

# Relationship between Job Crafting and Job Performance and the Mediating Effects of Job Satisfaction: A Study of NGOs in Afghanistan

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Sarah Safi

## Abstract

One of the most widely researched personal resources is job crafting, for which several studies have confirmed the existence of a positive relationship with performance. In this regard, the prime purpose of this study is to assess the link between job crafting and job performance, with mediation effect of job satisfaction in NGOs of Afghanistan. The elements of job crafting, job performance, and job satisfaction are vital and indispensable to expedite the employee's morale. The data was collected from 205 respondents by using the Hayes macro process through a questionnaire survey. The overall findings revealed a link between job crafting and job performance, as well as a positive significant relationship between factors. Furthermore, job satisfaction was found to be a mediator in the link between job crafting and job performance. However, in the case of some types of job crafting, increased levels of performance only occur if the individuals also manage to increase the levels of satisfaction attributed to the work role. Therefore, in order to improve the well-being levels of working people, it would also be necessary to help them understand how these changes help them to attribute more satisfaction and improve their work performance.

**Keywords:** Job Performance, Job Crafting, Job Satisfaction and NGOs

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## Introduction

crafting and job performance. It also attempts to see if work satisfaction plays a role in mediating these connections. And how this theory or research may aid employees in finding purpose in their work.

### 1.2. NGOs in Afghanistan

In recent decades, the relevance of non-governmental organizations (NGOs) working in war zones has grown dramatically (Mitchell, 2014). Afghanistan is one of the nations that depend significantly on non-governmental organizations (NGOs) for humanitarian aid and physical rebuilding. The growth of non-governmental organizations (NGOs) has been a major factor in helping Afghanistan become a more cosmopolitan society, with gender and other important problems being discussed more freely (Bowden & Siddiqi, 2020). Non-governmental organizations (NGOs) are an important element of Afghanistan's economy, as well as its political and cultural life. They play a crucial part in generating impetus for Afghanistan and the growth of society due to the country's lengthy conflict (Bowden & Siddiqi, 2020). Independent, nonprofit groups involved in humanitarian, development, human rights, and advocacy activities for the

improvement of a country might be defined as NGOs. These organizations are a subset of the larger non-profit sector that may work on foreign development projects (Werker & Ahmed, 2008).

According to Freedom House (House, 2017), Afghanistan is home to 287 foreign organizations, 1,911 Afghan non-governmental organizations, and over 4,000 additional groups (28 Jan. 2015). Afghanistan Public Policy Research Organization published a study in 2014. (Organization, 2014), The exact number of NGOs operating in Afghanistan is unknown, according to media and NGO monitoring, but according to an Afghan "independent social research organization with a mandate to promote social and policy learning for development aid provision," there are around "1,500 or 2,200" registered with the government and approximately 72,000 Afghans working for these organizations (Organization, 2014). The humanitarian community in Afghanistan employs about 90,000 people, according to the New York Times, with the "vast bulk" of them being Afghans who labor locally (2 Dec. 2013). (Canada: Immigration and Refugee Board of Canada, *Afghanistan*, 2016). Afghanistan is one of the world's major beneficiaries of mutual assistance, and the government's budget is heavily reliant on aid: donor funding accounted for 80 percent of all public spending and 55 percent of the government's budget in 2018. NGOs play a major role in donor risk management strategies, as evidenced by their operational capability and reach established over the previous three decades (Bowden & Siddiqi, 2020).

Since the Soviet invasion of Afghanistan in December 1979, non-governmental organizations (NGOs) have played a significant role in Afghan society (ACBAR, 2014) Humanitarian workers in Pakistan supplied food, housing, and medical treatment to all Afghan refugees during that period (Mitchell, 2014). By the early 1980s, non-governmental organizations (NGOs) had begun to undertake cross-border initiatives in Afghanistan to meet people's fundamental needs, although this was still under Soviet supervision (ACBAR, 2014) International NGOs were prohibited from the country, despite the government allowing a small number of local NGOs to function in Kabul on a limited basis (Mitchell, 2014). Following the Soviet exit in 1988, several groups extended their efforts to include education, infrastructure, vocational training, and mine clearing (Mitchell, 2014).

The Afghan government enacted a law in January 1990 enabling non-governmental organizations (NGOs) to operate lawfully in the nation (West, 2001), and International institutions and governments such as the United States Agency for International Development (USAID), the United Nations High Commissioner for Refugees (UNHCR), and the World Food Program (WFP) immediately provided considerable financing to NGOs (Mitchell, 2014). When the Taliban gained control of Afghanistan, numerous non-governmental organizations were compelled to relocate to Pakistan, where the majority of them stayed albeit with restrictions on their operations (1996-2001), (Mitchell, 2014) When the security situation permitted, NGOs began working in Afghanistan in late 2001 and early 2002. Following the international conference on Afghanistan in Bonn in 2001 and the Afghanistan recovery and rebuilding conference in Tokyo in 2002, NGOs have found themselves in a new and more sustainable context. (Bowden & Siddiqi, 2020)

The rest of the study is organized with section 2 discussing literature review, research methodology in section 3, followed by findings and analysis, and conclusion in sections 4 and 5 respectively.

## **2. Literature Review**

### **2.1. Job Crafting**

The research on job crafting studies presented promising outcomes. Wrzesniewski & Dutton (2010) demonstrated how people with low-status occupations make their work relevant and unexpectedly happy. Individuals' self-initiated adjustments are the basis for job crafting, which requires employees to match their workplace expectations and resources with their unique needs and skills (Tims and Arnold, 2017). Individuals who were more active in job crafting were more engaged in work and performed better (Tims, Bakker, and Derks, 2019). Individuals felt more involved when they had greater power or independence. Regardless of how job crafting is defined, the fact remains that workers take an active role in bringing changes to their work content and procedures to satisfy the requirements of people or groups to accomplish their work meaning, which is a form of pro-organizational behaviour (Peng, 2018). Job crafting is constantly re-created, which might simply mean that it happens daily. It states that job crafting entails proactive activity that is targeted at certain work features (Wrzesniewski & Dutton, 2010). Employees typically engage in job crafting to make the required adjustments to re-sketch their employment. It is a bottom-to-top activity rather than a top-to-bottom one (Wrzesniewski & Dutton, 2010). Job crafting may be described as the process through which employees participate in the cognitive or physical changes that affect how they approach their work. Instead of making structural modifications to a job, job crafting is an informal approach that focuses on positive adjustments made by employees to a task, cognitive, or relational quality of a job. As a result, job crafting is a proactive action that employees, rather than managers, drive (Grant & Ashford, 2008).

Job crafting may be done in three ways: task, relational, and cognitive. Employees vary their regular job responsibilities by adding, changing, or removing activities, as well as the amount of time and effort they dedicate to variable tasks. The notion of relational craftsmanship is based on how people alter their interpersonal connections while working. As a result of cognitive crafting, employees' perceptions of the activities and connections that make up their professions alter (Wrzesniewski, LoBuglio, and Dutton, 2013).

Job crafting is regarded as a kind of personal expression. As a result, proactive personality, personal motivational orientation, and regulatory emphasis are the first characteristics that it connects with. The proactive personality. Employees with proactive personality traits are less constrained in their work environments and are more inclined to take inventive initiatives. Orientation to personal motivation in addition to proactive personality qualities influencing job crafting, personal motivation orientation is another element that influences job crafting. The emphasis is on regulations. The regulatory focus encompasses promotion and prevention, according to regulatory theory. Individuals who are focused on promotion are more likely to have a strong desire to work and to focus

on self-improvement and are thus more likely to attain more happiness and accomplishment by modifying their job content. (Peng, 2018).

The degree of environmental monitoring by managers is one of the most important environmental elements that impact job crafting. Wrzesniewski, LoBuglio, and Dutton, (2013) believe that in the workplace, discretion, choice flexibility, and job autonomy all have a substantial predictive influence on employee job crafting, but that hard job monitoring can delay employee job crafting. Employees who work in a supportive environment are more likely to have a positive attitude and behave well in the workplace. Employees that have more work autonomy have more proactive role-playing experiences, more job experience, and increased self-awareness and skill levels (Tims, 2014).

Job crafting takes place not just on an individual level, but also on a team level. Individuals must collaborate closely with other team members to perform their jobs in a team setting. This interdependency requires team members' communication, cooperation, and coordinated action. Then, rather than independent actors, it's more probable that team members will work together to modify task and relationship boundaries to achieve their common goals. Job creation may therefore be done collaboratively, with groups of employees working together to customize how their work is structured and carried out. Employees may create jobs both individually and together. The frequency and strength of each type of work craft are determined by the degree to which their tasks are interconnected (Wang & Bakker, 2016).

### **2.3.1 Job Demands-Resources (JD-R) theory**

Work characteristics may change substantially between occupations according to the JD-R hypothesis, which is divided into two categories: job demand and job resources (Bakker & Demerouti, 2014). Employees' self-initiated efforts to modify their degree of job demands or job resources are referred to as job crafting. Job demand is the physical, social, psychological, or organizational aspect of a job that necessitates continual physical or mental activity (Maria Tims, 2014). All job qualities, according to the JD-R paradigm, may be categorized as either job demands or job resources. Job demands are the physical, social, or organizational aspects of a job that require consistent physical or cognitive effort. Job resources are aspects of a job that can aid in accomplishing work objectives, alleviating stress, or encouraging personal growth. Chronically high job demands, according to the idea, lead to stress, health problems, and absenteeism (the "health impairment process"), but high job resources contribute to positive organizational outcomes (the "motivational process"). Job demands and resources interact, and the two together generate a further variance in stress and job engagement, as well as indirectly in performance. Job resources protect employees from the negative impacts of job demands on stress, whereas demanding job demands enhance the positive benefits of job resources on work engagement. Job crafting is defined in terms of job needs and job resources. It can capture a broad variety of features (i.e. work characteristics) that individuals may proactively modify in their employment. (Bakker and Demerouti, 2008, 2014).

Based on the JD-R theory, Tims et al. (2012) highlighted four components of job crafting: increasing structural job resources; increasing social job resources;

increasing challenging job demands; and decreasing hindrance to job demands. These factors have to do with people's actual actions, or what they do to change or affect their job. Growing structural resources entails seeking social support, supervisory coaching, or performance evaluation, whereas increasing social resources entails proactively mobilizing job resources such as opportunities for promotion, autonomy, or skill variety. The other two components of work design, increasing challenge demands and lowering hindrance requirements, are based on JD–R model extensions that differentiate between the two hindrance and challenge demands as physical, psychological, social, or organizational characteristics of the workplace that are either/or: a) useful in attaining work goals; b) decrease job demands and the associated physiological and psychological costs; c) encourage personal development, learning, and growth.

## **2.2. Job Performance**

Job performance is a multifaceted and comprehensive word. Employee behaviour might be included in the idea of job performance. Peeters, de Jonge, and Taris (Peeters, de Jonge, & Taris, 2014). Citizenship, counterproductive, and task performance are three distinctions among work performance that were examined. (Sackett 2002).

Organizational managers have long been concerned with employee job performance. Similarly, employee performance is a crucial component of a company's success; as a result, elements that set the stage for high performance must be scrutinised closely by companies for them to thrive. Job performance is defined as an employee's overall ability to fulfil the expected value and completion of tasks while adhering to the organization's procedures and time constraints. Promotions, redundancies, awards, punishments, evaluations, and pay adjustments are all based on job performance. It also meets the demands of employees to become more self-aware. Employee performance is a measure of how confident employees are in their actions and contributions to the company's success. Employee performance is an indicator of a financial or other consequence of the employee that is directly connected to the success and accomplishment of the business. According to the study, the workplace environment, leadership, team and coworker relationships, training and career development, incentive programs, rules and procedures, workstation health, and employee engagement are all key factors that impact employee performance (Inuwa, 2016).

Perceived performance reflects employees' complete belief in their activities and contributions to the achievement of the organization's goals and mission. They went on to say that remuneration methods, performance evaluation procedures, and employee advancement practises are the benchmarks for a worker's performance ( Inuwa 2016). Employee performance is a metric or indicator of the employee's monetary or other results, which has a direct link to the organization's success and accomplishment. The environment in which an employee does their tasks and other routines, their relationship with their supervisors, their co-worker and team relationships, their compensation system, and their engagement are all deciding variables for performance (Anitha, 2013). Moreover, employee performance may be assessed via ongoing training and development (Alagaraja and Shuck, 2015). Furthermore, Thomas and Feldman (2010) measured employee performance in two categories: core work performance, which includes in-role

performance, security performance, and inventiveness, and citizenship performance, which includes both target-specific and broad organizational citizenship. Employee performance was evaluated from the perspectives of the organization, the employee, and the work itself, i.e., organizational goals, employee goals, performance development, and employee satisfaction were used as measures of employee performance, allowing for a more comprehensive approach (Inuwa, 2016). As a result, an employee's performance allows for employee innovation, as well as the overall performance and innovation of the company, in such a way that the successful work of accomplished, inspired, and zealous human resources yields ground-breaking concepts for newer goods or services, as well as an increase in performance quality and client satisfaction (Sadikoglu & Cemal, 2010).

### **2.3 Job Crafting Leads to Job Performance**

Crafting a job is a type of active behaviour (Peeters et al. 2014). In terms of employment and work, proactive conduct has some repercussions, outcomes, and qualifications (Noor van Hooff 2016). Employees who engage in proactive work behaviour strive to actively seek out chances and information to enhance their working conditions to create a satisfying workplace. (Grant, 2000). Tims et al. (2014) conducted a longitudinal study and discovered that job crafting is a work-related phenomenon that is associated with job performance. Job crafting intentions indicate those job crafting intentions may be influencing employee behaviour to improve performance. Such concepts can be used in organizational interventions to encourage people to create their own jobs. Job crafting has been identified as a major work-related phenomenon associated with positive outcomes like job performance. Employees who can develop their job resources in this manner will like their jobs and be encouraged to enhance their performance. By considering the concept of planned conduct, employees who design their professions and create a work environment with enough job resources and challenging job demands without blocking job demands are expected to be engaged in their work activities. (Tims & Bakker, 2010). This expectation is based on the idea that job resources are vital in achieving work goals and that they help employees learn new skills, grow as individuals, and better themselves. In this approach, independent forms of motivation, such as intrinsic and identified motivation, are connected to job resources (Bakker & Demerouti, 2007).

If we consider job crafting as a form of proactive action, it appears to be a relatively new bottom-up approach to work design that has the potential to provide considerable outcomes on both an individual and organizational level. (Bakker, 2015).

Management influences employee work performance as well. However, in the current economic downturn, resources and management may not always be available. As a result, employees may be able to enhance their work environment through job crafting as well as their job performance (Times and Bakker, 2012). Employees who craft their jobs enhance demands and resources in their work environment, which helps them to achieve work-related goals (Tims, 2010). Job crafting has the potential to affect employee job performance in a variety of ways. The JD-R theory, for example, might give a rationale for why job crafting has a beneficial impact on employee performance. Bakker (Bakker, 2017). Second,

improved employee job performance is connected to increasing work-related proactivity (Weseler & Niessen, 2016). Job crafting appears to have a favorable relationship with job performance. According to Leana et al. (2009), instructors who create their own work had higher quality-of-care ratings. Based on data, job crafting may be considered to help both an organization and an individual. According to the writers, taking on more responsibilities satisfies employees' desire to improve their jobs. Extending task limitations is favorably related to both supervisor and self-rated task performance. Moreover, expanding task limits is positively associated with both supervisor and self-rated task performance. (Maria Tims and Arnold B. Bakker, 2015). As a result, it may be inferred that when employees create job resources and challenge job expectations, they will be engaged. Due to their greater focus on their responsibilities and tasks, such personnel are extremely useful to businesses (Tims et al., 2014). Finally, in terms of confidence and performance, active employees who craft their jobs outperform employees who have very few struggles or changes in their work ( Hooff, 2016).

#### **2.4. Job Satisfaction**

Job Satisfaction refers to a set of psychological, physical, and environmental variables that enable a person to be happy at work (Messina, 2018). The degree to which people like their jobs is referred to as "work satisfaction" (Polatci and Sobaci, 2018). One of the older definitions of job satisfaction is individuals' affective attitudes toward the work positions in which they are now employed. (Revenio Jalagat Jr. 2016). According to Aziri (2011), the most widely used meaning and definition of job satisfaction are that it describes people's feelings about their entire job, with an emphasis on how much they hate or like their job. As a result, it asserts that job satisfaction falls somewhere between highly satisfied and highly dissatisfied employees. Because job satisfaction acts as a measure of how employees feel about their jobs, both positive and negative, job satisfaction and discontent are always present at some moment and in certain situations (Davis, 1985). Employment satisfaction is defined as an affective or emotional reaction to different aspects of one's job. A person who is satisfied with his or her job has positive feelings about it, whereas a person who is dissatisfied with his or her job has negative feelings about it. A person who is dissatisfied with his or her job has a pessimistic attitude towards it (Pushpakumari, 2008). After all these explanations, job satisfaction can be concluded to be the meaning that an employee gives or trait to the work they perform and the useful effect that this meaning has on the employees. Employees determine job satisfaction (Sema Polatci, Fatih Sobaci, 2018) and opinions on how effectively their employment offers those items that are considered vital to determine job satisfaction. Job satisfaction is also described as the reintegration of effects caused by an individual's sense of his needs being met in connection to his employment and the environment in which he works. Job satisfaction is a complicated mix of thoughts, feelings, and behaviors (Pushpakumari, 2008).

Job satisfaction has five factors, which include independence, skill discretion, support from superiors, a chance for further education (capacity building of employees), and a relationship with a co-worker. (Bounman-Bowner 2009). Some kinds of literature have suggested that job satisfaction is determined by some elements like salary, opportunities, advancement, and working conditions (Rue &

Ryan, 2003). Further, these elements serve as a benchmark for job satisfaction. (Inuwa, 2016). However, while addressing job satisfaction, job dissatisfaction should also be addressed to maintain a balance between the two (Aziri, 2011). Dissatisfied employees may not quit their jobs, but their feelings of dissatisfaction can have an impact on them, their coworkers, and the quality of service they provide in the sense that such dissatisfied employees have a proclivity for displaying aggression toward other employees in the workplace (Inuwa, 2016). Jalagat (2016) studied that while compensation and benefits are important factors in employee happiness, leadership style has a significant influence on employee satisfaction and is a driving force in achieving the organization's goals and objectives.

## **2.5. Job Crafting and its Relationship with Job Satisfaction**

Due to job designs, employees' work and the outcomes of their work have meaning. They also develop in them a sense of accountability for their efforts and achievements (Hackman & Oldham, 1980). According to research, job designs can serve as a starting point for employees to make fundamental changes in how they do jobs and interact with coworkers. Job crafting is a term used to describe this type of transformation. To put it another way, job crafting entails redefining and reimagining the design of employees' employment in light of their unique abilities (Wrzesniewski & Dutton, 2001). All employees who are unsatisfied with their jobs might find hope in job crafting. Regardless of the other factors that influence job happiness, job crafting is in the hands of employees, who may make changes if they so wish (Abdolzahra Naami. 2016). The greater the positive meaning and the stronger the effect of work, the greater the job satisfaction that employees will have. So, the more special attention and more value the employees receive, the more satisfied they are with their jobs. It can be said that allowing employees to design their jobs is one way to politicise the perception of their jobs. One of the most effective tools that can be used to support job satisfaction is job crafting (Polatchi & Sobaci, 2018).

Employees are more satisfied with their jobs when they are crafted. Employees who design their jobs are more pleased, engaged, and loyal to their employers, and their well-being improves, which is linked to job crafting's potential (Zito, 2019). Employees adjust the degree of job demands and resources by changing job features based on skills, talents, and personal preferences, favourably affecting their motivation, work engagement, and job satisfaction (Zito, 2019). Employee dissatisfaction is mostly caused by a lack of control over their professional lives, which has an impact on their capacity to work or perform effectively in their employment. This issue, however, was never recognised as a major concern for employees. Employees will be more satisfied if their occupations are redesigned to use their talents and overcome their shortages. It is the theory of job crafting that allows employees to maintain control over their work-life while being pleased. As a result, a workforce that is currently dissatisfied with their job may use job crafting to improve their work engagement and satisfaction (Tims and Arnold, 2010).



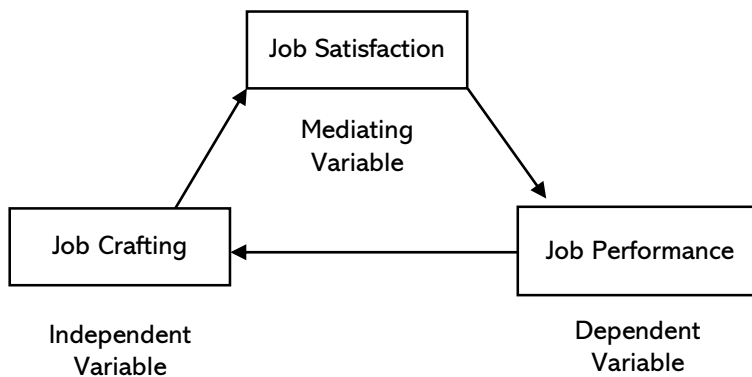
## 2.6 Relationship of Job Performance with Job Satisfaction

The relationship between work satisfaction and performance has been studied in numerous businesses. These investigations provided a mixed bag of results. Three essential factors in the relationship between job satisfaction and performance are: satisfaction causes performance; performance causes satisfaction; and incentives drive both performance and satisfaction (Tabassum & Khan, 2016). Research shows that satisfied employees perform better and contribute to an organization's overall success. Dissatisfied employees, on the other hand, do not work effectively and constitute a barrier to success. Job satisfaction and performance are both important factors in a company's success. In today's world, work happiness and performance are the most important elements to consider in management decision-making to guide businesses toward their objectives. (Tabassum & Khan, 2016). According to the findings, this is a worldwide issue, and companies may achieve greater success by concentrating on enhancing satisfaction and performance. It is in their best interests to figure out how to boost employee happiness. One sure way to ensure the proper individuals are chosen for the correct tasks is one method that is certain. Both satisfaction and performance will suffer if this is not done. Large organizations recognize the value of a happy workforce, outstanding performance, and engaged workers. In most situations, there is improved financial performance and more engaged staff (Shmailan, 2016). Organizations must understand that employees have wants and aspirations that must be considered. This can assist in determining whether the employee has a positive or negative attitude toward the firm, as well as how they should be treated if they do. An employee's level of satisfaction with his or her job is affected by their ideals and motives (Shmailan, 2016).

### 2.6. Theoretical Foundation

The study's theoretical framework is built on three research pillars: i) job crafting, the independent variable; ii) job satisfaction, the mediating variable; and iii) job performance, the dependent variable.

**Figure 1: Theoretical/Conceptual Framework**



*Source: Author's Compilation*

### 3. Research Methodology

The goal of this study is to explore and explain a specific aspect of reality in terms of employee work performance and job crafting in Afghan national and international NGOs, as well as the extent to which they are impacted by job satisfaction. As a result, to ensure that this research effectively addresses the research problem, it employs the quantitative research method and the deductive approach to examine and identify the roles of variables in relation to each other based on the data collected.

The research employed a structural questionnaire using close-ended questions, divided into 4 sections. The first section included four items to get demographic information about the respondent. The second section is about job crafting and includes 15 questions based on the literature. The third section is about job performance with 15 questions, and the fourth section is about job satisfaction with 15 questions. Overall, the questionnaire has 49 questions. This research includes dependent variables, independent variables, and mediating variables, all of which are correlated with each other. To measure the dimensions of the study, the 4-point Likert scale was applied. The respondents rated their agreements with the answers of 1–strongly agree, 2–agree, 3–disagree, and 4–strongly disagree. The target population for this study is 440 employees who are currently working in different jobs with chosen NGOs in Kabul province, and these employees constitute the study's target population. As the study sample size for this research would be 205 based on the Krejcie and Morgan (1970) chart, the responders would include both male and female employees of NGOs. This research uses non-probability sampling, which has four more types, and of all those types, it focuses on convenience sampling, which means sampling whoever is available and accessible. In this research, the unit of analysis would be the individual units or employees working in the NGOs. Because the conclusion will be conducted based on individual information about the research, This study uses the Hayes process macro through SPSS to test the proposed relationships between the study variables. Within the scope of this study, job crafting is a dependent variable for job performance and the mediation effect of job satisfaction. Therefore, the Hayes process macro approach was employed to confirm as well as explore the interrelationships between job crafting, job performance, and job satisfaction.

### 4. Results and Discussion

#### 4.1. Result

The following table presents the results of Cronbach's alpha for the research instrument.

**Table 1: Reliability Statistics**

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Job performance	0.770	0.769
Job satisfaction	0.759	0.760
Job crafting	0.807	0.806

*Note: Reliability test*

*Source: Data output from SPSS V 26.0*

In the table, it can be observed that the Cronbach's alpha value for all the variables under the analysis of the study is greater than .7, and hence it is concluded that the construct of the instrument is reliable, and the data collected by the instrument has reliability.

#### **4.4 Regression Analysis**

The mediation analysis in this study utilizes the Andrew F. Hayes method for macro analysis using SPSS. This research uses multiple regression through leaner, which can be conducted for evaluating multi variables. The process is an add-on for SPSS for statistical mediation, moderation, and conditional process analysis (Hayes, 2013). Process analysis is used to measure and investigate the direct and indirect effects of a dependent on an independent via an intermediary, such as a mediator. This is known as mediation analysis.  $X \rightarrow M \rightarrow Y$  is a causal chain of events. The current study's model stipulates a single causally situated mediator between X and Y, therefore a basic mediation model is utilized to evaluate the mediation only effect. Hayes (2013) PROCESS model 4 is used to evaluate a simple mediation concept. The table below shows the results of a regression analysis using the Hayes process method customized into SPSS for the dependent variable (job performance), the mediating variable (job satisfaction), and the independent variable (job crafting)

Y: Job performance

X: Job crafting

M: Job satisfaction

Sample Size: 200

**Table 2: Correlation between Job Satisfaction and Job Crafting**

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.5549	.3079	8.6857	88.0880	1.0000	198.0000	.0000

*Note: Outcome Variable: Job Satisfaction*

*Source: Data output from SPSS V 26.0*

As seen in the above model summary table, the correlation between job satisfaction and job crafting is substantial. Given that the R-value is larger than 0.5, there is a strong link between job satisfaction and job crafting. A P-value of zero indicates that the variables have a significant relationship. The R square value is 0.3079, which means that a 30.79% difference in job satisfaction is explained by job crafting.

**Table 3: Regression analysis for job satisfaction and job crafting**

	coeff	se	t	p	LLCI	ULCI
constant	11.2592	1.3076	8.6105	.0000	8.6806	13.8379

JC	.5119	.0545	9.3855	.0000	.4043	.6194
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Note: Mode: Regression: job satisfaction and job crafting

Source: Data output from SPSS V 26.0

The regression analysis for job satisfaction and job crafting is shown in the table above. The table reveals that the p-value is less than 0.05 and the t value is more than 1.96 and that the values of the top and lower bounds do not lie within the range of zero, indicating that there is a strong positive connection between job satisfaction and job crafting. which indicates that H1 (job satisfaction has a significant positive relationship with job crafting) is accepted.

**Table 4: Outcome variable: Job performance**

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4352	.1894	10.7057	23.0125	2.0000	197.0000	.0000

Note: Outcome variable: job performance

Source: Data output from SPSS V 26.0

The results of the model show that there is a substantial link between job performance and job satisfaction. When the value of r exceeds 0.5, it implies that there is a substantial link between job performance and job satisfaction.

**Table 5: Model: Correlation between job crafting and job satisfaction**

	coeff	se	t	p	LLCI	ULCI
constant	15.5381	1.7020	9.1295	.0000	12.1817	18.8945
JC	.2834	.0728	3.8937	.0001	.1399	.4269
JS	.1942	.0789	2.4612	.0147	.0386	.3498

Note: Model: correlation, job crafting and job satisfaction

Source: Data output from SPSS V 26.0

The values for both job crafting and job satisfaction in relation to job performance are summarized in the table above. Because the P-value for job crafting and job performance is less than 0.05, the t value for job crafting and job performance is larger than 1.96, and the lower and upper bounds do not include zero, there is a substantial positive relationship between job performance and job crafting. In the above table, however, there is a significant correlation between job satisfaction and job performance because the p-value for both is less than 0.05, the t value for both is greater than 1.96, and the upper and lower limits are on either side of zero, indicating that there is a significant relationship between job satisfaction and job performance. Here, based on model 4 of the Hayes method, all three paths (a: from job crafting to job satisfaction), (b: from job satisfaction to job performance) and (c: from job crafting to job performance) are statistically significant. Therefore, the relationship between job crafting and job performance is partially mediated by job satisfaction, where the H3 is accepted.

**Table 6: Outcome variable: correlation between Job performance and job crafting**

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4055	.1645	10.9792	38.9718	1.0000	198.0000	.0000

*Note: Outcome variable: correlation, job crafting and job performance*

*Source: Data output from SPSS V 26.0*

The link between job performance and job crafting is shown in Table 6, which demonstrates that there is a strong relationship between the two. The R-value is larger than 0.5, indicating that the link between job performance and job crafting is significant. According to the R square value, job crafting explains 16 per cent of the variance in job performance.

**Table 5: Model: Regression Analysis of Job Performance and Job Crafting**

	coeff	se	t	p	LLCI	ULCI
constant	17.7245	1.4702	12.0563	.0000	14.8254	20.6237
JC	.3828	.0613	6.2427	.0000	.2619	.5037

*Note: Model: Regression analysis: job performance and job crafting*

*Source: Data output from SPSS V 26.0*

The model above indicates that the p-value is less than 0.05 and the t-value is more than 1.96, and the upper and lower bounds do not fall within the range of 0, and the data is positive, indicating that there is a significant positive association between job performance and job satisfaction. Therefore, the H2 (job crafting has a significant positive relationship with job performance) is accepted.

#### 4.5 Discussion and Findings

The aim of this quantitative study was to find the relationship between job crafting and job performance and whether job satisfaction mediates these two variables or not. This section includes the analysis of the data which was collected from different organizations and employees and aims to find the relationship between all three variables: job crafting, job performance, and job satisfaction.

Based on the research objectives and research questions, this study focuses on the relationships between variables and their effects on each other. This study finds that there is a significant relationship between job crafting and job performance and the positive effect of job satisfaction as a mediator.

This study finds that there is a significant positive relationship between job satisfaction and job performance since the satisfaction of employees has a positive effect on their performance and the overall organization's performance. Satisfaction causes performance, performance causes satisfaction, and rewards cause both performance and satisfaction. However, there are several factors that help with employee motivation that could lead to high job satisfaction and this could affect the performance of employees, which are promotion, pay, training, bounce, and other things. Similar results were found by (Inuwa, 2016; and Aziri, 2011). They also claim that job satisfaction has a direct and significant link to employee performance, indicating that a satisfied employee is expected to perform better. Successful businesses recognize the value of a happy workforce, outstanding performance, and engaged workers (Shmailan, 2016). According to the report, employees who are satisfied with their work have a favorable attitude

towards their jobs. Satisfied employees are more concerned with the given targets, work quickly, work free of errors and omissions, loyalty and commitment to the job, less dependability, suggest new ideas, are willing to accept more responsibility, obey rules and regulations, and make an effort to stay in the current position. In most situations, there is improved financial performance and more engaged staff. Employee satisfaction is beneficial for a company because it boosts productivity and promotes career advancement (Pushpakumari, 2008).

Furthermore, the finding of this study illustrates that there is a significant positive relationship between job crafting and job satisfaction. Satisfied employees would like to redesign their jobs. This study also found that when designing jobs, satisfaction is key, and to satisfy staff, the organization needs to provide the materials to the employees. A similar result was found by Bhutta, Hussain, and Zhao (2018). It was concluded that there is a significant and positive relationship between different types of job crafting and work satisfaction if one can change their job means they are satisfied and want to have a better job through job crafting practices. It is suggested that a job be built in such a manner that people have control over their work and may easily create it to make it more meaningful. Their responsibilities should be restructured to place a greater emphasis on customer service and workmanship. Although employment is necessary for virtually everyone's financial well-being, it may also be intriguing to employees due to the sacrifices that come with it. Identifying employees' attitudes toward work can assist a human resource department in determining what employees require in their professional lives and allowing them to adjust their positions to meet those needs. As a result, performance and dedication will improve, while absenteeism and turnover will decrease. In another study by (Polataci and Sobaci, 2018) in Gaziosmanpasa University, Turkey, the findings of the studies revealed that there is a link between job crafting and job satisfaction. According to the findings, it was discovered that when employees work crafting improves, their job satisfaction improves as well. It is reasonable to conclude that providing employees with the option to design their own jobs would enhance their work satisfaction. employees want a suitable environment for the application of business skills. It can be said that this process will also increase job satisfaction.

The study also finds that there is a significant relationship between job crafting and job performance. It indicates that job crafting could possibly affect the performance of the employees. Clearly, those employees who craft their jobs have a better understanding of the job and show a high level of satisfaction. It leads to a high level of performance, which could lead to better organizational performance. Similar results were indicated by (Esmaeili, 2019; Mohammad, 2019; Tims, Bakker, and Derks, 2015). Furthermore, it was found that job crafting is an important phenomenon that could lead to positive outcomes such as work engagements and good job performance. Employees who craft in their work are more engaged, dedicated, and satisfied. This circumstance will encourage them to go above and beyond the call of duty to assist the organization and its residents in non-work-related activities. job crafting has a different type that could lead to better performance and most important one that could have better effect is task and cognitive crafting, based on literature employees uses these types of job crafting method they enjoy their work and have better work engagement and better job performance. Employees who can modify their work environment to craft their job

tasks, relationships, and cognition will like their work and have favorable sentiments about doing their major duties and obligations effectively. As a result, active job crafters demonstrated more confidence, engagement, and performance. Recruiting and retaining high-performing employees is a difficult challenge for businesses. Job crafting is one key approach that can assist companies in dealing with these issues. Employees, rather than managers, drive job designing, which is a proactive behavior.

## **5. Conclusion**

NGOs in Afghanistan play a vital role in the economy in terms of political and cultural life. Due to the high level of conflict and poverty in the country, NGOs play a vital role in providing momentum for Afghanistan. Job crafting, or job design, has great practical significance for organizations, especially for NGOs, because a well-designed job could increase employee wellbeing and could lead to high performance because they are willing to accept the challenges at work and grow personally. All of these could be possible if an employee is satisfied with their job and what they are willing to do. This study was conducted to examine the relationship between job crafting and job performance and the mediating effect of job satisfaction in NGOs in Afghanistan. The findings of this study revealed that job crafting has a significant positive relationship with job performance. This means if job crafting increases, the performance of staff will also increase. And if job crafting decreases among employees, their job performance will also decrease. Meanwhile, there is a positive relationship between job crafting and job satisfaction as well. This means satisfied staff could have better potential to craft their job and work for their own job. This all could lead to better performance. The finding also shows that job performance has a significant positive relationship with job satisfaction. This means satisfied staff could have better performance. This means satisfied staff could have better performance. Finally, it is possible to conclude that job crafting has significant positive relationships with job performance and job satisfaction, thereby mediating the relationships between variables. It is suggested that more researchers with a broader understanding of this topic work in the public or private sectors. Meanwhile, this study only covers the relationship between the variables; further researchers could only focus on job crafting since this is a new topic and there is very limited literature.

### **5.2. Recommendations**

The following main recommendations are given:

1. Jobs should be created in such a manner that employees have autonomy over their work and can easily customize it to make it more meaningful. Their jobs should be redefined to place a greater emphasis on service and craftsmanship. It may also be rebuilt in a way that demonstrates their satisfaction with their work, and after redefining their jobs, HR departments or concerned departments should consider the employees' autonomy, which allows them to make their jobs more appealing by altering tasks as needed.
2. Identifying workers' attitudes about work can assist HR departments in determining what employees require in their professional lives and allowing them to adjust their jobs as needed to improve their satisfaction.

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This will improve employee performance and dedication to the business while also lowering absenteeism and turnover rates.

3. It was proposed that the organization re-organize the organogram and revise their TOR based on the organization's new structures. With this initiative, the staff will be satisfied with their performance and achieve their organizational goals.
4. It was proposed that offering employees feedback about their current job level and demand for resources in terms of their abilities and needs may make them aware of their problem areas. As a result, they may be advised on how to address or fulfil these areas or solve the problems.
5. It is advised to monitor the level of job demand and resources once a year and evaluate them every three to six months to find the main problem with the staff and adjust their feedback accordingly. This could assist employees in locating the problem area and the supervisor in assisting them in redesigning their jobs and solving the problem, thereby increasing staff productivity and performance, as well as employee satisfaction with the organization and their supervisors.
6. The majority of employees expect growth in their careers as a result of their work. Existing promotional campaigns do not appear to be suitable for this purpose. If higher-level professionals had the opportunity to advance in their careers, they would also be satisfied with their jobs. As a result, organizations might set up internal programmes to provide opportunities for employees to further their careers.
7. Financial benefits have a substantial impact on an organization's ability to recruit and retain workers. Because of a lack of financial benefits, some employees leave organizations. Most employees in highly competitive sectors are inclined to receive monetary awards. As a result, organizations should pay greater attention to financial advantages and change their present monetary compensation schemes in order to retain and attract employees.

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### **About the Authors**

**Ms. Sarah Safi**, Member of Research Society and Graduate Student of MBA, School of Graduate Studies, Kardan University, Kabul Afghanistan. <[s.safi93@yahoo.com](mailto:s.safi93@yahoo.com)>