model.

Constructs	Sources	Label	Remarks
Job crafting	[79]	1 (never) to 5 (always)	Task (3 items) Cognition (5 items) Relational (5 items). Two items were dropped from Task for redundancy.
Goal Orientation	[41, 81]	1 (strongly disagree) to 5 (strongly agree)	Learning (4 items) Prove (4 items) Avoid (3 items). Two items were dropped for redundancy, one each from Learning and Avoid.

TABEL 1: Constructs and Measures.

3.3 Target Respondents and Sample Size

The population in this study was from the clerical to management level in government sector. Two agencies were approached and a total of 100 questionnaires were distributed to each agency totaling 200 questionnaires distributed.

3.4 Data Cleaning

Data were checked and screened for missing values, outliers, and normality distributions according to the guidelines provided by Tabachnick and Fidell [82] and Hair Jr, Hult [83] through version 21.0 of the SPSS.

Total questionnaire received were 175 out of 200 distributed. At the end of the cleaning data processes of excluding those questionnaires that had more than 5% (2 items) of incomplete data, missing items, skewness and kurtosis (-1 or +1) and unengaged respondents (0.50 standard deviation) a total number of sample size used in this paper is 150.

3.5 Statistical Power Analysis

Based on Hair Jr, Hult [83] recommendation adapted from Cohen’s statistical power analysis, the overall model in this study has a high statistical power of 80% as it has 150 samples versus 124 samples recommended (arrow = 3, $R^2=0.1$ and $\alpha=5\%$).

3.6 Respondent Profile

From the sample, 51 (34%) were male and 99 (66%) were females with majority of the respondents within the age range of 26 to 45 years old, constituting 73% of the total population sample (Table 2).

Demographic Variables		N	Percentage
Gender	Male	51	34
	Female	99	66
	Total	150	100
Age	Below 25	25	17
	26-35	73	49
	36-45	36	24
	46-55	14	9
	56-60	2	1
	Total	150	100
Level of Education	Secondary	29	19
	Tertiary and above	121	81
	Total	150	100
Job Roles	Non-Executive	90	60
	Executive and above	60	40
	Total	150	100
Years working in current organisation	Less than 3 years	47	32
	3 to 5 years	26	17
	More than 5 years	77	51
	Total	150	100.0

TABLE 2: Demographic Profile.

3.7 Common Method Variance

To minimise the possibility of common method variance occurring as the data collected were self-reported questionnaire, various steps were taken by adapting the recommendation set forth by Podsakoff, MacKenzie [84] on ex-ante (procedural) and post-ante (statistical) approaches. Among the steps taken were by having two local experts to vent through the questionnaire for content, context and language readability and comprehension. Additionally, engaging a qualified English and a Bahasa Malaysia lecturers to translate the English version to Bahasa version and back translate it to English, and used dual language questionnaire for distribution. Interviewing session was also conducted with an individual with a doctorate qualification and another with a secondary (STPM) qualification to read and explain what they understood with the items. A Harmon one factor analysis was also conducted resulting 6 factor solutions with a total variance explained of 63% and the first factor only explained 23% which confirms that common method bias is not a serious problem in this study.

4. RESULTS

To test the model, a Partial Least Squares (PLS) approach was used. Using reflective-reflective type Hierarchical Component Model (2nd order factor approach-repeated indicators approach), a two-step process was used to assess the reliability, validity and predictive ability of the construct.

4.1 Measurement Model Evaluation

Measurement model is evaluated by looking at the reliability and validity of the model [83]. In addition, Henseler, Ringle [85] also proposed another discriminant validity test in the form of Heterotrait-monotrait ratio (HTMT).

After dropping an item in performance avoid and two items in the relational constructs the overall loadings for the respective constructs is as shown in Figure 2, which is within the recommended values for loadings >0.7, average variance extracted (AVE) >0.5 and composite reliability (CR) >0.7 Hair Jr, Hult [86]. Eventhough, JCog4 still showed loading of below 0.7, it was not dropped as the internal consistency reliability and convergent validity already exceeded the recommended values as shown in Table 3.

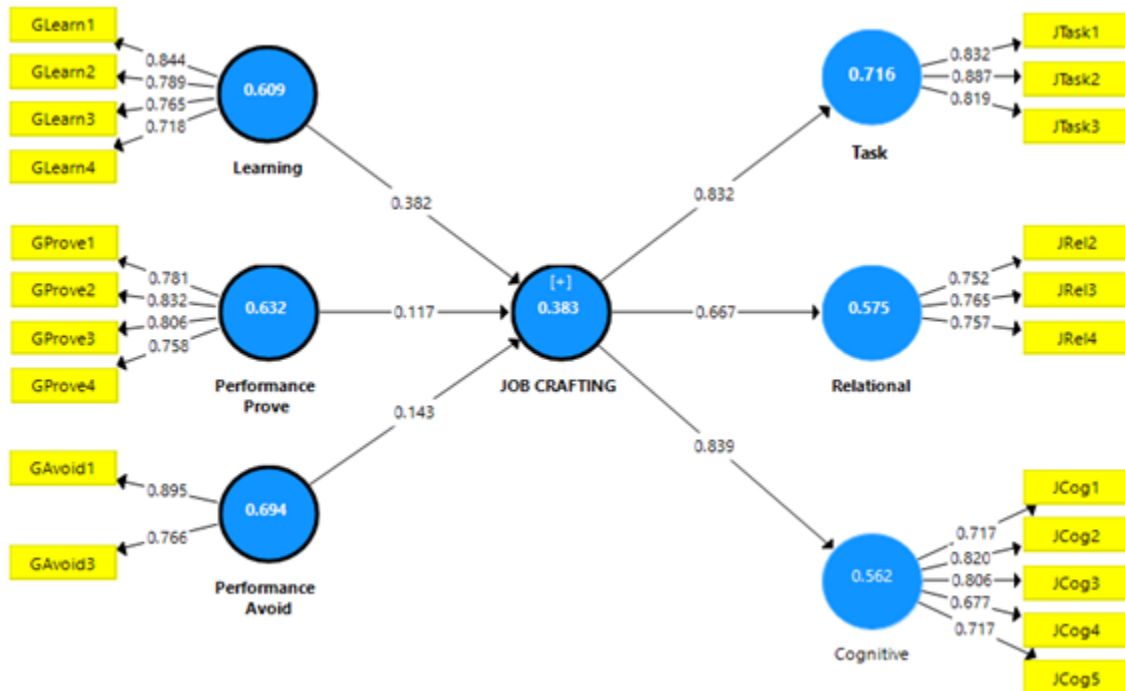


FIGURE 2: PLS SEM Algorithm.

First Order Constructs	Second order Constructs	Indicators	Loadings	Average Variance Extracted (AVE)	Composite Reliability (CR)	Cronbach's Alpha				
Learning Goal Orientation		GLearn1	0.844	0.609	0.861	0.786				
		GLearn2	0.789							
		GLearn3	0.765							
		GLearn4	0.718							
		Performance Prove Goal Orientation	GProve1	0.781			0.632	0.873	0.808	
			GProve2	0.832						
			GProve3	0.806						
			GProve4	0.758						
		Performance Avoid Goal Orientation		GAvoid1			0.895	0.694	0.819	0.571
				GAvoid3			0.766			
Task	JOB CRAFTING	JTask1	0.832	0.716	0.883	0.802				
		JTask2	0.887							
		JTask3	0.819							
		Cognition	JCog1	0.717			0.562	0.864	0.804	
			JCog2	0.820						
			JCog3	0.806						
			JCog4	0.677						
			JCog5	0.717						
		Relational	JRel2	0.752			0.575	0.802	0.633	
			JRel3	0.765						
			JRel4	0.757						
			Task	0.832						0.614
		Cognition	0.839							
Relational	0.667									

TABLE 3: Measurement Model.

In determining the discriminant validity that is the degree to which items differentiate among constructs, a Fornell-Larcker's criterion was used. The criteria are fulfilled when square root of AVE are greater than the values in rows and columns on the particular construct. Table 4 and 5 show that all the constructs loaded highest in their expected factors indicating that the indicators differentiate among constructs or measure distinct concepts.

Constructs	Cognitive	Learning	Performance Avoid	Performance Prove	Relational	Task
Cognitive	0.750					
Learning	0.380	0.780				
Performance Avoid	0.087	-0.115	0.833			
Performance Prove	0.180	0.288	0.378	0.795		
Relational	0.320	0.257	0.034	0.266	0.758	
Task	0.494	0.278	0.203	0.248	0.479	0.846

TABLE 4: Discriminant Validity (First order).

Constructs	JOB CRAFTING	Learning	Performance Avoid	Performance Prove
JOB CRAFTING	0.619			
Learning	0.399	0.780		
Performance Avoid	0.143	-0.115	0.833	
Performance Prove	0.281	0.288	0.378	0.795

Note: Diagonals represent the square root of the AVE while the off-diagonals represent the correlations

TABLE 5: Discriminant Validity (2nd order).

Lastly, a threshold of *HTMT*⁹⁰ criterion as set in SmartPLS 3.2.1 was used to test the measurement model. Table 6 and Table 7 provides evidence of HTMT discriminant validity among all the constructs where all the values are below the 0.90 threshold [85].

	Cognitive	Learning	Performance Avoid	Performance Prove	Relational	Task
Cognitive						
Learning	0.487					
Performance Avoid	0.142	0.261				
Performance Prove	0.220	0.357	0.566			
Relational	0.424	0.357	0.075	0.349		
Task	0.598	0.338	0.304	0.322	0.654	

TABLE 6: HTMT Discriminant Validity (First order constructs).

	JOB CRAFTING
Learning	0.496
Performance Avoid	0.212
Performance Prove	0.342

TABLE 7: HTMT Discriminant Validity (2nd order constructs).

4.2 Structural Model Evaluation

Assessing the structural model through its predictive ability will enable the determination of how well empirical data supports the theory/concept.

Significance and relevance test on the constructs were carried out as shown in Table 8. Based on the table, the t values result show that relationships in the inner and outer models were significant

except for the relationship in the inner relationship between Performance Avoid => Job Crafting (1.734) and Performance Prove=>Job Crafting (1.491) based on the critical value 1.96 (sig = 5%). While, Learning has a significant effect on job crafting construct (4.550).

	Path Coefficients	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
JOB CRAFTING -> Cognitive	0.839	0.840	0.031	27.329	0.000
JOB CRAFTING -> Relational	0.667	0.670	0.058	11.479	0.000
JOB CRAFTING -> Task	0.832	0.832	0.032	25.745	0.000
Learning -> JOB CRAFTING	0.382	0.391	0.084	4.550	0.000
Performance Prove -> JOB CRAFTING	0.117	0.125	0.078	1.491	0.136
Performance Avoid -> JOB CRAFTING	0.143	0.151	0.082	1.734	0.083

TABLE 8: Significance Testing (Bootstrapping – 5,000).

Next, a Coefficient of determination (R^2) was conducted and it represents the exogenous latent variables' combined effects on the endogenous latent variable indicating the amount of variance explained by the exogenous variables [87]. Referring to Table 9, the R^2 values of the endogenous latent constructs were mostly found to be either satisfactorily explained the variance (cognition = 0.705, relational = 0.445, task=0.693) or appears to be reasonable (job crafting=0.206).

	R^2	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Cognition	0.705	0.707	0.051	13.852	0.000
Relational	0.445	0.453	0.076	5.835	0.000
Task	0.693	0.694	0.053	13.055	0.000
JOB CRAFTING	0.206	0.239	0.082	2.521	0.012

TABLE 9: Coefficient of Determination (R^2).

Another measurement for structural model is the effect of size which measures the changes and the impact in the R^2 value of the endogenous construct when a specified exogenous construct is omitted. Cohen [88] proposed a guideline for assessing f^2 , where 0.02, 0.15 and 0.35 denote small, medium and large impact respectively. Referring to Table 10, under the three goal orientation constructs, only Learning construct had any significant impact, that is medium impact on the job crafting construct. While all the variables in the job crafting dimensions show a large impact on R^2 value.

	f^2	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
JOB CRAFTING -> Cognitive	2.385	2.515	0.596	4.003	0.000
JOB CRAFTING -> Relational	0.803	0.863	0.267	3.011	0.003
JOB CRAFTING -> Task	2.252	2.360	0.579	3.891	0.000
Learning -> JOB CRAFTING	0.158	0.188	0.097	1.618	0.106
Performance Prove -> JOB CRAFTING	0.013	0.023	0.024	0.534	0.594
Performance Avoid -> JOB CRAFTING	0.021	0.032	0.027	0.774	0.439

TABLE 10: Assessment of the f^2 Values.

In determining the predictive relevance, the Q^2 value is used where it was obtained by using the blindfolding procedure and values larger than zero indicate the path model's predictive relevance for the construct. Using an omission distance of 7 and applying the cross-validated redundancy approach, all of the four endogenous constructs in the model had Q^2 values above zero and thus provided the support for the predictive relevance of the model (Table 11).

Endogenous Latent Variable	R^2 Value	Q^2 Value
JOB CRAFTING	0.206	0.070
Relational	0.445	0.384
Task	0.693	0.483
Cognition	0.705	0.234

TABLE 11: Predictive Accuracy R^2 and Predictive Relevance Q^2 .

In order to evaluate the effect size of omitting the exogenous latent variable on the endogenous latent variable in respect of the predictive relevance, q^2 was also measured. The approach taken is similar to the procedure in measuring the f^2 evaluation in R^2 values [89]. Table 12 present the outcome of the evaluation and it can be observed that q^2 effect size for predictive relevance of Learning on job crafting (0.629) was large. While performance prove (0.029) and performance avoid (0.071) constructs had low predictive relevance effect on job crafting.

	JOB CRAFTING	
	f^2 effect size	q^2 effect size
Learning	0.158	0.629
Performance Prove	0.013	0.029
Performance Avoid	0.021	0.071

TABLE 12: Effect Size Measures.

5. DISCUSSIONS

Overall, public sector employees with learning goal orientations mindset do undertake job crafting activities. This finding support research done by Lyons, Duxbury [69] that found public sector employees value challenging work which is closely related to being proactive that constitute a major part of job crafting behaviour. Seeking or willing to take up challenging task, as argued by Belschak and Den Hartog [48] and Wrzesniewski and Dutton [12], are characteristics of those

intrinsically motivated employees. Following on, this finding also supports the position taken by various researchers such as Banuri and Keefer [90], Burgess and Ratto [62], Georgellis, Lossa [91], Perry, Honddeghem [92] and Bright [93], that state public sector employees placed more emphasis on intrinsic motivation rather than extrinsic motivation.

However, employees with performance prove and avoid orientations do not show an indication of embracing the job crafting activities. However, the surprising outcome was the insignificant relation between those employees with performance prove goal orientation and job crafting behaviour as it was thought that they may embrace the job crafting activities albeit for different reason other than due to psychological conditioning. The reason for this may relate to the motive for working in the public sector. Taylor and Taylor [22] argued that some employees especially in the less developed country or developing countries, tend to work for securing employment and the benefits that are found in the public sector. As such, the altruistic and socially beneficial motives that commonly associated with intrinsic motivation will not be a prominent attribute in these employees leading to less proactive behaviour.

The argument by Taylor and Taylor [22] is also supported by Georgellis, Lossa [91] whom observed that there is an increasing emphasis of many governments (including Malaysia) in remuneration and reward agenda which is claimed to lead to the “crowding out” of those with altruistic motives with those of extrinsic motives. Instead, Bullock, Stritch [24] suggested that emphasis should be given in recruiting employees that have altruistic and socially beneficial motives. As such, it can be generally argued that those employees sampled in this paper composed of those whom have a goal oriented dimension that is closely linked to their motives of joining the institutions that is either intrinsically motivated (pro-social) represented by learning goal orientation or extrinsically motivated (secure employment) represented by performance prove and avoid dimensions.

One of the most important outcome of the finding on public sector employees is that those learning goal oriented employees values challenging tasks as much as the private sector employees. The possible stereotype of viewing public servants as those who are less motivated by work challenge, less committed to long working hours, and being risk adverse may be over simplified [66-68].

The results for the hypothesis are summarised in Table 13.

Hypotheses Proposed	Beta	T value	P value	Result
Hypothesis 1: Learning goal oriented employees will be positively related to incidences of job crafting	0.382	4.550	0.000	Supported
Hypothesis 2: Performance prove orientation will be positively related to incidences of job crafting	0.117	1.491	0.136	Not Supported
Hypothesis 3: Performance avoid orientation will have no relationship to incidence of job crafting	0.143	1.734	0.083	Supported

TABLE 13: Summary of Results.

6. IMPLICATION OF THE STUDY

The current research is one of the first known research on job crafting behaviour in public sector in the country. Additionally, it is the only known questionnaires on job crafting and goal orientation translated and adapted in Bahasa Malaysia. It is hoped that with the availability of the Bahasa Malaysia’s version, more research and interest in job crafting behaviour of Malaysian employees can be carried out.

With the successful replication of the Slemp and Vella-Brodrick [79] approach in this paper, another quantitative measurement scale can be used incorporating all the dimensions proposed by Wrzesniewski and Dutton [12] including the cognitive dimension which is not clearly observed in the model proposed by Tims, Bakker [80].

On the practical contribution, the findings show that public sector employees with learning goal orientations also tend to job craft similar to their counterparts in the private sector. Additionally, organisations should encourage and provide avenues for such activities to gain traction to reap the many positive outcomes from job crafting behaviours such as promotion of job performance via employees' engagement [13, 94, 95]. Engaged employees are healthier and perform better at work and thus will be more productive.

7. LIMITATIONS OF THE STUDY

The data collected were all from the public sector and thus it might be argued that it limits the generalisability of the findings to other sectors. This study is a self-reported survey and as such despite the fact that various strategies and processes were put in place to minimise the possibilities of response bias, it still cannot be discounted that it may to some degree still be present in the research.

8. CONCLUSION AND FUTURE STUDY

The findings of this paper which show public sector employees with learning goal orientations do tend to undertake job crafting activities indicate that the public institutions should give more space and encouragement for these activities to take place. This may not only lead employees to feel happy, enjoyable and satisfied in their workplace but would also lead to possibilities of higher productivity and growth to the organisations. The paper had successfully replicated an alternative job crafting instrument as proposed by Slemp and Vella-Brodrick [79] to the local setting and the creation of Bahasa Malaysia version of the survey which can be used to encourage more related research in the Malaysian context. For future research, it is suggested that feedback from the supervisors in the goal orientation measurement approach can be carried out. In addition, research can also be undertaken in determining the presence and the different level of job crafting behaviours between public and private sectors.

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