



AUTHENTIC LEADERSHIP, JOB CRAFTING AND EMPLOYEES PERFORMANCE: A PROPOSED MODERATING FRAMEWORK IN ADAMAWA STATE HIGHER INSTITUTIONS

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Introduction

The performance of an organization depends on efficient and effective contribution of individual employees of the organization (Ölçer, 2015). Performance is the art to complete the task within the defined boundaries. Millcorvich and Bondream (1997) considered employees performance as the degree to which employees accomplish work requirements. Employees-Performance in every organization is central to the growth of the organization and that of the individual employee. Employees performance may include defined responsibility, accomplishing targets, team input, employee competency, effectiveness and efficiency in doing work (Iqbal, Anwar & Haider, 2016; Siramiati, Surachman, Hadiwidjojo, & Rohman, 2016; Seng & Arumugam, 2017). It is conceptualized as the way to perform the job tasks according to the prescribed job description.

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). 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. These are justified by the fact that the level of human capital investment is very low in most of the public institutions in Nigeria (Johnson, 2011). Abimbola; Omowumi and Dele (2017) explained that Nigerian universities performance is not encouraging and the leaders neglected the universities, sent their

ABSTRACT

Employees' performance is a mechanism through which organizational sustainability and growth are achieved in the dynamic, competitive and technology driven business environment. This paper proposed a framework that suggests significant interaction between authentic leadership and employee's performance. The interaction among authentic leadership style and performance with job crafting as the moderator has been incorporated in the Framework. The framework will contribute to a better understanding of an interaction between authentic leadership style and employees'



performance in Nigeria and other developing nations.

Keywords: Authentic leadership style, employees performance, job crafting

children to the best universities abroad and then misappropriate revenues to establish private Universities. Sunday (2020) reports that the higher institution in Nigeria has witnessed an incessant closure due to the management leadership styles, labor union strikes and conflicts which has affected employee job performance in the universities. To lend credence to this position currently, Nigeria Universities has been shut down since 14th February, 2022 and some ministers are busy celebrating their wards graduations abroad and building privately owned universities in their state the situation that forced the National Association of Nigeria Students (NANS) to blocks major roads to the nation Airport and still count with impending dangers.

Nigeria has recorded 13.2 million out of school children, which is highest in the world (UNICEF 2018) and the education sector was seriously in bad shape and requires serious concern and immediate attention (Buhari, 2017). In 2015 the West African Examination Council ceased to recognize 113 Nigerian secondary schools implicated in examination malpractice (World Education News and Reviews, 2019). Similarly, a mass media report lends further support to the prevalence of deteriorating educational standard in Nigerian, 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.

To further lend credence to the problems of employees' performance in Adamawa State public higher institutions the management of federal polytechnic Mubi has issued a general circular on 9th November, 2020 observing with dismay the lackadaisical attitude with which staff performs their duties leading to poor performance and low level of productivity. Similarly, the management of Adamawa State College of health technology Mubi, Adamawa State University Mubi, Modibbo Adama University Yola (MAU, Yola), Federal college of education Yola (FCE, Yola), and College of Agriculture Ganye have issued a general circulars on 10th February 2021, 16th June 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. Additionally, Adamawa State Polytechnic Yola in their 135th meeting of the polytechnic Management held on 13th February, 2018 resolved to punish any staff that demonstrate late coming and laxity at work.

Effective leadership is essential for organizations that are interested in improving employee's performance (Asiedu & Darko 2017). Despite the studies by (Abdullah, Islam and Al-Homayan 2016; Aunga & Masare, 2017; Babalola 2016; Danilwan, 2021; Desderio, Piason & Bhebhe, 2017; Joiceswarnalatha & MuraliKrishna 2017; Lestiowati and Fransisco, 2021; Ramadhanti, Singh and Kularajasingham, 2021; Rafia, Sudiro and Sunaryo, 2020; Udin, Riyadh & Dananjoyo, 2020; Mohiuddin, 2017; Nyakundi, Nyoni, Dandira, Chufama, Kandjinga, Jeremiah, 2021; Yücel, 2021; Rasool, Arfeen, Mohti, and Aslam 2017, Nazarian, Soares and Lottermoser 2017; Salman, Khan,



Javaid, and Naeem u din 2016; Khuong and Khanh 2016) on leadership styles, literatures indicate that very few studies have looked at the effects of Authentic leadership style on employees performance. Soderlund and Wennerholm (2021) explained that the growth of the need for authentic leadership comes from the upswing of worldwide cooperate scandals and crises. The corporate scandals and crises have created a higher demand for new leadership styles that can restore the trust and accountability of the leaders. It is the thrust of this paper to examine the authentic leadership and employee's performance in public higher institutions in Adamawa State through the moderating role of job Crafting.

Literature Review

Concept of Employee's Performance

Employee's performance is associated with the employees possessing the requisite knowledge, objectives and capabilities to meet the work standard by the organization (Al-Harthy & Yusuf, 2016) or performing defined responsibility, accomplishing targets, employee competency, effectiveness and efficiency in doing work (Iqbal, Anwar & Haider, 2016; Khuong, *et al.*, 2016). Researchers have classified employees performances in different ways such as task performance and contextual performance (Babalola, 2016; Al-Harthy *et al.*, 2016; Saboor, Mukhtar, & Sadiq, 2015; Saeed, Mussawar & Lodhi, 2013; Devonish & Greenidge, 2010), task, contextual and adaptive respectively (Pradhan & Jena, 2017), task and dispositional performance (David & Eguzoikpe 2014), task, citizenship and counter-productivity (Robbins & Judge, 2017) among others. Pradhan and Jena (2017) explained that the task performance is further divided into technical-administrative task performance and leadership task performance. Task performance means performing assigned responsibilities to achieve organizational goals (Pradhan & Jena, 2017; David & Eguzoikpe, 2014) and contextual performance means voluntary actions aimed at helping co-workers (Saboor, Mukhtar & Sadiq, 2015). Task performance is rewarded but mostly contextual performance is free cost, based on the employment contract every employee is responsible for performing better on tasks given as well as the duties involved in the job (Seng & Arumugam, 2017). An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 1999). Markova and Ford (2011) argued that readiness of workers to use their creativeness, skills, and knowledge determines the success of an organization.

Authentic Leadership

The concept of authentic leadership has gained much relevance in the last few years following the unexpected changes that the organizations and the contemporary societies had suffered (Tijani & Okunbanjo, 2020; Duarte, Ribeiro, Semedo & Gomes 2021; Bento & Ribeiro, 2013). Authentic leadership style is emerging as a dominant one (Christy & Duraisamy, 2016; Gardner *et al.*, 2005; Wong & Laschinger, 2012). Authentic leaders perform their actions according to personal values and beliefs which creates credibility and makes them get the respect and trust of followers (Besen, Tecchio & Fialho, 2017). Walumbwa, Luthans, Avey and Oke (2011) explained that authentic leadership matter in work groups in terms of members' cognitions, behaviors and performance.



Authenticity is a philosophical and psychological concept with origin in Greek philosophy that means being true to oneself (Soderlund and Wennerholm, 2021). Authentic leadership is a style of leadership in which the leader is true with him-self while leads and is seen by the led ones as a sincere, honest and complete person (Bento & Ribeiro, 2013) or a process that promotes positive psychological capacities. Authentic leadership is directly related to positive organizational behavior, based on authenticity, trust and providing support for the organizational best practices. It is also a style that is consistent with a leader's personality and core values and that is honest, ethical and practical (Besen, Tecchio & Fialho, 2017). This form of leadership is based on the understanding and interpretation of observed or experienced evaluation processes, as well as on ethics in decision-making. Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008) observed that authentic leadership style dimensions ranges from self-awareness, relational transparency, internalized moral perspective, and balanced processing. Authenticity is concerned with personal experiences and ways of acting in accordance with what one really thinks, believes and behaves.

Job Crafting

The extant literature reveals that the term “job crafting” emerged in the early 2000s as a bottom-up perspective on job redesign in which employees take an active role in customizing their job (Vanbelle, 2017). Wrzesniewski and Dutton (2001) defined Job Crafting as the physical and cognitive changes individuals make in their task or relational boundaries at work. job crafting is conceptualized as proactive behaviors through which employees change their levels of job demands and job resources, that is the characteristics of their work to gain a better person–job fit (Petrou et al., 2012; Tims et al., 2012; Tims et al., 2014). Petrou, Demerouti and Schaufeli (2018) explained job crafting as a potential strategy employees use to react to and deal with organizational change. Irvin (2017) observed that job crafting (JC) involves employees changing certain aspects of the way they operate, interact with other employees, and how they think about their job.

Authentic Leadership Style and Employees Performance

Walumbwa *et al.*, (2008) reported that authentic leadership leads to increase in job performance and other positive attributes like job satisfaction and work engagement. Duarte, Ribeiro, Semedo & Gomes (2021) conducted study among 214 employees working in different business sectors on authentic leadership and improved individual Performance: Affective Commitment and Individual Creativity's Sequential Mediation. The results reveal a statistically significant positive relationship between authentic leadership and employees' workplace performance. Daraba, Wirawan, Salam & Faisal (2021) investigated among 116 respondents working from one of the largest institutions under the Minister of Home Affairs of Indonesia. The results reveal that employees' perception of leaders' authenticity could directly influence their performance or indirectly via employees' PsyCap. Wong and Laschinger (2012) investigated on a random sample of 600 registered nurses working in acute care hospitals across Ontario in Canada. The study revealed that authentic leadership significantly and positively influenced staff nurses' structural empowerment, which in turn increased job satisfaction and self-rated performance. Peterson et al. (2012) found out that authentic leadership behavior exhibited by leaders is positively related to followers' job



performance. Ribeiro, Duarte and Filipe (2018) conducted a study of 177 employees drawn from 26 small and medium-sized organizations operating in Portugal. The organizations were selected from different sectors, including office supplies, food, construction and automobiles. The findings show that authentic leadership has a positive impact on OCB, employee creativity, and individual performance.

Job Crafting and Employees Performance

Empirical work has emerged that links job crafting to job performance in the western and Asia part of the world (Laurence, Fried, Yan & Li, 2020). Dan, Rosca & Mateizer (2020) observed that a positive relationship exist between job crating and job performance. Bakker, Hetland, Olsen, Espevik, De Vries (2020) investigated on job crafting and playful work design: Links with performance during busy and quiet days among a total of 77 Norwegian naval cadets. Results of multilevel modeling showed that job crafting (daily seeking job resources, seeking challenges, and playful work design) were each positively related to job performance. Wang, Li and Chen (2020) conducted a meta-analysis on a sample of 51 empirical studies regarding social factors (i.e., organizational insiders and outsiders) and job crafting, and how these social factors contribute to employees outcomes through their job crafting. Their study showed that employee job crafting positively affect job performance and well-being. Laurence, Fried, Yan & Li (2020) investigated on the role of “enjoyment of work” and “driven to work” and job-crafting as a motivations in Japan and China among 154 supervisor–employees using dyadic method. It was reveals that job crafting affect employee’s performance among others. Dubbelt, Demerouti and Rispens (2019) investigated among 111 employees of Eindhoven University of Technology, Netherlands on the value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence. It was found out that job crafting positively affected work engagement, task performance, and career satisfaction. Park, Lim, Kim & Kang (2020) sampled among 250 human resources professionals working in South Korea companies and have found out that revolving relationships existed among job crafting, work engagement and adaptive performance. Dan, Rosca & Mateizer (2020) conducted research on job crafting and performance in Firefighters: The role of work meaning and work engagement among a sample of 1,151 firefighters from 27 Romanian fire departments using paper-and-pencil questionnaire. The Structural equation modeling result indicated the existence of both a direct and indirect effect between job crafting and job performance through work meaning and work engagement. Mishra, Singh & Tripathy (2020) conducted study among 175 banking employees of SBI bank of India using a cross-sectional and correlation design. The study examined Job crafting and the relationship of individual characteristics for sustainable development of organization. The study result reveal that for every unit increase in job crafting 55 % unit increase in the job performance is recorded holding the other variables constant.

Job Crafting as a Moderator

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



related and Job crafting is not a significant moderator to this relationship. Pool (2016) investigated among a sample of 257 teachers in Deltion College, Netherlands. The aim of the study was to identify to which extent does Job crafting mediate or (negatively or positively) moderate the relationship between Human Resource Management and Work engagement? The finding revealed that job crafting did not moderate the relationship. It was suggested that future research be carry out to further investigates the relation between HRM, Job crafting and Work engagement in different cultural setting. Vogel, Rodell and Lynch (2016) investigated engaged and productive misfits: how job crafting and leisure activity mitigate the negative effects of value incongruence among 193 US respondents working in finance, banking, information technology, education, and health care using email survey. The results suggested that both job crafting and leisure activity moderate the relationship and indeed act as a buffer, mitigating the otherwise negative effects of value incongruence on employee engagement and job performance.

Theoretical Underpinning

Social learning theory is a theory of learning process and social behaviour which proposes that new behaviors can be acquired by observing and imitating others. The Social Learning theory postulates that individuals learn behavior from their work environment via physical observations, imitations and modeling. This suggests that an individual's behavior at work is determined by perception regarding the kind of behaviors' that most others do in a social setting and perception regarding the kind of behaviors that most others approve or disapprove in an organization. Social learning theory is adopted in this study because authentic leader's behaviors centered on exhibiting positive organizational behavior, based on authenticity, trust and providing support for the organizational best practices. In line with these behaviors and social learning philosophy if the employees observed leaders, imitates and take them as models it will go a long way in improving employees performance (Walumbwa, David, Mayer, Wangc, Wang, Workman , Christensen, 2011). Given the relative support for social learning theory across various life situations and the underlying principle of social learning that individuals learn behavior from their work-based referent others via observation and imitation, it is predicted that this theory would provide a support for good leaders - subordinates relationship that would improve employees performance.

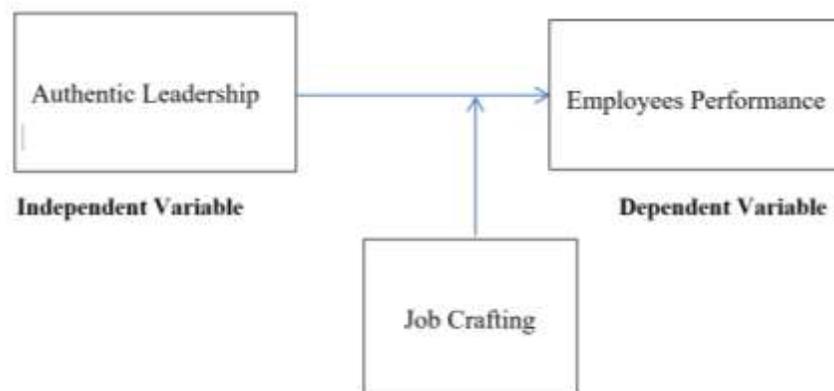


Figure 1.1 Proposed Theoretical Frameworks



The inclusion of moderating variable in this framework as suggested by previous studies (Baron & Kenny, 1986; Peng, 2018, Preacher, Rucker & Hayes 2007; Wong and Laschinger, (2013); Memona, Cheahb, Tingd, Chuahe and Chamf 2019; Wingerden and Poell (2017); Langeveld (2017) is an answer to the clarion calls which is yet to be investigated and such consideration could increase our theoretical understanding and provide on how job crafting buffers the effect of authentic leadership style on employee performance. To end this, the primary focus of paper is proposed a framework of moderating role of job crafting on the relationship between authentic leadership style and employee performance.

Methodology

For the purpose of this study descriptive survey design will be adopted. This is because the study will seek to predict and explain the relationships between authentic leadership and employees' performance in public higher institutions in Adamawa State. The sample size of the study will be determines using Yaro Yamane (1967) scientific guideline for determining sample size for research activities. A structured questionnaire with closed ended multiple choice questions will be used for this research as a method of data collection. The study will employed the use of correlation and regression analysis as inferential statistics for data analysis. To measure employee's perception of head of department/unit authentic leadership 16 items from Avolio, Gardner & Walumbwa (2007) Authentic Leadership Questionnaire (ALQ) will be use. Example of item "My head of department/unit demonstrates beliefs that are consistent with actions". To measure job crafting variable 21 items developed by Tims, Bakker and Derks (2012) will be use. Example of item "i decide on how to improve work better". To measure employee performance Role Based Performance Scale (RBPS) developed by Welbourne *et al.*, (1997) will be adopted in this paper. Example of item: "I put more effort to achieve quantity of work output".

Conclusion

Authentic leadership style and job crafting are found as an influential factor to employee's performance. The employee's performance is considered the backbone of any organization as it leads to profitability and sustainability. Poor performance is detrimental to the organization's success. This paper is an attempt to contribute to theory building of authentic leadership style, job crafting and employee's performance as well as making meaningful contribution to management strategic decisions. The paper therefore, proposes to empirically assess the direct effects of authentic leadership on employees' performance. It will also assess the moderating effects of job crafting. This paper will therefore bridge the literature gap by providing first-hand information regarding the relationship between authentic, job crafting and employee's performance in Public higher institutions and provide bases for improving effective functioning of the Nigeria's public institutions, particularly in Adamawa State. Therefore, it is suggested that an empirical investigation on authentic leadership style, job crafting and employee's performance be carried out in future.

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