

Job Crafting and Employee Retention of I.T. Firms in Port Harcourt, Rivers State

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Abstract: *The link between job design and employee retention at I.T. enterprises in Port Harcourt, Rivers State, was experimentally investigated in this study. For the study, a cross-sectional research approach was used. 150 workers from Port Harcourt IT companies made up the study's population. 110 employees from ten different companies in Port Harcourt, Rivers State, were chosen at random as the study's sample. The Pearson product moment correlation coefficient statistical tool was used to analyze 102 of the 110 questionnaires that were sent in order to look at the relationships between the variables under consideration. According to the study's findings, there is a substantial correlation between measures of employee retention (employee happiness and commitment) and characteristics of work crafting (task crafting, cognitive crafting, and relational crafting). The study's findings led to the conclusion that job designing increases the rate of employee retention. Because job crafting increases commitment and employee satisfaction, management should promote it at work. The study suggested, among other things, that management in IT organizations should promote task crafting since it raises employee commitment and work happiness. Additionally, staff members must to be inspired to practice cognitive craftsmanship in order to provide the company their best effort.*

Keywords: *Job Crafting, Employee Retention, Task Crafting, Cognitive Crafting, Relational Crafting.*

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Introduction

The ever-changing business environment and increasing competition in the business world has pushed organizations all over the world to engage in activities that create and enabling environment for their employees to have the best of time on their job. This is due to the fact that organizations always want to have competitive advantage in the business space. In order to achieve this competitive edge, retaining skilled employees has been a major factor in the realization of this competitive advantage objective. One of the major challenges for a firm is retaining their talented employees. Businesses have increasing difficulties in recruiting and retaining skilled employees (Lensen, 2016).

One of the most important problems that any organization faces and for which managers are searching for solutions is employee retention. IT companies invest a lot of money each year on staff recruiting, training, and development to keep up with the market's need for new talents (Rao, Sahyaja, Akhil, & Narasimha, 2018). Therefore, it is crucial for businesses to include their staff

members as soon as they join the company. Developing tactics that make it feasible to keep brilliant workers working for their organizations is another important task for managers. Retention refers to the actions organizations take to encourage workers to stay with the company for the longest possible amount of time, according to Griffeth and Hom (2001). According to them, highly talented workers are crucial to an organization's development and their departure has a significant negative impact on the company. Hom (2005) further defines employee retention as a process in which workers are urged to show loyalty and stick with their organizations for the longest possible time or until the end of a certain project.

Organizations want to keep their cherished staff, which is referred to as employee retention. In this regard, many strategies are employed. The first strategy places success in incentives; the second, in increasing the value of occupations (via training and progression). Companies view their human capital as their most precious asset and the only factor in determining their level of competitive advantage. According to Robbins and Judge (2007), organizations with content workers develop and succeed. Competent people are regarded as the foundation of every firm. Organizations must do all possible to get their staff members ready for the challenges of the twenty-first century. In certain ways, training and development help to match the staff with the organization's goals (Dufficy, 2001). Staff turnover is higher in companies that ignore training and development initiatives than in those who do (Mill, 2010). Employee training has a significant positive impact on the organization's success (Edmonds, 2010). According to Davidson, Timo, and Wang (2010), the expense an organization bears when an employee leaves is almost equivalent to the individual's pay and benefits for more than one year.

According to Young (2006), knowledge retention is a problem that enterprises throughout the globe are facing. Retaining knowledge requires effort, expertise, and resources. In order to prevent the loss of important knowledge assets, it is essential to guarantee good knowledge retention within an organization. According to Branham (2005), there are seven covert reasons why workers leave their professions: a lack of recognition (including low compensation), unfulfilling occupations, little opportunities for professional progression, bad management practices, unreliable leadership, and dysfunctional work cultures. Feeling undervalued and unappreciated because the job or workplace did not meet expectations, the position and the individual were not a good fit, there was little coaching and feedback, growth opportunities were sparse, Loss of trust and confidence in senior, stress from job and personal life.

Today's labor market and job duties undergo rapid change (Capotondi, 2002). Therefore it is important to think in the long-term when it comes to recruitment, find the right employees, recruit them, and motivate them to stay in the company. According to Sareen (2015), research highly recommends to explore other factors of human resource management practices such as compensation scheme, general policy, training and development opportunities. These factors will affect the level of satisfaction of employees that may trigger employees' turnover. Thus, it concludes that leadership styles have no significant effect on turnover intention.

Employee turnover will be lower the more committed the organization is (Addae, Parboteeah & Davis, 2006). The level of organizational commitment has a significant impact on both staff retention and length of stay. An emotionally stable employee is less likely to consider leaving their job. He gives the assignment his all in order to do it successfully for the company (Humborstad &

Perry, 2011). Better organizational commitment from employees is a problem for both the organization and the employer. Employee commitment may be a key tool for enhancing an organization's effectiveness. Organizational commitment, which is based on international literature, encompasses individual, job, and organizational uniqueness with the goal of identifying essential connections between the features of commitment and organizational consequences (Nijhof, Jong, & Beukhof, 1998). By simply altering their job role, the meaning of their work, and their relationships with others, employees can excel the functions in a way that is more in line with their strengths, motivations, and passions (Wrzesniewski, Berg & Dutton, 2010).

Job crafting according to Tims, Bakker and Derks (2013) is the ongoing process that employees experience and through this process workers bring lot of changes physically and psychologically in their relational boundaries and jobs. Such changes are impulsive and management don't interfere in this matter, moreover these alterations facilitate the employees to better fit their jobs and align their needs, preferences, knowledge and skills with the assigned job demands (Bakker, 2011). Job crafting is also regarded as a proactive behavior that make the employees adaptive to face the challenges and constraints of the working environment (Berg et al., 2010). Currently, the business world is facing rapid continuous change, so employees strive for job crafting activities that help them to perform their job effectively and also prepare them to confidently cope with rapid changes (Grant & Parker, 2009).

According to Ghani, Kaliappen, and Jermisittiparsert (2019), job crafters are particularly focused on the different aspects of their job and while physically they bring some modifications regarding the boundaries of the job; cognitively, they bring changes in the manner in which job tasks are connected with each other; and from the relational point of view, they make some changes in their set boundaries of relationships and interactions with their co-workers on the job (Tims et al., 2013). Job crafting has been observed as the predictor of enhancing work engagement of those workers who become dissatisfied with their jobs. Employees work engagement has been positively affected by job crafting (Wrzesniewski, LoBuglio, Dutton, & Berg, 2013). Further, according to Wrzesniewski et al. (2013) job crafting also facilitate the actions of employees that engage them in proactive activities and encourage them towards higher performance.

Several constructs have been used to describe ways to improve employee retention by several researchers and scholars. The study of Anderson (2015), revealed that, retention is positively correlated with leadership (transformational and transactional). In the same vein, Nair & Malewar (2013) reveled that, the association between leadership and its impact on employee work-life and employee retention. According to Adedamola, Adekanbi, and Favour (2016), the transactional leadership style best promotes employee retention. Leadership style has a minor impact on employee retention. According to Bhatnagar (2007), among other factors that affect employee retention include career advancement, relationships with coworkers, and pay. Previous studies have also found a link between leadership style and employee retention (Kleinman, 2004; Masibigiri and Nienaber, 2011).

In order to better understand the factors that affect employee retention, Kyndt, Dochy, and Baert (2010) considered both organizational and employee aspects. According to Oladapo (2014), a comprehensive study on talent management programs and the factors contributing to their performance has been conducted. The survey showed a number of other factors that influence

talent retention and the reasons why some businesses believe spending money on people management initiatives is pointless. When offered to an employee, a well-planned career path and prospects for promotion at work aid in keeping him on staff. Therefore, it is crucial for organizations to comprehend the fundamental needs of every person, since meeting these needs may motivate people and improve employee engagement. Support from management is essential in all of this. The research by Caldwell and Dixon (2010) is based on three factors: ownership, commitment, and initiative. The direct subordinates of front-line leaders are greatly motivated and inspired by them. Employees receive extensive assistance from these leaders so that they may improve and become the best in the organization. In contrast to the aforementioned, this study investigates the link between employee retention and job crafting in IT enterprises in Port Harcourt, Rivers State.

Statement of the Problem

Employers need proactive personnel that can contribute to organizational performance with creative, flexible, and inventive ideas in order to compete in the tough market as a result of the technological improvement in the corporate environment (Singh & Singh, 2016). Employee retention should be the main objective for every firm, big or small, and in reality, the picture is not all that different in Nigeria (Zuma, 2020). However, the fact is that most small businesses with limited resources struggle more than bigger businesses to maintain their staff retention policies (Bolander, Werr, & Asplund, 2017). But these inventive individuals could be able to dynamically modify the company. It is also true that owing to their high financial incentive requirements, it can be very difficult to keep all of the highly sought-after talent and competent individuals for an extended period of time (Talaucar, Grundei, & Werder, 2005). Thus, the best methods for employee retention occasionally involve job customization and work autonomy. Various scholars have sought to improve the level of employee retention using different construct such as leadership style, organizational structure, organizational culture, work environment and other constructs (Nair & Malewar, 2013; Adedamola, Adekanbi & Favour, 2016; Bhatnagar, 2007; Kleinman, 2004; Masibigiri & Nienaber, 2011; Kyndt, Dochy & Baert, 2010; Oladapo, 2014; Caldwell & Dixon, 2010). However, none of these studies have looked into the job crafting as a way of cushioning the low level of employee retention especially in the IT sector. Therefore, it is as a result of this knowledge gap that this study seeks to examine the role of job crafting on employee retention of IT firms in Port Harcourt, Rivers State.

Conceptual Framework

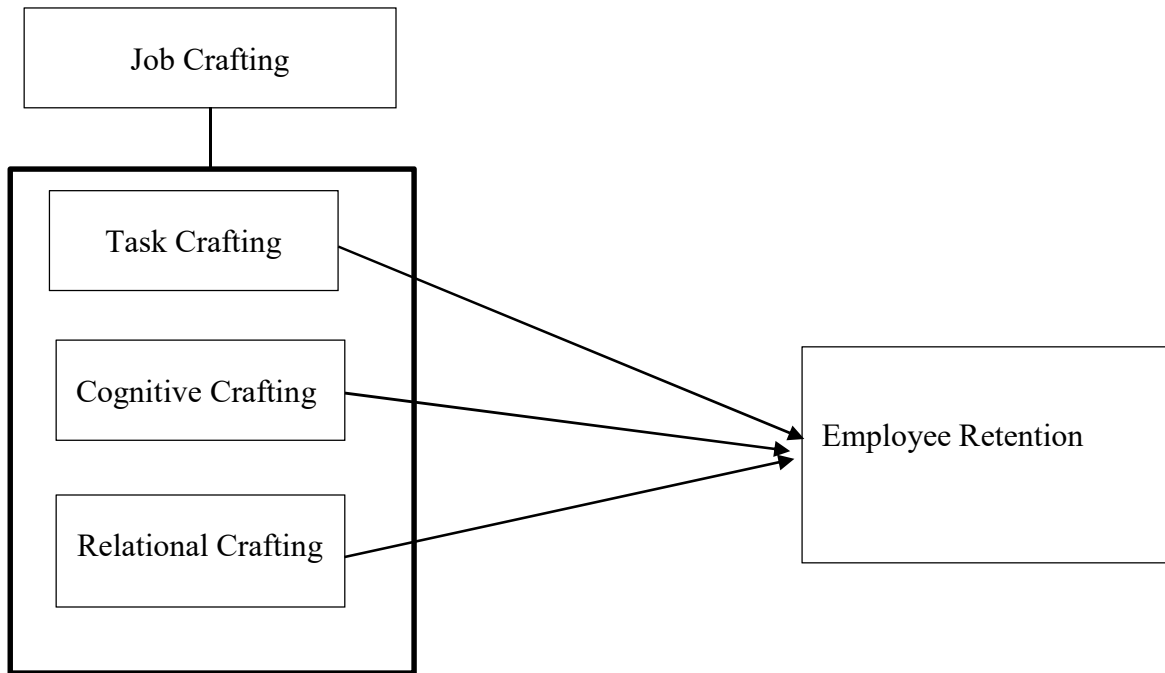


Figure 1.1: Author's conceptualization

Objectives of the Study

The broad objective of this study is to examine the relationship between job crafting and employee retention of IT Firms in Port Harcourt, Rivers State. The specific objectives are;

1. To identify the correlation between task crafting and employee retention of IT Firms in Port Harcourt, Rivers State.
2. To identify the link between cognitive crafting and employee retention of IT Firms in Port Harcourt, Rivers State.
3. To identify the linkage between relationship crafting and employee retention of IT Firms in Port Harcourt, Rivers State.

Research Hypotheses

The following null hypotheses are formulated for the study,

- H₁: To identify the link between task crafting and employee retention of IT Firms in Port Harcourt, Rivers State.
- H₂: To identify the linkage between cognitive crafting and employee retention of IT Firms in Port Harcourt, Rivers State.
- H₃: To identify the correlation between relationship crafting and employee retention of IT Firms in Port Harcourt, Rivers State.

Literature Review

Theoretical Framework: Expectancy Theory

According to the expectation theory, a person's degree of motivation is influenced by both the likelihood that they will receive their desired rewards and how appealing they are (Vroom, 1994; Bohlander & Snell, 2004). Employees have a tendency to invest more expectation, instrumentality, and valence—all of which require higher effort—into their job if they believe they will receive valuable benefits from the company. If desired actions are to be anticipated in workers' work, then the level of all three aspects, such as instrumentality and valence, must be high. There is no doubt that the employees want their needs met, but they also want the company to treat them fairly.

Concept of Job Crafting

According to Berg, Dutton, and Wrzesniewski (2007), job crafting is the proactive redesign of the work by modifying tasks, relationships, and cognitive views. According to Halbesleben (2010) and Dubbelt, Demerouti, and Rispens (2019), it has a direct correlation with high performance (Caldwell & O'Reilly, 1990). The same is true for management; proactive, motivated employees may work hard to make their jobs more fulfilling, and management can use them to increase production levels (Wrzesniewski & Dutton, 2001). Additionally, it gives workers the ability to more easily customize their working environment to meet their jobs (Tims & Bakker, 2010). Additionally, when individuals see that adjustments are required for their job, they engage in proactive behavior (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012). According to their working paradigm, an individual can use one of three types of job crafting, such as altering the meaning of their work or adapting to it, developing a collaborative working relationship with coworkers, or altering how work is perceived by engaging in more cognitive behaviors (Berg, Dutton, and Wrzesniewski, 2013).

According to Wrzesniewski & Dutton et al. (2001) and Singh & Singh et al. (2016), job crafting necessitates innovative individuals who can restructure their work in a way that might be advantageous to the organization and ensure the sustainability of employees through work flexibility and self-satisfaction. The company will lose knowledge workers, incur significant expenditures, and experience work interruptions if it is unable to keep its staff. Once again, a lack of competent and knowledgeable employees may contribute to population aging, economic migration, globalization, entrepreneurial activities like outsourcing, and even educational institutions that are unable to adequately train the workforce (Allen, Bryant, Vardaman, 2010). As a result, keeping employees happy is highly important for all organizations, which is one of the key reasons for the success that is anticipated (Ndweni, 2015).

According to Demerouti (2014), the practice of employees making changes to their jobs and work environments is known as "job crafting." Even most positions come with detailed instructions, there is still some latitude during the workday. Under other words, job crafting as a behavior exists under these degrees of flexibility since how an employee spends their time and energy to do the work is not entirely prescribed (Frederick & VanderWeele, 2018).

Job crafting, a type of proactive behavior particular to the workplace, describes actions such as taking the initiative to modify the cognitive, relational, and physical/task limits of ongoing professional activities. Changes in physical limits denote starting changes in the quantity or quality of work contacts, changes in cognitive processes denote altering how an individual views their job, and changes in relational processes denote altering the quantity or quality of interactions in the workplace (Wrzesniewski & Dutton, 2001). By designing behaviors in the workplace in accordance with their needs and beliefs, employees may maximize the balance between what they want to accomplish and what the job asks of them (Tims & Bakker, 2010). Relevant literature indicates that job crafting behaviors are positively related to a variety of positive outcomes such as work performance, work engagement, job satisfaction, and employee well-being (Rudolph, Katz, Lavigne, & Zacher, 2017). Especially, a certain amount of studies indicates that crafting behaviors in the workplace provide enhancing well-being and positive affection because employees may be perceiving to have better control over the work environment through crafting the job (Tims, Bakker, & Derks, 2013; Slemp, Kern, & Vella-Brodrick, 2015; Bakker & Demerouti, 2017).

Job crafting is described as "...the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001: 179) as a specific instance of proactive action. Employees take an active rather than passive role in initiating changes to the physical, cognitive, or social structures of their jobs by crafting them. They do this by using their hidden means of freedom to customize the job to fit their needs (Wrzesniewski & Dutton, 2001; Slemp & Vella-Brodrick, 2014; Slemp et al., 2015). Additionally, the term "job crafting" refers to an unofficial method that workers utilize to create their work practices in order to accommodate their demands and specific interests (Berg et al., 2010; Slemp & Vella-Brodrick, 2013).

Employees who change the task, relational, and cognitive limits of a job at the company are known as job makers. Employees remodel their work identities in the organizational process as a result, changing the meaning of the job for themselves (Wrzesniewski & Dutton, 2001). Thus, task, relational, and cognitive crafting are the three categories into which job crafting is divided (Wrzesniewski & Dutton, 2001; Slemp & Vella-Brodrick, 2013). Task crafting is the proactive alteration of the quantity, scope, or nature of work activities by an employee (Slemp et al., 2015). defining specialized methods or taking on greater responsibility for work duties are examples of proactive actions that go into defining task limits for the workplace (Wrzesniewski, Lobuglio, Dutton, & Berg, 2013). According to Slemp et al. (2015), relationship crafting refers to changes made by employees to the frequency or importance of their encounters with coworkers. By creating relationship boundaries, employees control how frequently and how well they should engage with others (Wrzesniewski & Dutton, 2001). The last indicator of cognitive craftsmanship is changes in how people approach their employment and perceive their activities (Wrzesniewski & Dutton, 2001). By changing cognitive limits, employees reevaluate and reshape the overall purpose of their work (Kim, Im, & Qu, 2018). According to Wrzesniewski et al. (2013) and Slemp & Vella-Brodrick (2014), there are three distinct types of job crafting that individuals use to actively change their work environments and prevent meaninglessness and job unhappiness.

Empirical findings in the literature show that crafting behaviors are explained to stimulate more positive affection than negative affection, and thus, positive affection helps to enhance job performance (Bakker & Demerouti, 2017; Costantini & Sartori, 2018). By crafting their jobs

employees improve their affective well-being with increased engagement, job satisfaction, and decreased burnout (Tims et al., 2013; van den Heuvel, Demerouti, & Peeters, 2015). Another study indicates that job crafting is positively related to occupational well-being while negatively related to job strain (Rudolph et al., 2017). Studies of Slemp & Vella-Brodrick (2013) and Slemp, Kern, & Vella-Brodrick (2015) specify that job crafting behaviors are positively associated with work-specific positive affection, while negatively associated with work-specific negative affection. Despite positive effects of crafting behavior on organizational outcomes and better individual experiences of satisfaction, commitment and engagement; job crafting does not cure all the organizational problems, but it is possible to manage job crafting in an efficient way to achieve desired organizational goals and enhance individual performance (Demerouti 2014; Kim, Im, and Qu 2018).

Task Crafting

Task crafting is one of the common topics being discussed in job crafting as the ability to be independent at work, choose the preferred project work, feel free to ask questions, trust on colleagues and freely communicate with others which helps in employee retention. It also refers to adding or deducting responsibilities from the official job description (Berg, Tims & Derks et al., 2013). For instance, a university teacher may take it upon themselves to not just doing class work at the room but to groom the students with industrial tour or field visit that enhance the life learning for them. The majority of respondents agree that encountering challenges should be one of the essential elements of the job. Additionally, the freedom to select the desired job and to take on something novel and different, whether at the suggestion of managers or with their own initiative, is a crucial component of task design that promotes employee retention.

Relationship Crafting

Relational crafting means changing existing work paradigm communicating and engaging with others on a regular basis (Berg, Tims & Derks et al., 2013). It is essential to work in collaboration with people who work in other roles, other departments and other level of experiences. Thus, it soothes the pathways with different communication channels with different parts of the company, different value offerings and different opportunities to learn for employees. Additionally, relational networks contribute to the development of creative work environments that make task compilation and the attainment of desired goals possible (Bakker, Tims, and Derks et al., 2012). According to Bakker, Demerouti, and Sanz-Vergel et al. (2014), employees are often less adaptable and extremely successful at carrying out their everyday tasks when faced with changes. The majority of survey participants agree that relational job crafting has a significant impact on employee retention.

Cognitive Crafting

It may be observed in cognitive crafting how people alter their perspectives of the job (Tims & Bakker et al., 2010). It also refers to altering one's outlook on the tasks one must complete each day. According to Rofcanin, Bakker, Berber, Gölgeci, and Heras (2018), job crafting also affects employee retention. Employees can also modify the design of their job by selecting the meaning of the job duties and negotiating the job's requirements (Parker and Ohly, 2008). Again, the redesigning of one's job is required for diminishing the resource lacking aspects of the job (Zhang, & Parker, 2019). Also, it includes the physical as well as cognitive changes can be happened by making their task or relational boundaries where relational changes may take as the form, scope or number of job relationships at work and changing in such a way that how one perceives his/her job (Berg, Wrzesniewski, and Dutton et al., 2010). On the contrary, frequently it can be seen that the reason behind the poor performing people are wrong approaches of job crafting and faces the rough timing because there is positive relationship between approaches of job crafting and work attachment (Wang, Demerouti, Blanc, & Lu, (2018).

Concept of Employee Retention

Retaining good workers is critical to all organisations and best practical indicates that if employers treat their employees as valued contributors, the employees will stay (Gering & Conner; 2002). To this end companies train their managers, offer competitive compensation plans and increase benefits to secure their employees loyalty. A high employee retention rate shows that the firm is the employer of choice. A retention strategy should specify a quantified problem and measurable objectives. Good employees should be treated the same way (Gering and Conner; 2002). They further asserted that a retention strategy should include a business plan, a value proposition, progress measures and management influence. Employees that have stayed for a long period of time with a firm, tend to be more productive. Employees who are planning to leave become less productive and new employees require time to reach optimum productivity. The time of other employees may decline in the workplace as they spend time training and serving as a resource for the new team member. Retention cost also include training, severance and sign on bonuses. To reduce turnover and ensure retention, managers must show a genuine interest in their employees' development and success. Employees want to feel that their contributions are important and want employers to demonstrate their commitment to stated corporate values. Development of programs prepare employees to perform their jobs satisfactory which in turn increases their tendency of staying with the organisation.

Effective employee retention, according to Mathimaran and Kumar (2017), is the result of employers' deliberate efforts to develop an atmosphere that encourages existing employees to stay on the job by putting policies and procedures in place that cater to their various requirements. They believed that a solid retention plan turned into a potent instrument for hiring. Any organization's long-term health and performance depend on keeping important workers on board. It is common knowledge that keeping an organization's top talent improves customer happiness, higher product sales, contented coworkers, and successful succession planning.

Employee retention is important because it prevents organizational problems including wasted training time, knowledge loss, insecure workers, and expensive candidate searches (Mathimaran and Kumar, 2017). Therefore, losing a significant person is expensive for the organization. Investment in employee training to assure their happiness and professional advancement, according to Messmer's (2000) research, is one of the key variables in employee retention. According to Wells and Thelen (2002), organizations with generous human resource policies stand a very good chance of keeping their employees happy and motivated to work for the company over the long term by giving them an appropriate level of privacy and sound control over the workplace.

Additionally, Gering and Conner (2002) asserted that a successful retention strategy depends on a number of variables, including the satisfaction of employees' personal and practical demands. In addition to income and benefits, these personal demands also involve a sense of value from the organization. According to Boswell, Boudreau, and Tichy (2005), the decision to leave an organization is not simple for an individual employee due to the expense and difficulty of adjusting to new circumstances. As a result, some of the voluntary turnover in the organization can be avoided if the appropriate steps are taken by the organization. According to Holton, Mitchell, Lee, and Eberly (2008), there may be differences between the variables that encourage people to stay and those that cause them to quit an organization. They pointed out that employee discontent with the organization's commitment to them may lead to their resignation from the position. Employee retention, according to Kavitha, Geetha, and Arunacha Lam (2011), is the purposeful and conscious endeavor to keep good employees on the firm payroll. Furthermore, Ratna and Chawla (2012) argued that retention is more crucial than hiring, even if a business must hire skilled individuals. Taking the necessary steps to motivate employees to stay as long as they can within the organization also means emphasizing employee retention.

Empirical Review

Utilizing the mediating function of workers' proactive personalities, Zuma (2020) investigated the link between job crafting and employee retention. A systematic questionnaire was used to gather the primary data from the study's 405 Bangladeshi workers. The gathered data was analyzed using multiple regression and bivariate correlation. According to the study's findings, proactive, task-oriented personality and staff retention are significantly correlated. The study also discovered that the degree of employee retention is positively impacted by the interpersonal climate at work.

Also, Brenyah and Tetteh (2016) investigated the influence of organizational culture on employee retention among private universities in Ghana. The study was conducted using a sample of 263 employees from private tertiary institutions using the multistage sampling method. The findings of the study revealed that organizational culture has a significant effect on the level of employee retention.

Rao, Sahyaja, Akhil and Narasimha (2018), also carried out a study on the role of leadership on employee retention in corporate hospitals in India. The study was conducted using a sample of 200 employees to ascertain how leadership impacts employee retention. The data collected was analysed using chi-square test to establish the relationship that exist between the various factors

and employee retention. The result of the study shows that reward, recognition, career enhancement and performance appraisal directly influence employee retention in hospitals.

In another study, Hadi and Ahmed (2018) examined the role of employer branding dimensions on employee retention with evidence from Pakistan educational sector. The aim of the study was to answer the question of why organizations focus on job retention. The study purposefully connected data from 204 respondents from educational institutes of Pakistan. The findings of the study revealed that development value has a substantial relationship with employee retention. Nwokocho and Iheriohanma (2015), studied the nexus between leadership styles, employee retention and performance in organizations in Nigeria. The aim of the study was to examine the relationship that exist between leadership styles and employee retention in organization with a view to ascertain how leadership styles influences the retention of employees. The findings of the study revealed that there is a significant relationship between leadership styles and employee retention.

Methodology

The cross-sectional survey design was used in this study. The target population of this study is the total number of I.T. firms in Port Harcourt, Rivers State. However, the accessible population of this study was the 150 employees of 10 selected I.T. firms. These firms were selected based on easy access to information. Simple random sampling technique was used on each of the ten selected I.T. firms in this study. This technique was employed because it gives a sample that is a true representative of the entire population and reduces the tendency of researcher bias in selecting the sample cases. Taro Yamene’s formula was used in deriving the sample size of 110. The data for this research was obtained through the use of a well-structured questionnaire instrument which was structured in multiple choice format. The Pearson product moment correlation coefficient statistical analysis was employed in analysing the stated hypothesis through the use of SPSS.

Analysis, Results and Discussion

The data results for the analysis and tests for all previously hypothesized bivariate relationship are presented. The section examines the relationship between the dimensions of the predictor variable (Job Crafting) and the measures of the criterion (Employee Retention) which constitutes the objective of the study. A total of three null (hypothesis one to hypothesis three) bivariate associations were tested in this section using the Pearson product moment correlation statistical technique at a 95% confidence interval. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Relationship between Task Crafting and Employee Retention Correlations

		Task Crafting	Employee Retention
Task Crafting	Pearson Correlation	1	.400
	Sig. (2-tailed)		.000
	N	102	102
Employee Retention	Pearson Correlation	.400	1
	Sig. (2-tailed)	.000	
	N	102	102

Source: SPSS Output, 2023

Hypothesis one: There is no significant relationship between task crafting and employee retention – data (table 1) reveals that there is a significant relationship between task crafting and employee retention (where $\rho = .400$ and $p = 0.000$) hence we find that task crafting is associated with employee retention and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between task crafting and employee retention.

Table 2: Relationship between Cognitive Crafting and Employee Satisfaction Correlations

		Cognitive Crafting	Employee Retention
Cognitive Crafting	Pearson Correlation	1	.142
	Sig. (2-tailed)		.005
	N	102	102
Employee Retention	Pearson Correlation	.142	1
	Sig. (2-tailed)	.005	
	N	102	102

Source: SPSS Output, 2023

Hypothesis two: There is no significant relationship between Cognitive Crafting and Employee Retention – data (table 2) reveals that there is a significant relationship between cognitive crafting and employee retention (where $\rho = .142$ and $p = 0.005$) hence we find that cognitive crafting is associated with employee retention and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between cognitive crafting and employee retention.

Table 3: Relationship between Relational Crafting and Employee Satisfaction Correlations

		Relational Crafting	Employee Retention
Relational Crafting	Pearson Correlation	1	.400
	Sig. (2-tailed)		.000
	N	102	102
Employee Retention	Pearson Correlation	.400	1
	Sig. (2-tailed)	.000	
	N	102	102

Source: SPSS Output, 2023

Hypothesis three: There is no significant relationship between relational crafting and employee retention – data (table 3) reveals that there is a significant relationship between relational crafting and employee retention (where $\rho = .400$ and $p = 0.000$) hence we find that relational crafting is associated with employee retention and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between relational crafting and employee retention.

Discussion of Findings

Task Crafting and Employee Retention

The result of the bivariate analysis reveals that there is a significant relationship between task crafting and employee satisfaction (where $\rho = .400$ and $p = 0.000$). Employees who are able to craft their task are more bound to be satisfied with their jobs than those who do not. This finding is in line with the study of Berg, Dutton and Wrzesniewski (2013) who noted that job crafting enables employees to bring positive changes in the workplace and the resultant effect is improved employee engagement and retention.

Cognitive Crafting and Employee Retention

In analysis the relationship between these variables, the result reveals that there is a significant relationship between Cognitive Crafting and Employee Satisfaction (where $\rho = .142$ and $p = 0.005$). This result shows that employees who engage in cognitive crafting has a better job satisfaction level than those who do not engage crafting and contributes greatly to the organization at large not just on the job but in other areas. This finding agrees with the study of Zuma (2020) whose study found that the dimension of job crafting is significantly and positively related to employee retention.

Relational Crafting and Employee Retention

The result of the bivariate analysis reveals that there is a significant relationship between Relational Crafting and Employee Satisfaction (where $\rho = .400$ and $p = 0.000$). This finding is in line with the study of Berg, Dutton and Wrzesniewski (2013) who noted that job crafting enables employees to bring positive changes in the workplace and the resultant effect is improved employee engagement and level of satisfaction on the job. This findings also concurs with the findings of Zuma (2020) whose study found that the dimension of job crafting is significantly and positively related to employee retention.

Conclusion and Recommendations

The level of employee retention in organizational can be enhanced from the perspective of job crafting of employees in the organization and this involves task, cognitive and relational crafting. With respect to the findings of this study, the dimensions of job crafting are positively and significantly related to employee retention in organizations. Therefore, the study conclude that organizations should ensure that job crafting avenues are given to enable employees engage in job crafting which will result in the retention of employees and improvement of the firm's performance. The study hereby recommend as follows:

1. The management of the IT firms should ensure that a conducive environment is provided for employees to engage in task crafting as this would improve their level of job satisfaction and commitment which boosts retention.
2. Employees should be encouraged to engaged in cognitive crafting in order to give their all to the organization and improve their level of retention.

3. The management of the I.T. firms should create the means where employees' social life and activities are taken into consideration in order to improve their level of relational crafting and improve the retention rate of employees.

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