

ROLE OF LEADER-MEMBER EXCHANGE, JOB CRAFTING AND THRIVING AT WORK ON ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT: *This study examined job crafting and thriving at work as correlates of organizational effectiveness among civil servants: the moderating role of leader-member exchange. A total of 205 participants were selected using systematic and simple random sampling. The study adopted survey design and consequently, multiple moderation regression statistics was employed for data analysis. Job crafting positively correlated with organizational effectiveness at $r = .37, p < .01$ and $.19, p < .05$ level of significance. Thriving at work negatively correlated with organizational effectiveness at $r = -.80, p < .01$, and $-.64, p < .01$. Job crafting and thriving at work significantly predicted organizational effectiveness among employees at $F(6,198) = 462.84, p < .01$. LMX moderated the relationship between job crafting and thriving at work and organizational effectiveness at $F(7,197) = 592.76, p < .01$. The researcher recommended that leaders should take appropriate measures to encourage their employees to craft on their jobs.*

KEYWORDS: *Crafting, Effectiveness and Leader-Member Exchange*

INTRODUCTION

Organizations face challenges while they live in a dynamic and competitive environment. This is because shortage of manpower and inefficient discharge of duties seem to be in place in most organizations. The effectiveness of a business constitutes its ability to perform a function with optimal levels of input and output. Improving organizational effectiveness is a sober concern for any organization as a matter of existence (Danish & Usman, 2010). This has to be achieved through implementation of important organizational effectiveness factors. Zammuto (1982) suggested that there has been a distinction of thought on the best way to characterize organizational effectiveness, including characterizing it as "the accomplishment of objectives, objective achievement without forcing strains on the authoritative framework, and as far as meeting criteria set by the constituencies of an association".

Job crafting can be defined as taking proactive actions such as changing tasks, relationships, and cognitive perceptions to redesign the work (Berg, Dutton & Wrzesniewski, 2010). It is linked with both employees and management where proactive personalized employees can give their best efforts to make the job more meaningful and can boost the productivity level through them (Wrzesniewski & Dutton, 2001). Moreover, it

enables the employees to shape their own working environment in a more convenient manner with job fittings (Tims & Bakker, 2010).

In the light of the above, thriving at work is perceived to be highly vital in attaining organizational effectiveness. When people thrive in their jobs, it leads to organizational effectiveness. This is because in today's high-speed, knowledge-based economy, people need more from their work than just a paycheck. They seek social connections, purpose, and flexibility in order to thrive. Thriving is defined as a positive psychological state comprised of the simultaneous experience of vitality and learning (Spreitzer et al., 2005). When employees thrive, they are more excited about their work and have more energy, which contributes to their personal development, health, and performance (Porath et al., 2012).

Leader-member exchange (LMX) is a relationship-based, dyadic theory of leadership. Unlike behavioral leadership theories that focus on what leaders do, such as transformational, authentic, servant, or empowering leadership theories, LMX theory rests firmly on the assumption that leaders influence employees in their group (referred to as members) through the quality of the relationships they develop with them. A high-quality relationship is characterized by trust, liking, professional respect, and loyalty (Liden & Maslyn, 1998).

One of the early findings of the LMX theory is that, leaders develop relationships of varying qualities with their subordinates and such differentiation characterize a wide majority of the work groups studied.

Statement of the Problem

In organizations today, there have been cases of unorganized work schedules and incompetency there by leading to chaos and unproductive work environments. No organization becomes effective where there are these indices. According to Nwanzu and Uhiara (2018), there is need for an increased understanding of how organizational effectiveness can be achieved. Commitment is the differentiating factor between top performing companies and those of average performance (Katzenbach, 2000). Emotionally engaged employees are more productive and more customer-focused unlike their emotionally drained counterparts.

The fundamental objective of this research hinges on finding out what relationships job crafting and thriving at work share with organizational effectiveness. The moderating roles of leader-member exchange in the research work was also of interest. It is thought that leaders need to exchange ideas with their employees in order to boost their morale.

Purpose of the Study

The objectives of the study are:

1. To determine whether job crafting will have a significant relationship with organizational effectiveness among workers.
2. To determine whether thriving at work will have a significant relationship with organizational effectiveness among workers.
3. To determine whether there will be a joint predictive effect of job crafting and thriving at work on organizational effectiveness among workers.
4. To determine whether leader-member exchange will significantly moderate the relationship between job crafting, thriving at work and organizational effectiveness among workers.

Research Questions

1. Will there be a relationship between job crafting and organizational effectiveness among workers?

2. Will there be a relationship between thriving at work and organizational effectiveness?
3. Will there be a joint predictive effect of job crafting and thriving at work on organizational effectiveness?
4. Will leader-member exchange moderate the relationship between job crafting, thriving at work and organizational effectiveness?

Significance of the Study

1. Theoretically, the findings of this study will add to the current body of knowledge that exists in job crafting, thriving at work and the relationship they share with organizational effectiveness and how leader-member exchange moderate these relationships.
2. Practically, this research will be able to improve the efficiency of organizations by looking at aspects of organizational variables that contribute to its effectiveness. This is because without job crafting and thriving at work among workers, organizational effectiveness will be very difficult to be attained.

Operational Definition of Terms

Organizational effectiveness refers to the degree an organization achieves its stated goals, acquire the resources needed, function with minimal internal strains and meet the needs and expectations of its stakeholders (Nwanzu & Uhiara, 2018).

Job crafting is conceptualized as the change employees make to balance their job demands and job resources with personal abilities and needs (Tims, Bakker & Derks, 2012).

Thriving at Work is positive psychological state in which individuals experience both a sense of vitality and learning (Porath, Spreitzer, Gibson & Garnett, 2012).

Leader-Member Exchange (LMX) posits that effective leaders form dyadic relationships with followers that differ in quality, and that differentiation positively affects team performance (Graen, Hui & Taylor, 2004).

LITERATURE REVIEW

Theoretical Review

Theory of Organizational Effectiveness

Organizational Support Theory (Rhoades & Eisenberger, 2002): According to organizational support theory, the development of OS is encouraged by employees' tendency to

assign the organization humanlike characteristics. Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested by Levinson (2005) is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees.

This theory is very important in explaining why most organizations find it difficult to attain effectiveness. As opined by the theory, it is necessary that organizations offer in supports which are not legally binding or contained in the terms of service to the workers. This is because when workers are given good sense of belonging, they tend to see the organization as theirs and go extra miles in giving in their best, thus, obtaining job crafting and thriving at work.

Empirical Reviews

Organizational Effectiveness

Muhammad & Khoirul (2020), carried out a research on Organizational performance: the moderating effect of organizational culture. The research model alongside with the hypotheses were developed from the literature and tested based on the data collected from the population of 29 Regional Apparatus Organizations (RAO) in South Lampung Regency using a saturated sample. The analysis technique uses Structural Equation Model (SEM) through the SMART PLS version 3.0 application. The results of their study indicated that there was a significant positive impact on organizational performance which has been presented by service quality. On the other hand, organizational performance is not influenced by information quality, data quality, and system quality. Whereas, the organizational culture does not constrain the relationship of service quality, information quality, data quality, and system quality on organizational performance.

Job Crafting

Banta, Yuli and Mahdani (2020), conducted a research on the practice of job crafting and its impact on job outcomes: an empirical study. Primary data were obtained by distributing questionnaires to 123 respondents who had

been selected based on simple random sampling. The questionnaire consisted of two parts, the first part asking about respondents' characteristics such as gender, age, marital status, and the respondent's last education. The second part contains questions about the variables studied. There are five variables observed, namely, job crafting as independent variables, work engagement, and job satisfaction as dependent variables. From the results of the analysis, they found a significant effect between job crafting on work engagement. This means that every increase in the implementation of job crafting will have an impact on increasing the implementation of work engagement. Second, the results of the analysis also found a significant effect of job crafting on job satisfaction. This means that any increase in job crafting activity will have an impact on increasing the level of workers' satisfaction.

Thriving at Work

Xiaoyu and Stephen (2021) investigated Organizational support and employee thriving at work: exploring the underlying mechanisms. The purpose of the paper was to investigate whether perceived organizational support for strength use (POSSU) predicted employee thriving at work and the underlying mechanisms that explained the relationship. The analysis was based on data from an online, time-lagged survey of 209 employees. Latent moderated structural equations (LMS) method was used to test the mediating role of job crafting and meaningfulness and the moderating role of core self-evaluation (CSE) in the organizational support-employee thriving relationship. POSSU has a direct, positive relationship with employee thriving at work. Moreover, this relationship is fully mediated by employees' job crafting (as an agentic work behavior) and meaningfulness (as a resource produced at work). In addition, contextual factor of POSSU synergistically interacts with individual characteristic of CSE to foster thriving at work.

Leader-member Exchange

Usman, Ramsha, Mushtaq and Ajmal (2014), conducted a research on Impact of Leader Member Exchange on Organizational Performance and Commitment with Organizational Culture as Moderator: A Non-Monetary Tactic to Enhance Outcome. The targeted population for the study was

manufacturing sector employees of Pakistan among which 146 employees were taken for data collection through questionnaire-based survey (n=146) through simple random sampling technique. The results showed that there was a positive and significant relationship between leader member exchange, organizational performance and commitment. Moreover, culture moderated this relationship significantly. The study helped organizations' leaders to enhance organizational performance and commitment without any monetary expense just by bridging the members of firm into a communication's chain through leader member exchange.

Hypotheses

The following hypotheses were formulated to guide the study:

1. Job crafting will significantly correlate with organizational effectiveness.
2. Thriving at work will significantly correlate with organizational effectiveness.
3. There will be a joint correlation effect of job crafting and thriving at work on organizational effectiveness.
4. Leader-member exchange will moderate the relationship between job crafting, thriving at work and organizational effectiveness.

METHOD

Participants: The participants were drawn from four of the departments of the hospital (Alex Ekwueme Federal Teaching Hospital, Abakaliki, Ebonyi State). The departments included Administrative, Accounting, Nursing and Engineering Departments of Alex Ekwueme Federal Teaching Hospital, Abakaliki, Ebonyi State. The participants consisted of 135 females and 70 males. Their age ranged between 18 and 55 years with a mean of 33.16 and a Standard deviation of 10.49. Fifty-two of the participants representing 25.4% are single and 153 of them representing 74.6%, are married.

Instruments: Four instruments were used to measure the variables of the study and they include: organizational effectiveness scale, job crafting scale, thriving at work scale and leader-member exchange scale.

Organizational Effectiveness Scale (Nwanzu & Uhiara, 2018): The organizational effectiveness scale as developed by Nwanzu and Uhiara in 2018 is a 40-item scale used in

measuring the effectiveness of an organization. The scale is with four dimensions namely: goal attainment model, system resource model, internal processes model, and stakeholder model. Some of the items of the scale include: "In the organization where I work, the desired level of output is always attained", "In the organization where I work, employees' attitude to work is always encouraging". The arrangement of the items were in the following order: Goal attainment model, 1, 5, 9, 13, 17, 21, 25, 29, 33 and 37; systems resources model, 2, 6, 10, 14, 18, 22, 26, 30, 34 and 38; internal resources model, 3, 7, 11, 15, 19, 23, 27, 31, 35 and 39; stakeholder model, 4, 5, 12, 16, 20, 24, 28, 32, 36 and 40. Response to the items were rated using a 5-point Likert scale labelled 1= *Strongly Disagree*, 2= *Disagree*, 3= *Undecided*, 4= *Agree* and 5= *Strongly Agree*. Higher score indicated the presence of organizational effectiveness. The authors reported a Cronbach alpha of .96 indicating a higher level of consistency and reliability for the instrument to be used for this study.

Job Crafting Scale (Tims, Bakker & Derks, 2012): The job crafting scale as developed by Tims, Bakker and Derks in 2012, has four dimensions namely: increasing structural job resources (I try to learn new things at work), decreasing hindering job demands (I make sure that my job is mentally less intense), increasing social job resources (I ask my supervisor to coach me) and increasing challenging job demands (If there are new developments, I am one of the first persons to learn them and try them out). As with the author's response format, all items were responded to using 5-point Likert scale format ranging from 1= *Never*, 2= *Rarely* 3= *I don't know*, 4= *Sometimes*, 5= *Often*. High score on this indicates that the participant(s) applies the concept of job crafting at work, while low score indicates little or lack of job crafting. The Cronbach's alpha for each of the dimensions of the scale as reported by the authors were all above the recommended .70. A Cronbach alpha of .72 was obtained in a pilot study conducted among staff of University of Nigeria Teaching Hospital, Ituku-Ozalla to revalidate the instrument.

Thriving at work (Porath, Spreitzer, Gibson & Garnett, 2012): Thriving at work was measured using the 10-item scale developed by Porath, et al (2012). The instrument was used to assess thriving at work

among employees. It is one of the most commonly used scales to assess thriving at work, and it measures two dimensions: vitality (energy) and learning. It is a seven (5) point Likert-type scale with higher scores indicating higher levels of thriving. The response pattern is indicated as 1= *Disagree Strongly*, 2= *Moderately Disagree*, 3= *Disagree Slightly*, 4= *Neutral*, 5= *Agree Slightly*, 6= *Moderately Agree* and 7= *Strongly Agree*. The sample item of learning is “I continue to learn more and more as time goes on” and for vitality dimension, “I feel alive and vital”. The author reported a Cronbach alpha of .79. A Cronbach alpha of .90 was generated from the pilot study, using 95 participants drawn from Parklane Hospital, Trans-Ekulu, Enugu State.

Leader-Member Exchange Scale (Graen & Taylor, 2004): Leader-member exchange was measured using the 11-item scale developed by Graen & Taylor (2004). The instrument was used to assess the quality of supervisors-subordinate relationship from the perspective of the subordinate. It is one of the most commonly used scales of LMX with trust, respect and obligation dimensions. Sample items include “my direct supervisor has trust that I would carry my workload”, “my direct supervisor would help me with my job problem”. The authors reported a Cronbach

alpha of .95. 1= *Strongly Disagree*, 2= *Disagree*, 3= *Neutral*, 4= *Agree*, 5= *Strongly Agree*. Since all the items are scored similarly and worded in a positive direction, the composite score was the simple sum of the items as prescribed by the developers. Graen and Taylor (2004) reported a Cronbach alpha of .95 score. A Cronbach alpha of .88 score generated from the pilot study indicating that the LMX scale is valid and reliable for the study.

Procedure: A total number of 205 workers from Alex Ekwueme Federal Teaching Hospital, Abakaliki Ebonyi State served as participants for the study. The participants were drawn using systematic and convenient sampling where the departments of the hospital were selected using one (1) as the case. The participants were briefed on the nature of the research with the response pattern clearly explained to them. A total of 205 copies of the questionnaire were distributed and 205 copies were correctly filled, returned and made use of in this research.

Design/Statistics: The design adopted for this study was correlational design. Consequently, Pearson Moment Correlation and Multiple Moderation Regression analysis were used to test the hypotheses of the study.

RESULT

This section shows the results of data analysis of the study variables.

Table 1: Means, Standard Deviations and Correlation Coefficients (N=205)

Variables	Mean	SD	1	2	3	4	5	6	7	8
Organizational effectiveness	174.57	22.34	1							
Incr. structural job Res.	41.51	5.85	.37**	1						
Incr. social job Res.	46.92	4.42	.19*	.03	1					
Incr. challenging Job D.	26.40	23.76	-.81**	.14*	.27**	1				
Decr. hindering job D.	24.86	15.51	-.49**	.08	.01	.68**	1			
Vitality	26.77	23.69	-.80**	.13*	.36**	.94**	.40**	1		
Learning	26.28	18.18	-.64**	.10	.10	.84**	.51**	.81**	1	
Leader member	51.62	16.70	-.61**	.12*	-.01	.82**	.43**	.81**	.81**	1

Note. ** = $p < .01$; * = $p < .05$.

The result in the Table 1 above revealed that job crafting dimensions such as increasing structural job resources, and increasing social job resource positively and significantly correlated with organizational effectiveness at $r = .37, p < .01$ and $.19, p < .05$ level of significance, respectively, whereas increasing challenging job demand and decreasing hindering job demand negatively and significantly correlated with organizational effectiveness at $r = -.81, p < .01$ and $-.49, p < .01$. Hence, hypothesis 1 was accepted. The table

further showed that thriving at work dimensions such as vitality and learning negatively and significantly correlated with organizational effectiveness at $r = -.80, p < .01$, and $-.64, p < .01$, respectively. For this reason, hypothesis 2 was accepted. This indicates that vitality and learning, although being one of the factors in determining organizational effectiveness, may indirectly influence the outcome of an organization. Furthermore, leader member exchange was also found to be negatively and significantly correlated with

organizational effectiveness ($r = -.61, p.001$) (see Table 1). As a result, both job crafting and thriving at work, as well as leader member exchange, have a significant direct and indirect relationship with organizational effectiveness

among employees. Thus, as job crafting, thriving at work, and leader member exchange increase, so does organizational effectiveness among employees.

Table 2: Moderation regression analysis for the interaction between leader member exchange, job crafting, thriving at work and organizational effectiveness

Models	R ²	Adj R ²	Δ R ²	DF	F	B (UC)	β (SC)	T	Sig
Step 1	.93	.93	.93	6(198)	462.84**			15.137	.000
ISJR						1.863	.488	26.240	.000
ISoJR						.827	.164	7.473	.000
ICJD						.492	.523	2.361	.019
DHJD						-.635	-.441	-5.475	.000
Vitality						-1.351	-1.432	-7.998	.000
Learning						.295	.240	6.741	.000
Step 2	.95	.95	.016	7(197)	592.76**			8.408	.000
ISJR						1.869	.489	30.243	.000
ISoJR						1.185	.234	11.160	.000
ICJD						.016	.017	.086	.932
DHJD						-.390	-.271	-3.700	.000
Vitality						-1.160	-1.230	-7.794	.000
Learning						.208	.169	5.236	.000
Leader member						.394	.294	8.020	.000

Note, ** = $p < .01$, * = $p < .05$; R² = R square; Δ = increase on adjusted R² and F-ratio as a result of the interaction; Adj R² = Adjusted r square; B (UC) = Unstandardized coefficient; β (SC) = Standardized Coefficients Beta; ISJR = Increasing structural job resources; ISoJR = Increasing social job resources; ICJD = Increasing challenging job demand; DHJD = Decreasing hindering job demand; M = mean; SD = standard deviation.

The result of the moderation regression analysis using the enter method revealed that in model 1, job crafting and thriving at work jointly and significantly predicted organizational effectiveness among employees at $F(6,198) = 462.84, p < .01$. Thus, hypothesis 3 was accepted. Similarly, in model 2, leader member exchange moderated the relationship between job crafting and thriving at work on organizational effectiveness at $F(7,197) = 592.76, p < .01$. The interaction between leader member exchange, job crafting, thriving at work, and organizational effectiveness accounted for significantly more variance than just job crafting and thriving at work by themselves, $\Delta R^2 = .02$ at $p < .01$. This indicates that there is a potential significant moderation of leader member exchange on the relationship between job crafting and thriving at work on organizational effectiveness. Specifically, the standardized beta coefficients for leader member exchange, job crafting based on its dimensions, thriving at work with its dimensions, and the interaction between the

models statistically and significantly predicted organizational effectiveness, ($\beta = .29, t = 8.02, p < .01$; $.50, t = 30.24$; $.23, t = 11.16, .02, t = .09$; $-.27, t = -3.70, -1.23, t = -7.79, .17, t = 5.24$) respectively. Consequently, hypothesis 4 was accepted.

Summary of the findings

Based on the outcome of the findings, job crafting positively and significantly correlated with organizational effectiveness among employee at $p < .001$ level of significance.

Thriving at work negatively and significantly correlated with organizational effectiveness among employee at $p < .001$ level of significance.

Job crafting and thriving at work jointly and significantly predicted organizational effectiveness among employee at $p < .001$ level of significance.

Also, leader member exchange significantly moderated the relationship between job crafting and thriving at work on organizational effectiveness at $p < .001$ level of significance.

DISCUSSION

Hypothesis one which stated that job crafting would significantly correlate with organizational effectiveness was affirmed. This was in line with the findings of Banta, Yuli and Mahdani (2020), where they found a significant effect of job crafting on job satisfaction. This means that any substantial increase in job crafting activities would also have an impact on increasing the level of workers' satisfaction.

Hypothesis two which stated that thriving at work would significantly correlate with organizational effectiveness was also confirmed. The thriving at work dimensions such as vitality and learning negatively and significantly correlated with organizational effectiveness. This indicates that vitality and learning, although being one of the factors in determining organizational effectiveness, may indirectly influence the outcome of an organization. This was also in line with the empirical research work of Ghulam, Irum and Alia (2016). Their empirical evidence suggested that perceived organizational support and heedful relating were useful predictors of thriving at work and help in reducing turnover intention.

Similarly, hypothesis three which stated that there will be a joint predictive effect of job crafting and thriving at work on organizational effectiveness was confirmed. The interaction between job crafting, thriving at work, and organizational effectiveness accounted for significantly more variance than just job crafting and thriving at work. This was supported by Muhammad and Khoirul (2020), where they observed that there was a significant positive impact on organizational performance which has been presented by service quality.

The fourth hypothesis which stated that leader-member exchange will moderate the relationship between job crafting, thriving at work and organizational effectiveness was confirmed. This entails that for there to be an appreciable level of job crafting, thriving at work and achieving an optimal level of organizational effectiveness, a good level of leader-member exchange needs to be in place. This confirmation was in line with the empirical findings of Aysen (2018), where he revealed that organizational climate is highly correlated with organizational commitment and perceived organizational performance.

Limitations of the Study

This study was limited to some selected civil servants in Ebonyi State. Therefore, generalizations of the findings may be cautiously done.

Implications of the Study

1. This study will enable organization's management to have better insights on how to promote and positively manage the situations resulting to lack of job crafting, thriving at work and leader-member exchange.
2. The study provided an insight into many and diverse aspects of job crafting and thriving at work in most organizations.

Conclusion

The importance of job crafting, thriving at work and leader-member exchange in the promotion of organizational effectiveness cannot be overemphasized. Job crafting enable spirited employees to think outside the best and innovate ideas that could lead to an optimal level of productivity. Accordingly, effective display of job crafting in organizations invariably leads the sense of vitality and learning in a highly productive organizational environment. More so, leader-member exchange which is the idea of allowing exchange of ideas between leaders and followers is seen to be very important for organizational effectiveness. This study provided a better concept in the understanding of organizational effectiveness for managers and leaders of organizations.

Recommendations

1. Leaders of organizations should take appropriate measures and actions to encourage their employees to craft on their jobs. An employee with high sense of job crafting have feeling of learning and vitality about their jobs.

Suggestions for Further Studies

1. There is need for future studies on the topic to be cross-sectional studies.

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APPENDIX
ORGANIZATIONAL EFFECTIVENESS SCALE

1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree

S/N	Item Statements	SD	D	U	A	SA
1	In the organization where I work, the desired level of output is always attained					
2	In the organization where I work, the needed manpower is always acquired					
3	In the organization where I work, employees' attitude to work is always encouraging					
4	In the organization where I work, the needs and expectations of the stakeholders are often met					
5	In the organization where I work, the set quantity of products/services is achieved at all times					
6	In the organization where I work, the needed raw materials are often acquired					
7	In the organization where I work, there is job satisfaction among employees					
8	In the organization where I work, stakeholders need and expectations are always satisfied					
9	In the organization where I work, the set quality of products/services are frequently attained					
10	In the organization where I work, the needed working capital is regularly acquired					
11	In the organization where I work, there is high level of employee loyalty					

12	In the organization where I work, the needs/expectations of customers are often met					
13	In organization where I work, the desired input-output ratio is attained all the time					
14	In the organization where I work, the needed technical skills are always available					
15	In the organization where I work, trust exists among members					
16	In the organization where I work, the needs/expectations of employees are regularly attended to					
17	In the organization where I work, production/service processes are regularly carried out efficiently					
18	In the organization where I work, net profit is regularly recorded					
19	In the organization where I work, employees are committed					
20	In the organization where I work, the request/demands of the trade unions are always addressed promptly					
21	In the organization where I work, departmental/ sectional output goals are often achieved					
22	In the organization where I work, the desired market share is often attained					
23	In the organization where I work, there is low level of dysfunctional conflicts					
24	In the organization where I work, managers expectations are often satisfied					
25	In the organization where I work, output per unit-input is always as desired					
26	In the organization where I work, return on investment is always adequate					
27	In the organization where I work, there is high degree of cohesion among workers					
28	In the organization where I work, standard of regulatory agencies are regularly attained					
29	In the organization where I work, services are rendered within the shortest possible time					
30	In the organization where I work, earning per share is comparatively satisfactory					
31	In the organization where I work, there is high level of employees' morale					
32	In the organization where I work, expectations of the suppliers are usually met					
33	In the organization where I work, things are always done at the right time					
34	In the organization where I work, services are rendered in response to the demand of the environment					
35	In the organization where I work, labor-management relation is satisfactory					
36	In the organization where I work, the level of corporate social responsibility is satisfactory					
37	In the organization where I work, the desired productivity level is always achieved					
38	In the organization where I work, the desired degree of expansion is always attained					
39	In the organization where I work, there is free flow of information among members					
40	In the organization where I work, the interestS of the various employees are often satisfied					

Nwanzu & Uhiara (2018)

JOB CRAFTING SCALE SCALE

1= Never (N) 2= Rarely (R) 3= I Don't know (IDN) 4= Sometimes (S) 5= Often (O)

S/N	Item Statements	N 1	R 2	IDN 3	S 4	O 5
1	I try to develop my capabilities					
2	I try to develop myself professionally					
3	I try to learn new things at work					
4	I make sure I use my capabilities to the fullest					
5	I decide on my own how to do things					
6	I make sure that my work is mentally less intense					
7	I try to ensure that my work is emotionally less intense					
8	I manage my work so as to minimize contact with people whose problems affect me emotionally					
9	I organize my work so as to minimize contact with people whose expectations are unrealistic					
10	I try to ensure that I do not have to make many difficult decisions at work					
11	I organize my work in such a way that I do not have to concentrate for too long a period at once					
12	I ask my supervisor to coach me					
13	I ask whether my supervisor is satisfied with my work					
14	I look up to my supervisor for inspiration					
15	I ask others for feedback on my job performance					
16	I ask colleagues for advice					
17	When an interesting project comes along, I offer myself proactively as project co-worker					
18	If there are new developments, I am one of the first to learn about them and try them out					
19	When there is too much work to do, I see it as a chance to start new projects					
20	I regularly take on extra tasks even though I do not receive extra salary for them					
21	I try to make my work more challenging by examining the underlying relationships between the aspects of my job					

Tims, Bakker & Derks (2012)

THRIVING AT WORK SCALE

1= Disagree Strongly 2= Disagree 3= Disagree Slightly 4= Neutral 5= Agree

S/N	Item Statements	DS 1	D 2	DST 3	N 4	AST 5	A 6	AS 7
1	I continue to learn more and more as time goes by							
2	I am growing							
3	I have developed a lot as a person							
4	I find myself learning often							
5	I see myself continually improving							
6	I feel alive and vital							
7	I have energy and spirit							
8	I am looking forward to each new day							
9	I feel very energetic							
10	I feel alert and awake							

Porath, Spreitzer, Gibson & Garnett (2012)

LEADER-MEMBER EXCHANGE SCALE

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

S/N	Item Statements	SD 1	D 2	N 3	A 4	SA 5
1	I like my supervisor very much as a person					
2	My supervisor is the kind of person one would like to have as a friend					
3	My supervisor is a lot of fun to work with					
4	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question					
5	My supervisor would come to my defense if I am attacked by others					
6	My supervisor would defend me to others in the organization if I make an honest mistake					
7	I do work for my supervisor that goes beyond what is specified in my job descriptions					
8	I am willing to apply extra efforts, beyond those normally required to further the interest of my work group					
9	I am impressed with my supervisor's knowledge of his/her job					
10	I respect my supervisor's knowledge and competence on the job					
11	I admire my supervisor's professional skills					

Graen & Taylor (2004)