



## International Journal of Advanced Research

[ijar.eanso.org](http://ijar.eanso.org)

Volume 7, Issue 1, 2024

Print ISSN: 2707-7802 | Online ISSN: 2707-7810

Title DOI: <https://doi.org/10.37284/2707-7810>



EAST AFRICAN  
NATURE &  
SCIENCE  
ORGANIZATION

Original Article

## Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement

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Article DOI: <https://doi.org/10.37284/ijar.7.1.2304>

### Publication Date: ABSTRACT

15 October 2024

### Keywords:

Work Engagement,  
Relational Crafting,  
Task Performance,  
Mediation,  
Public Sector.

This study investigates the mediating role of work engagement on the effect of relational job crafting on task performance among employees in the public sector of Ghana. Relational job crafting offers significant benefits to public sector employees by enhancing their performance through collaborative engagement. Thus, when employees actively adjust their social work environment, they can reduce (increase) work-related stress (sense of purpose) through fostering stronger relationships, which also improve well-being and performance. The research employed a closed-ended questionnaire and conducted a cross-sectional online survey. The study's target population consists of 17,163 public sector employees in Cape Coast Metropolis, out of which 456 were randomly selected to complete the survey. The sample size was estimated using the Adam, (2020) approach for selecting samples in a quantitative study. Data collection took place from January to June 2023, and the analysis was conducted utilising the R version of partial least squares structural equation modelling (PLS-SEM). The study revealed an average yet statistically significant influence of relational job crafting on both work engagement and task performance. Thus, relational job crafting had a significant positive effect on work engagement ( $\beta = 0.502$ ,  $p < 0.01$ ) and task performance ( $\beta = 0.293$ ,  $p < 0.01$ ), with work engagement further affecting task performance significantly ( $\beta = 0.475$ ,  $p < 0.01$ ). The significant positive relationship shows that the increase in both relational job crafting and work engagement among Ghanaian public sector employees further improves their performance in the various tasks assigned to them. Also, despite the direct relationship between work engagement and relational job crafting and task performance, it was further revealed that the latter further mediate the relationship among the former and task performance. Thus, it was found that work engagement serves as a complementary partial mediator in the relationship between relational job crafting and task performance ( $\beta = 0.238$ ,  $SE = 0.034$ , 95%  $CI = 0.177, 0.309$ ). These findings support the initial hypotheses established for the study. In terms of policy recommendations, this study emphasises the importance of fostering both work engagement and

relational crafting to enhance task performance in the Ghanaian public sector. It suggests that employers, including government bodies, directors, and chief executive officers of public institutions, as well as policymakers, including labour unions, should implement measures across various sectors of public services to strengthen employee relations and increase engagement, ultimately enhancing task performance.

#### APA CITATION

Woode, J. K., Musah, F., Adjei, A. F., Assifuah-Nunoo, E. & Bambir, J. (2024). Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement. *International Journal of Advanced Research*, 7(1), 298-319. <https://doi.org/10.37284/ijar.7.1.2304>

#### CHICAGO CITATION

Woode, John Kingsley, Faisal Musah, Audrey Foriwaa Adjei, Emmanuel Assifuah-Nunoo and John Bambir. 2024. "Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement". *International Journal of Advanced Research* 7 (1), 298-319. <https://doi.org/10.37284/ijar.7.1.2304>.

#### HARVARD CITATION

Woode, J. K., Musah, F., Adjei, A. F., Assifuah-Nunoo, E. & Bambir, J. (2024) "Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement". *International Journal of Advanced Research*, 7(1), pp. 298-319. doi: 10.37284/ijar.7.1.2304.

#### IEEE CITATION

J. K., Woode, F., Musah, A. F., Adjei, E., Assifuah-Nunoo & J. Bambir "Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement", *IJAR*, vol. 7, no. 1, pp. 298-319, Oct. 2024.

#### MLA CITATION

Woode, John Kingsley, Faisal Musah, Audrey Foriwaa Adjei, Emmanuel Assifuah-Nunoo & John Bambir. "Relational Job Crafting and Task Performance: The Mediating Role of Work Engagement". *International Journal of Advanced Research*, Vol. 7, no. 1, Oct. 2024, pp. 298-319, doi:10.37284/ijar.7.1.2304

## INTRODUCTION

The global sphere is witnessing profound paradigm shifts in human interaction, data handling, and conceptualizations of governance and the economy (Wingerden & Poell, 2017; Woode, 2024). Simultaneously, expectations within work environments are undergoing a progressive evolution due to an upsurge in workplace transitions facilitated by mechanisms such as mergers and acquisitions, restructuring, and privatisation (Schaufeli et al., 2006). Ochoa Pacheco and Coello-Montecel (2023) contend that majority of organisations are confronted with challenges pertaining to the attraction, retention, and effective utilisation of highly skilled individuals arising from the confluence of escalating technological advancements and the scarcity of exceptional talent. Similarly, Ghana's public sector employees face work-life balance challenges, adaptability, digitalization, and an ageing workforce, according to studies (Amoako-Asiedu & Obuobisa-Darko, 2017; Obuobisa-Darko, 2020). These constraints imposed by employee resilience, competencies, and contextual factors necessitate a comprehensive

understanding of viable solutions (Ochoa Pacheco & Coello-Montecel, 2023; Schaufeli et al., 2006). Ochoa Pacheco and Coello-Montecel, (2023) and Pari et al. (2019) further established that these transitions not only have an effect on organisational performance but also possess the potential to influence work engagement.

Work engagement (WEG) is clarified as a favourable and rewarding cognitive state concerning employees, characterised by dynamism, unwavering commitment, and reflective engagement (Wrzesniewski & Dutton, 2001). In recent era, a myriad of investigations has delved into the realm of this concept, yielding diverse deductions regarding its ramifications on equally consequential constructs. For instance, extant scholarly literature (Breevaart et al., 2016; de Beer et al., 2016; Dulara et al., 2017; Frederick & VanderWeele, 2020; Letona-Ibañez et al., 2021; Ochoa Pacheco & Coello-Montecel, 2023; Rastogi & Chaudhary, 2018; Schaufeli et al., 2006) has firmly established the substantial contribution of WEG to employee relational job crafting (RJC) and, in essence, task performance

(TSP), while alternative perspectives contend that WEG holds the potential to augment any relationship established through RJC. An accumulating body of empirical evidence attests to the notion that engaged employees exhibit superior performance (Dulara et al., 2017; Letona-Ibañez et al., 2021). This undoubtedly underlines the necessity for perceptive organisational leaders to duly consider these key concepts in the effective management of their human capital. Essentially, one could posit that WEG epitomises an indispensable ingredient for the sustenance and triumph of any corporate entity. Aligned with these suppositions, Chen (2019) and Letona-Ibañez et al. (2021) further espouse the notion that when employees find themselves thoroughly engaged, they are more inclined to transcend the confines of conventional expectations, thereby facilitating enhanced performance and fostering the cultivation of enriched RJC dynamics.

Slemp et al. (2013) characterised job crafting as a proactive approach where employees actively make changes to different aspects of their work to align with their preferences and values. This includes modifying the physical, cognitive, and relational elements of their job roles. RJC, a subset of job crafting, involves how employees deliberately adjust their interactions with colleagues, supervisors, and clients to strengthen social connections and foster a sense of community at work (Rofcanin et al., 2019). Rofcanin et al. (2019) emphasised that RJC can lead to positive outcomes, particularly through increased WEG. Recent studies have focused on the nexus between WEG and RJC, highlighting their significant effects (Amoako-Asiedu & Obuobisa-Darko, 2017; Brenyah & Darko, 2017). Pari et al. (2019) emphasised that this concept contributes to enhanced performance.

Performance, encompassing both broader organisational success and specific task execution, is recognised as a crucial determinant for achieving multifaceted improvements. WEG and RJC have gained increasing attention in recent years as noteworthy approaches. Studies such as ADOM et al. (2018) and Tims et al. (2015)

emphasise that, despite structural barriers, employees possess the ability to shape their job roles according to their expertise, highlighting the importance of the working environment and effective teamwork in maximising resources. Several studies (Guan & Frenkel, 2018; Moreira et al., 2022; Nguyen et al., 2019; Shang, 2022; Shin et al., 2020; Tims et al., 2015; Wingerden & Poell, 2017) provide evidence that the nexus between RJC and TSP may be weak initially. Guan and Frenkel (2018) established the insignificant nature of the relationship. However, prior studies (Pari et al., 2019; Shang, 2022; Shin et al., 2020) demonstrate that when WEG serve as a mediator, the relationship becomes significantly strong. Thus, WEG emerges as a critical intermediary, bridging the gap between RJC and the realisation of improved performance.

The relationship between RJC and TSP has been highlighted in the context of the Job Demand-Resources (JD-R) model (Frederick & VanderWeele, 2020; Nguyen et al., 2019; Rastogi & Chaudhary, 2018; Shang, 2022). Consistent with the JD-R model, as espoused by Bakker et al. (2012), employees who receive the essential job resources and experience an optimal level of job demands not only manifest heightened motivation and engagement but also demonstrate their adeptness in the realm of RJC, thereby culminating in proficient TSP. This study adopts the JD-R model as a theoretical framework to explain the complex nexus between RJC, WEG, and TSP. The relevance of the JD-R model in the context of the sample Ghanaian public sector employees stems from its effectiveness in capturing the unique balance between the high demands and limited resources often faced in this sector. Thus, public employees in Ghana frequently encounter challenges such as limited budgets, understaffing, and bureaucratic constraints, which can increase job demands and strain performance. However, RJC enables these workers to utilize social resources, like support from colleagues, to maintain or enhance their work engagement. The JD-R model effectively explains how these social resources buffer the effects of high demands, making it an ideal

framework for understanding the dynamics of RJC and TSP in Ghana's public service. In light of the model's pertinence, studies (Frederick & VanderWeele, 2020; Nguyen et al., 2019; Pari et al., 2019; Rastogi & Chaudhary, 2018; Shang, 2022) have also embraced this model to explain similar relationships, thus reinforcing the study's rationale for its adoption.

Despite the well-established global significance of RJC and engagement, which has prompted numerous studies aimed at enhancing their implementation to foster employee well-being and productivity, in the context of Ghana and Africa, there is a lack of research exploring the nexus between RJC, WEG, and TSP. Previous studies in Ghana have focused on individual variables in isolation. Nevertheless, RJC has been found to impact TSP, with WEG mediating this nexus. These findings highlight the significance of WEG in fostering the above nexus in Ghana. Additionally, it is conspicuous that the majority of studies prioritised the exploration of alternative dimensions of TSP, encompassing contextual performance and counter-productive work behaviour (Dulara et al., 2017), rendering the former a relatively unexplored. Dulara et al. (2017) and Pari et al. (2019) explain the necessity for scholars to disentangle the dimensions inherent in both job crafting and performance to ensure accurate juxtaposition and a comprehensive amalgamation of findings about the specific aspects of these constructs that are related.

Given these limitations, this study focuses on public sector employees in Ghana and aims to assess the role of WEG in the relationship between RJC and TSP. The public sector in Ghana has received limited research attention, and this study seeks to address this gap by examining the equilibrium in employees' work lives and exploring strategies for job demand and resource crafting. This is important in the context of the challenging post-pandemic landscape that has intensified workloads for public sector employees. The study aims to shed light on how RJC, WEG, and TSP interrelate in the Ghanaian

organisational context. The study seeks to answer the following questions: "What is the influence of RJC on WEG and TSP?" "What is the nexus between WEG and TSP?" and "What is the role of engagement in the relationship between RJC and TSP?" Findings from these questions could have practical implications for public sector organisations in Ghana to enhance WEG and RJC and ultimately improve performance outcomes.

The subsequent section is elucidated as follows: The immediate segment encompasses an extensive examination of the existing body of literature, where antecedent investigations are scrutinised. The third section encapsulates the methodological framework that elucidates the operationalisation of measurement variables and the collection of sampled data, preliminary data analysis, and the construction of an optimised conceptual model. The fourth division presents the findings and comprehensive deliberations about the optimised models. The final component, designated "conclusions", culminates in the definitive annotations and reflections on the study.

## LITERATURE REVIEW

### Theoretical Review

The Job Demands-Resources (JD-R) model serves as a valuable theoretical framework for comprehending the complex connections between RJC, WEG, and TSP (Bakker et al., 2012). This model posits that job demands and resources can significantly influence the well-being and performance of an employee (Nguyen et al., 2019; Shang, 2022). Job resources, in particular, play a crucial role in alleviating the negative effects of job demands and directly promoting positive outcomes. RJC, which involves fostering social connections and support within the workplace, can be viewed as a means of creating RJC. By cultivating these social ties, employees may experience reduced job demands and increased access to resources, resulting in heightened WEG and TSP. Additionally, the JD-R model proposes that WEG acts as a mediator between job resources and performance (Bakker et al., 2014; Frederick & VanderWeele, 2020). When



employees have access to resources, their WEG levels increase, leading to enhanced TSP. The present study adopts this theoretical framework to explore the complex relationships between WEG, RJC, and TSP. This decision is reinforced by previous research that has also embraced the JD-R model to investigate similar relationships, lending further support to the study's rationale.

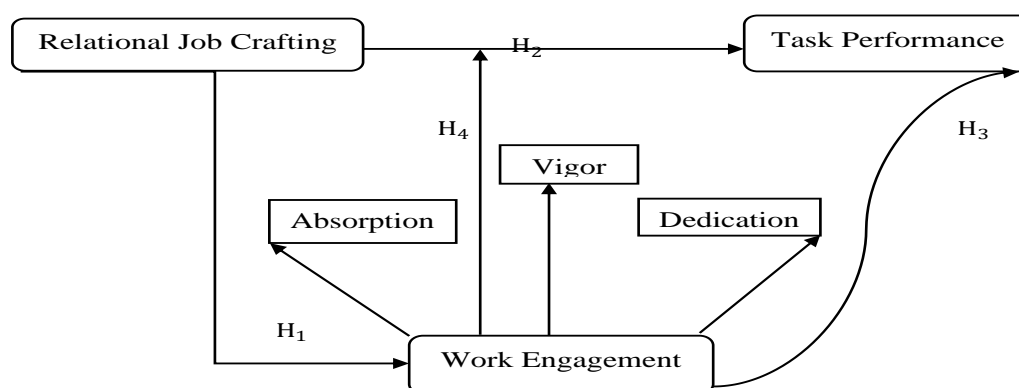
Similar to the JD-R model, the Self-Determination Theory (SDT) offers a comprehensive theoretical framework for comprehending the nexus between RJC, WEG, and TSP (Deci et al., 2012; Ryan & Deci, 2022). SDT posits that humans possess three fundamental psychological needs: autonomy, competence, and relatedness. Autonomy pertains to the need for control over one's work and the ability to make decisions, while competence involves the desire to be effective. Relatedness encompasses the need for social connections and a sense of belonging. RJC serves as a means to fulfil these psychological needs. Through active participation in RJC, employees can enhance their autonomy by exerting control over their work, acquiring new competencies and skills, and

cultivating social ties within the work milieu. Accordingly, when these needs are met, individuals are more likely to experience intrinsic motivation, which subsequently leads to heightened engagement and improved performance (Ryan & Deci, 2022). In essence, the theoretical review underscores the nexus between WEG and RJC, highlighting the significance of job resources and psychological needs in promoting performance. The JD-R model and SDT, as theoretical frameworks, contribute to our understanding of the nexus between these variables.

### Proposed Conceptual Framework

The present study is built upon the conceptual framework of RJC metrics proposed by (Slemp et al., 2013), enriched by a multitude of variables extracted from various research inquiries. These include the WEG metrics developed by Schaufeli et al. (2006) and the TSP measure established by Na-Nan et al. (2018). The research framework of the current study is firmly grounded in the context of the Ghanaian public sector, drawing insights from prior theories and relevant research endeavours.

**Figure 1. Hypothesised model of the mediated role of engagement on relational job crafting and task performance nexus**



### Relational Job Crafting

RJC has been linked to engagement (de Beer et al., 2016; Letona-Ibañez et al., 2021; Rastogi & Chaudhary, 2018) and performance (Dulara et al., 2017; Tims et al., 2015; Wingerden & Poell, 2017). There are three forms of RJC: relational crafting, cognitive crafting, and task crafting

(Tims et al., 2015). Past studies have focused on task and cognition, with little attention focused on the relational component (Rofcanin et al., 2019). Furthermore, considering the above assertions and the fact that Ghana, known for its collectivist culture (ADOM et al., 2018), places significant emphasis on the appreciation of social

connections, the study emphasises RJC. Consequently, within such a cultural milieu, the practice of RJC assumes heightened significance as a catalyst for nurturing a profound sense of community and belonging within the organisational sphere (ADOM et al., 2018; Agyemang & Ofei, 2013). Thus, realising the pertinence of RJC to optimising WEG and motivation strategies within collectivist societies, we emphasise RJC.

Wrzesniewski and Dutton (2001), on the other hand, defined RJC as a manifestation of self-directed job-shaping conduct, which pertains to the exercise of discretionary agency in selecting interaction partners while performing work duties. According to Rofcanin et al. (2019), interpersonal interactions and affiliations primarily shape the world of work, while engaging with others remains a prominent illustration that has become indispensable in current work contexts. In alignment with these evolving patterns, scholars have emphasised RJC (Rofcanin et al., 2019) as self-initiated behaviours through which employees can modify their social milieu, expanding or contracting their interactions to effectively accomplish their tasks (Rofcanin et al., 2019). Moreover, investigations on job crafting have underscored that RJC may not yield positive outcomes for organisations or employees, a facet that has either been neglected or not adequately acknowledged (Nguyen et al., 2019; Rofcanin et al., 2019). In light of the aforementioned limitation and given the collectivist nature of the study's participants, we emphasise RJC.

### Concept of Work Engagement

WEG can be characterised as a positive, rewarding, and intensely focused cognitive-emotional state that is entirely absorbed in one's work (Bakker et al., 2014; Zhao & Zhao, 2017). In recent times, WEG have garnered considerable attention, with numerous investigations substantiating its significant contributions to a wide array of organisational facets, including job crafting and performance (Amoako-Asiedu & Obuobisa-Darko, 2017; Breevaart et al., 2016; Dulara et al., 2017; Ohemeng et al., 2020; Rastogi

& Chaudhary, 2018; Shang, 2022). These studies affirm that engaged employees exhibit a heightened commitment to their organisations and demonstrate superior work performance. Agyemang and Ofei (2013) and Obuobisa-Darko (2020) posit that elevated levels of engagement have the potential to engender enhanced performance in both the private and public sectors of Ghana. Consequently, when an employee is engaged, they possess a heightened awareness of their role in accomplishing organisational objectives and actively motivate their colleagues to do the same. Research suggests that engagement can serve as an intermediary between job crafting and job outcomes by amplifying an employee's perception of significance and control over their job.

### Concept of Task Performance

Performance pertains to the outcome that meets the predetermined standards or criteria (Wingerden & Poell, 2017). Employee performance, as explained by Motowidlo (2003), encompasses the holistic anticipated value that employees bestow upon the organisation through their conduct. It encompasses their capacity to perceive, aspire, recollect, strategise, and execute an array of roles, routines, and tasks to uphold their role and augment productivity in response to the exigencies arising from the internal or external organisational milieu. Elaborating on this conceptualisation, Adekiya (2023) posits that performance is intrinsically linked to the organisation's expectations about the individual's exceptional proficiency in accomplishing their designated tasks. They posit that any job-related activities that can be objectively evaluated and quantified can be regarded as manifestations of performance. Expanding on Adekiya's conceptual framework, TSP encapsulates a distinct aspect of employee performance that entails volitional behaviours aimed at accomplishing the core job responsibilities outlined in the employee's job description, which intrinsically aligns with the actions that the organisation duly incentivises.

### Engagement and Relational Job Crafting

The pertinence of the aforementioned concepts and the links that exist between them have been expounded theoretically. In line with this, (de Beer et al., 2016) delved into the complex nexus between job crafting and WEG within the unique milieu of South Africa. The study encompassed a sizable sample of 470 employees hailing from the mining and manufacturing sectors. Utilising a sophisticated multi-group SEM approach, the findings revealed that augmenting the structural job resources as well as enhancing the social job resources emerged as noteworthy predictors of WEG across both examined groups. Rastogi and Chaudhary (2018), on the other hand, undertook a comprehensive investigation into the complex dynamics by exploring the mediating influence of engagement on the nexus connecting job-crafting behaviours and work-family enrichment. Employing a rigorous analytical SEM approach, the study revealed a robust association between RJC and work-family dynamics among employees. This relationship was found to be mediated by the pivotal role of WEG, thus highlighting its significant effect in this context.

In the contemporary era, Letona-Ibañez et al. (2021) embarked upon an investigation into the potential effect of work meaning on the link connecting RJC and WEG. The study encompassed a substantial sample, comprising 814 workers from the Spanish context. Employing a meticulous mediation analysis, the findings unveiled that work meaning acts as a mediating factor within the relationship between job crafting and engagement. This substantiates the study's broader confirmation of a positive association between job crafting and engagement. Contingent upon the pertinence of these studies within an organisational milieu and taking into account that numerous such studies have concentrated on developed economies without any examination conducted in the Ghanaian context, we aim to redress this constraint by scrutinising the correlation between RJC and WEG while concurrently considering the collectivist disposition of the study participants.

### Engagement and Task Performance

WEG has emerged as a paramount focal point for senior executives within the corporate realm. Consequently, the concept has garnered substantial and indispensable significance in today's fiercely competitive and ever-evolving business landscape (Rana et al., 2019; Shang, 2022). Rana et al. (2019) undertook an investigation into the nexus connecting WEG and performance. The study was conducted within the technology industry in India, employing a meticulously standardised sampling procedure. Through rigorous empirical analysis, the findings of the study provided further affirmation of the already established positive correlation between engagement and performance. Moreover, the study's results provided valuable insights into the anticipated potential and prospects associated with WEG. Chen (2019) additionally posited that WEG embodies a constructive and gratifying cognitive state intrinsically linked to work, distinguished by unwavering commitment, and profound immersion. In essence, the author embarked upon an inquiry aimed at elucidating the complex nexus connecting WEG and TSP within the specific context of university teachers. The study encompassed four hundred teachers hailing from both public and private universities situated in Central Punjab, Pakistan. The outcomes derived from the utilisation of the Pearson product-moment correlation analysis corroborated a statistically significant, albeit modestly robust, positive correlation between WEG and TSP. Importantly, the findings of the study served to affirm the already established positive relationship between WE and employee performance, thereby contributing to the existing body of knowledge in this domain.

In the Ghanaian context, previous studies (Amoako-Asiedu & Obuobisa-Darko, 2017; Obuobisa-Darko, 2020; Ohemeng et al., 2020) attempted to explain the relationship of the aforementioned concepts. However, these investigations have not undertaken a comprehensive examination of these variables, as we aim to accomplish in the present study. For

instance, Amoako-Asiedu and Obuobisa-Darko (2017) discovered a substantial association between WEG and TSP among employees in the public sector. Conversely, Brenyah and Darko (2017) explored this association in conjunction with organisational culture, while Ohemeng et al. (2020) emphasised the connection between engagement and performance among employees in a selection of state-owned enterprises in Ghana. Despite the contributions of these studies in the field, none of them has meticulously examined this relationship, and the majority of them did not include the specific participant sample considered in our study. Given the overall scarcity of literature in this domain, both globally and specifically in the Ghanaian context, our research endeavours to investigate the correlation between WEG and TSP among public sector employees in Ghana.

### **Engagement, Job Crafting and Task Performance**

To clarify the complex role that RJC and WEG play in influencing employee performance, Dulara et al. (2017) conducted a thorough evaluation. In this study, performance was assessed through the utilisation of TSP and contextual performance as robust proxies. The study focused specifically on employees within the dynamic hospitality industry situated in India. Through a rigorous analysis employing regression techniques, the findings uncovered a significant and positive nexus between job crafting and WEG, demonstrating their influence on both TSP and contextual performance. Furthermore, the regression analysis revealed that WE emerged as the most influential factor contributing to overall TSP. Thus, these compelling findings lead to the conclusion that employees who demonstrate high levels of engagement also exhibit superior performance outcomes.

Wingerden and Poell (2017) conducted a thorough assessment of the complex interactions between job crafting, WEG, and performance, with a focus on the mediating role that employee-perceived crafting played. To ensure comprehensive insights, the study gathered a

substantial sample of 2090 Dutch employees, encompassing a diverse range of backgrounds and characteristics. The empirical findings revealed a noteworthy association, indicating that individuals who perceive a heightened opportunities to engage in crafting activities exhibit an elevated level of job-crafting behaviour, which was found to be significantly associated with heightened levels of WEG, ultimately leading to enhanced performance outcomes. Nguyen et al. (2019) further explored the constituent elements of job crafting that influence WEG and performance in the Vietnamese commercial banks. The evidence clarifies that relational and cognitive job crafting exerts a discernible effect on the WEG levels of bank officers. Pari et al. (2019) examined the nexus between RJC, WEG, and TSP, and found that perceived WEG augments the positive association between job crafting and TSP.

Shin et al. (2020) undertook a thorough investigation of the mediating function that WEG plays in the complex link relating to job crafting and TSP. The study's empirical findings revealed that WEG served as a complete mediator within the relationship connecting RJC and TSP, effectively channelling the effects of job crafting onto enhanced TSP outcomes. Furthermore, in light of the pursuit of Sustainable Development Goals within China's educational sector, Shang (2022) embarked upon an extensive inquiry aiming to elucidate the nexus among RJC, WEG, and TSP within educational organisations. The study gathered a sample of 536 ideological and political education teachers in China, employing the robust analytical approach of SEM. Remarkably, the findings unveiled compelling evidence, indicating a significant and positive association between job crafting, TSP, and engagement. Furthermore, the investigation revealed that WEG plays a vital mediating role, effectively transmitting the effects of job crafting onto TSP, both independently and sequentially. This implies that WEG serves as a crucial mechanism through which job crafting exerts its influence on the attainment of desirable TSP outcomes within the educational setting.



## Research Gap

Empirically, the relationship between WEG, RJC, and TSP has been examined narrowly with inconclusive findings. Several studies have found a direct relationship between the study variables, while others affirm that the relationship is not direct, with engagement only enhancing the nexus between RJC and TSP. Despite this development, few studies globally have considered the combined examination of these concepts, with none of the prior literature considering both Africa and Ghana, despite the relevance of these concepts towards the development of the public sector. Methodically, several of the studies from the advanced economies used the appropriate model, such as SEM and other equally sophisticated models, which are not limited. Considering that the present study seeks to address the geographical constraints on the aforementioned concepts, one can only appreciate the relevance of this study in terms of adding to the knowledge in the study area as well as bridging the gap in the literature.

## Hypotheses

Drawing upon the extensive examination of existing scholarly works and the comprehensive theoretical framework expounded earlier, the ensuing suppositions are herewith postulated.

**H<sub>1</sub>:** There is a significant influence of RJC on WEG among Ghanaian public sector employees

**H<sub>2</sub>:** There is a significant positive relationship of RJC on TSP among Ghanaian public sector employees

**H<sub>3</sub>:** There is a significant positive effect of WEG on TSP among Ghanaian public sector employees

**H<sub>4</sub>:** WEG mediates the relationship between RJC and TSP among Ghanaian public sector employees

## METHODOLOGY

### Research Design and Approach

The study adopts a cross-sectional design, integrates an explanatory framework, and employs a quantitative methodology. The choice

of cross-sectional design is subject to the emergent need for the study, which was limited by the non-existence of secondary data to this effect. This approach aims to investigate the influence of the predictor variable on the response variable while quantifying all relevant variables of interest (Creswell & Creswell, 2017). The study encompasses both descriptive and inferential analyses, enabling an evaluation of the interconnectedness between the response and predictor variables. Furthermore, the present research endeavours to explore the mediating role of WEG in the association between RJC and TSP.

### Population and Sampling Procedure

The study encompasses a target population consisting of 17,163 individuals, specifically all public sector employees in Cape Coast Metropolis. This population comprises 6,980 civil servants and 9,349 other employees from various sectors, including education, health, public services, state enterprises, and public universities. An online survey with structured questionnaires was administered for data collection, targeting a diverse range of divisions within the target population to enhance participant heterogeneity and facilitate the generalisability of the findings, as advocated by Wingerden and Poell (2017). Given the variation in the employee category, the study employed varying measures to capture these dynamics. The study ensured each category of employees was given an equal opportunity to be selected by identifying all public servants in the metropolis through existing data and creating a cluster for each category to select the sample from. This was made possible through exploration of pre-existing documentation provided by the Cape Coast Metropolitan Assembly. The cluster was created out of the above divisions (civil servants, health sector, education sector, public enterprise, and public universities) since collecting data in each of these categories can be deemed an effective representation of the cluster.

To ensure a higher response rate, the authors engaged in several visits to each of the public institutions within the target population to seek permission, create a friendly environment, and

gain the trust of the employees. These visits were complemented with the confidentiality assurance of the response and the fact that they have over 5 months (January to June 2023) to make a decision on whether they want to complete the online survey or even if they want their response to be added to the final sample. Thus, informed consent was obtained from the respondents prior to their meeting, and they were informed of their right to withdraw if they so desired. Since the study employed the online survey approach, which is quite flexible, we ensured multiple channels of distribution were employed, including emails, social media platforms, and phone calls. The identified sample was invited through an online link through the above channels with consideration of ease of accessibility while also encouraging voluntary engagement. To limit any prospect of response bias, the study employed probability and proportionate sampling techniques where the final selection of the members from each cluster was made randomly, enhanced by the staff identification numbers, extended period of engagement, and this enhanced the varied age and gender disparity obtained in the study. Also, the authors were isolated from the final selection, where the identification was left in a box with random persons tasked with selecting 5 of the cards from the box without replacing it. The study sampled a total of 456 employees using the Adam, (2020) sample size determination approach. Moreover, the participants were granted the privilege of refraining from revealing any data they deemed confidential. The confidentiality of the respondents was guaranteed by strictly employing the gathered data solely for the study. Also, the researcher took diligent measures to duly acknowledge and attribute the sources and materials utilised in the research to ensure adequate and appropriate recognition.

### Research Instrument

The dataset utilised in this research was derived from a cross-sectional online survey administered by the investigator. The focal variables of interest encompassed WEG, RJC, and TSP. WEG was

assessed employing the abridged version of the Utrecht Work Engagement Scale (UWES), as endorsed by Schaufeli et al. (2006). This continuous scale encompassed a total of nine items for all three facets of engagement: vigour, dedication, and absorption. The questionnaire items were evaluated on a 5-point Likert scale, ranging from strongly disagreeing (0) to strongly agreeing (5). The summation of scores across the three subscales yielded the overall UWES score, whereby a higher score signified heightened levels of WEG. The measurement of RJC relied upon the metrics formulated by Slemp et al. (2013). This scale comprised a set of seven (7) items, encompassing various dimensions of RJC. Participants provided their responses on a 5-point Likert scale, ranging from 1 to 5, where 1 (5) denote the statement completely unrelated (relate) to their characteristics. The measurement of TSP entailed the use of a modified continuous scale consisting of 12 items, from Na-Nan et al. (2018). Participants provided their responses on a 5-point Likert scale, ranging from 1 to 5, wherein 1 (5) represented a strong disagreement (agreement) with the statements.

### Participants

Table 1 presents the demographic composition of the survey participants. Among the sample of 456 individuals, the majority 68% were males. A significant portion of the participants (91.6%) were below the age of 45, with an average (standard deviation) age of 35.14 (8.04). Academically, the principal group (56.6%) possessed a bachelor's degree, while 21.9% had post-graduate qualifications, with all respondents demonstrating some level of formal education. On the sectors in which the participants were employed within the public sector, 34.2% (156 individuals) were engaged in the educational sector, while 28.5% (130 individuals) were involved in public service. Public universities accounted for the smallest proportion of respondents' affiliations, with 10.5%. This indicates a diversity of sectoral engagements. In terms of professional experience measured in years, 40.8% disclosed having more than one year

of experience, while an additional 172 individuals (37.7%) reported working for at least six years. Conversely, the group with the least amount of experience (less than one year) displayed a lower

response rate of 10.5%. These findings exemplify the diverse range of responses regarding work experience and sectors of engagement.

**Table 1. Demographic Background of Respondents**

Variables	Category	Frequency	Percentage
Gender Distribution	Male	310	68%
	Female	146	32%
	<b>Total</b>	<b>456</b>	<b>100.0</b>
Age Distribution	Below 25 years	58	12.7%
	25-34 years	138	30.3%
	35-44 years	222	48.7%
	45-54 years	30	6.6%
	Above 54 years	8	1.7%
	<b>Total</b>	<b>456</b>	
Academic Qualification	Intermediate	14	3.1%
	HND/Diploma	58	12.7%
	Bachelor's	258	56.6%
	Post-Graduate	100	21.9%
	Professional	26	5.7%
	<b>Total</b>	<b>456</b>	<b>100%</b>
Sector Distribution	Education	156	34.2%
	Health	130	28.5%
	Public Services	68	14.9%
	State-owned Ent.	54	11.8%
	Public Universities	48	10.5%
	<b>Total</b>	<b>456</b>	<b>100%</b>
Length of Service	Less than one year	48	10.5%
	1-5 years	186	40.8%
	6-10 years	172	37.7%
	Above 10 years	50	11.0%
	<b>Total</b>	<b>456</b>	<b>100%</b>

**Source:** Author construct (2023)

### Data Screening

The examination of missing values was conducted utilizing a column-wise assessment. Thus, after obtaining the final dataset, a cursory manual assessment was made through row-wise and column-wise checks with the help of Microsoft Excel. Each response was assessed to ensure completeness and consistency since none of the response options was made compulsory due to ethical consideration. The assessment revealed no evidence of missing data values, both in terms of count and percentage. Given the established dimensionality of the instrument employed in this study through prior research, it is deemed essential to assess the compatibility of the data at

hand, as posited by studies (Singh et al., 2023; Woode et al., 2024). To satisfy the normality (multicollinearity) criteria, kurtosis and skewness (variance inflation factor) were assessed. It is worth noting that in this study, the data for the study variables were collected simultaneously, thereby introducing the possibility of common method bias (CMB), as acknowledged by Singh et al. (2023). To assess the presence of CMB, the authors conducted Harman's one-factor test, which indicated that a single factor could only account for 34.61% of the variance, falling below the threshold limit of 50% as proposed by Rastogi and Chaudhary (2018) and Singh et al. (2023), as illustrated in Table 2. These signify the absence of CMB as a constraint in the current investigation.

**Table 2. Harman's One-Factor Test**

Component	Total	Extraction sum of squared loadings	% of Variance	Cumulative %
1	7.269	34.615		34.615

## DATA ANALYSIS AND RESULTS

### Analysis

In this study, a comprehensive examination was undertaken, encompassing both descriptive and inferential methodologies. The descriptive analysis was executed using SPSS 22.0, while the inferential analysis, specifically for SEM, entailed the utilisation of the SEMinR package within the R statistical software framework. Adhering to the established guidelines set forth by Anderson and Gerbing, (1988) and further elucidated in Singh et al. (2023), the researchers employed Confirmatory Factor Analysis (CFA) to establish the measures' divergent and convergent validity, subsequently evaluating the model's fitness. The estimation of the models involved the application of the bootstrapping algorithm with a substantial 10,000 bias-corrected bootstrapping samples, as advocated by Streukens and Leroi-Werelds (2016), ensuring that the estimations maintained their robustness even in the presence of deviations from multivariate normality, as indicated by studies (Hair et al., 2019; Streukens & Leroi-Werelds, 2016). The study used the PLS-SEM algorithm as a distinct method for analyzing the study's results since it deviates from the Covariance-Based SEM (CB-SEM) and provides a better assessment of the study's findings (Hair et al., 2019a; Hair, et al., 2019b; Streukens & Leroi-Werelds, 2016).

### Model Evaluation

According to Hair and Alamer (2022), a multitude of model evaluation criteria have been embraced within the realm of PLS-SEM. In the present study, all constructs were measured and assessed reflectively. Following the pronouncements of Hair and Alamer (2022), these constructs were subjected to assessment via indicator reliability,

internal consistency, convergent validity, and discriminant validity. The majority of the indicator reliability, which is a squared value of the loadings, yielded a value above the threshold of 0.50 as established, while values below the threshold were further removed. The Cronbach's  $\alpha$  ( $\rho_c$ ) coefficient yielded an average value of 0.833 (0.896) for the items measuring WEG, 0.751 (0.843) for the four items assessing RJC after removal, and 0.913 (0.933) for the scale of the items measuring TSP. To ascertain convergent validity, the study scrutinised whether the average variance extracted (AVE) values exceeded the lower threshold of 0.50, as posited by studies (Hair & Alamer, 2022; Hair et al., 2019a). We further assessed the construct reliability with the  $\rho_c$  as emphasised by Dijkstra and Henseler (2015) and found that the value accurately lies between the above-mentioned values, which indicates construct reliability. In terms of discriminant validity, adherence to the Fornell-Larcker criteria was demonstrated by the fact that the square root of the AVE for each variable exceeded its correlation with other variables. This was further reinforced by the adoption of the more robust heterotrait-monotrait (HTMT) ratio, as proposed by Henseler et al. (2015). The findings revealed that the HTMT ratios yielded values below the predetermined threshold of 0.85, as stipulated by Henseler et al. (2015). Furthermore, the variance inflation factor (VIF) values exhibited a range between 1.033 and 1.495, below the threshold of 3 to 5, thus signifying the nonexistence of multicollinearity in the current scenario, as affirmed by Becker et al. (2015) established framework. Table 3 highlights the summarised results of the model evaluation for the constructs.



**Table 3. Results of Confirmatory Factor Analysis, Reliability and Validity test**

Elements	Loadings	Indicator Rel.	Cronbach's $\alpha$	$\rho_c$	$\rho_A$	AVE	FL	VIF
Vigor								
WEG-1	0.829	0.687	0.842	0.895	0.829	0.740	0.860	1.498
WEGG-2	0.887	0.787						
WE-3	0.864	0.746						
Dedication								
WEG-4	0.877	0.769	0.855	0.911	0.866	0.773	0.879	1.033
WEG-5	0.884	0.782						
WEG-6	0.877	0.769						
Absorption								
WEG-7	0.880	0.775	0.802	0.883	0.822	0.716	0.846	1.495
WEG-8	0.879	0.772						
WEG-9	0.776	0.602						
Relational Job Crafting								
RJC-1	0.743	0.552	0.751	0.843	0.757	0.573	0.757	1.337
RJC-2	0.747	0.557						
RJC-3	0.725	0.526						
RJC-4	0.811	0.657						
Task Performance								
TSP-1	0.792	0.628	0.918	0.933	0.924	0.637	0.798	-
TSP-2	0.768	0.590						
TSP-3	0.771	0.594						
TSP-4	0.741	0.549						
TSP-5	0.835	0.697						
TSP-6	0.888	0.789						
TSP-7	0.790	0.624						
TSP-8	0.791	0.626						

Note: Indicator Rel.,  $\rho_c$ ,  $\rho_A$ , AVE, FL, and VIF respectively represent indicator reliability, composite reliability, alternative reliability, average variance extracted, Fornell-Larcker criteria, and variance inflation factor. \*\* represent significance at 1%.

### The Model's Goodness of Fit

Tenenhaus et al. (2005) propose an approach for assessing the adequacy of the model, which serves as a metric for global fit, by incorporating the geometric mean of both the Average Variance Extracted (AVE) and the average coefficient of determination ( $R^2$ ) of the endogenous variables. Within this framework, the objective of the Goodness of Fit (GoF) approach is to evaluate both the computational aspects and the underlying structural model of the study, placing significant emphasis on the overall performance of the model (Henseler et al., 2015). The mathematical expression for computing the GoF is as follows:

$$GOF = \sqrt[2]{R^2 \times AVE} = \sqrt[2]{(0.452 \times 0.683)}$$

Consequently, Tenenhaus et al. (2005)'s GoF criteria serve as the basis for determining whether the model is adequate. Following the guidelines outlined by Wetzels et al. (2009), specific thresholds (0.1, 0.10-0.25, 0.25-0.36, and above 0.36) respectively signify no fit, small fit, medium fit, and large fit. Drawing from the outcomes presented in Equation 1, we can infer that the GoF model employed in this study demonstrated a suitably substantial magnitude, thereby corroborating the validity of the global PLS model.

### Descriptive analysis

Table 4 presents a comprehensive overview of the study's variables, including descriptive statistics such as mean, standard deviation, skewness, and kurtosis, as well as the correlations among the

variables. The results revealed that participant reported moderate levels of RJC behaviours, as evidenced by ( $M = 3.572$ ,  $SD = 0.787$ ). Regarding WEG, proxied by the dimensions of vigour, dedication, and absorption, the findings indicated average to high levels ( $M = 3.968$ ,  $SD = 1.168$ ). Furthermore, participants' TSP behaviour displayed an average level, with a majority perceiving themselves as consistently competent in performing tasks ( $M = 3.858$ ,  $SD = 0.712$ ). To assess the distributional characteristics of the three variables under study, their kurtosis and skewness values were examined. The kurtosis

assesses the extreme variations in the response rate and highlight how the response either align with normality or diverge. Skewness on the other hand clarifies the symmetry or otherwise of the response, and justifies the normality of the dataset. The results as highlighted in Table 4 fell within the acceptable range of -2 to +2, aligning with the guidelines as per extant literature. Based on these compelling findings, it can be confidently concluded that the data exhibited a satisfactory level of normality. Moreover, our findings revealed a noteworthy, intermediate degree of association among the variables investigated.

**Table 4. Descriptives and Correlation Matrix**

Variables	M	SD	Skew.	Kurt.	VIG	DED.	ABS	RJC	TSP
Engagement									
Vigor	3.652	1.175	-0.572	1.025					
Dedication	4.124	1.173	-0.805	0.805	0.550**				
Absorption	4.130	1.156	-0.804	0.383	0.576**	0.684**			
RJC	3.572	0.787	-0.845	0.436	0.453**	0.570**	0.524**		
TSP	3.858	0.712	-0.995	1.343	0.448**	0.639**	0.571**	0.667**	1

*Note: M, SD, Skew, and Kurt., VIG, DED, ABS, RJC, and TSP respectively represent mean, standard deviation, skewness, kurtosis, vigour, dedication, absorption, relational job crafting and task performance. \*\* represent significance at 1%.*

### Hypothesis Testing

The study employed SEM to statistically examine the hypothesised framework. The selection of SEM was based on various considerations, including its ability to explore interactions among constructs and indicators within a single model, its statistical robustness and efficacy in handling complex models, its non-assumption of data normality by default, and its capacity to handle sample size limitations more effectively compared to other techniques, as advocated by studies (Adekiya, 2023; Hair & Alamer, 2022; Singh et al., 2023; Woode et al., 2024). This notwithstanding, the data used in this study meet all requirements, including normality. In this study, RJC and TSP were the predictor and response variables, respectively, while WE served as a mediating variable. As presented in Table 5 and supplemented by Figure 2, the result indicates a series of significant path analyses among sampled variables. Figure 2 displays the bootstrapped model estimates, confirming that RJC had a significant positive effect on WE ( $\beta =$

0.502,  $p < 0.01$ ) and TSP ( $\beta = 0.293$ ,  $p < 0.01$ ). Similarly, WEG ( $\beta = 0.475$ ,  $p < 0.01$ ) significantly positively affected TSP. Accordingly, these findings confirmed our hypothetical relationship ( $H_1$ ,  $H_2$ , and  $H_3$ ). However, these findings unveiled an additional layer of insight, indicating that WEG, serving as the primary mediating variable in the study, exhibits a relatively elevated degree of influence on TSP.

The mediated hypothesis ( $H_4$ ) was subjected to further testing using Baron and Kenny (1986) approach, as adopted by Ochoa Pacheco and Coello-Montecel (2023). As highlighted by Streukens and Leroi-Werelds (2016) and further confirmed by Ochoa Pacheco and Coello-Montecel (2023), Baron and Kenny's approach entails a three-step procedure: (1) assessing the significance of the RJC  $\rightarrow$  WEG relationship; (2) examining the significance of the RJC  $\rightarrow$  TSP relationship; and (3) evaluating the statistical significance of the WEG  $\rightarrow$  TSP relationship. If the RJC  $\rightarrow$  TSP relationship is found to be nonsignificant but both the RJC  $\rightarrow$  WEG and

WEG  $\rightarrow$  TSP relationships are significant, it suggests that WEG act as a full mediator. Conversely, if both the RJC  $\rightarrow$  WE and WEG  $\rightarrow$  TSP relationships are significant but the regression coefficient for RJC  $\rightarrow$  TSP is reduced yet remains significant, it indicates the potential for partial mediation. Consistent with the utilised model of mediation effects, the outcomes extracted from Table 5 showcase that the direct influence connecting both the response, mediating, and predictor variables was statistically significant since both effects yielded values with the exclusion of zero. On the other hand, the indirect influence of RJC on TSP ( $\beta = 0.238$ ,  $SE = 0.034$ ,  $95\% \text{ CI} = 0.177, 0.309$ ) was also found to be statistically significant, thus confirming the existence of a partial mediating effect. These findings effectively support our

conjectured associations as stated in H<sub>4</sub>. Regarding the magnitude of the effect, it appears that WEG ( $F^2 = 0.307$ ) exerts a more substantial influence on TSP, as evidenced by a fully standardised indirect effect surpassing the direct influence of RJC ( $F^2 = 0.116$ ), effectively accounting for over half of the total direct effect. In essence, the outcomes concurred with our hypothesised framework and substantiated that RJC wielded substantial direct and indirect effects on TSP by virtue of its mediating influence on WEG. Furthermore, considering the positive coefficients observed for both the direct and indirect pathways, we can deduce that WEG function as a complementary mediator, augmenting the overall mediation process. All models were estimated using the SEMinR package.

**Table 5: Results of Direct and Indirect Effects of Relational Job Crafting on Task Performance**

Model Paths	$\beta_1$	T-Stat.	$F^2$	SE	95% Confidence Interval	
					LCI	UCI
RJC $\rightarrow$ WEG	0.502***	11.739	0.336	0.045	0.411	0.588
RJC $\rightarrow$ TSP	0.293***	6.207	0.116	0.047	0.198	0.383
WEG $\rightarrow$ TSP	0.475***	10.968	0.307	0.042	0.391	0.558
RJC $\rightarrow$ WEG $\rightarrow$ TSP	0.238***	7.055	0.191	0.034	0.177	0.309

*Note: RJC, WE, and TSP respectively represent relational job crafting, work engagement, and task performance.  $\beta_1$ ,  $F^2$ , SE, UCI, and LCI represent the path coefficients (the estimated results or the standardized coefficient on the relationship between the sample variables and indicate the strength and direction of the relationships between RJC, WEG, and TSP, with higher values showing stronger nexus), effect size (magnitude of the nexus between RJC, WEG, and TSP, indicating the strength or practical significance of the associations within the model), standard error (measures the accuracy of the estimates, reflecting the variability or uncertainty in the estimation, with smaller standard errors indicating more precise estimates of the model's relationships), and upper and lower confidence (provide a range of values within which the true Beta estimate is likely to fall, with a specified level of confidence, usually 95%, assessing the accuracy and reliability of the estimate; if the interval does not include zero, the effect is considered statistically significant.). \*\*\* represents significance at 1%.*

## DISCUSSION

The primary objective of this study was to furnish empirical substantiation for the mediating role of WEG on the effect of RJC on TSP among employees in the public sector of Ghana. Furthermore, we examined the direct influence of both RJC and WEG on TSP. Our results revealed the presence of a positive association between RJC and WEG, thereby affirming the validity of our initial hypothesis. The significance of this relationship can be clarified by considering that job crafting, particularly its relational dimension, enables employees to enhance their work by fostering connections with others and establishing

the necessary workplace networks. It can be argued that despite the challenges in most public sectors, effective social interaction among employees stands the most effective factor enhancing their persistent performance and the growth of these sectors. The significant results indicate the need to prioritize these dimensions among managerial factors in a quest to strengthen all public sector organizations in Ghana. These findings are consistent with research by studies (de Beer et al., 2016; Moreira et al., 2022; Rofcanin et al., 2019), which highlighted the significant influence of job crafting on WEG. Moreover, RJC exhibited a distinct positive

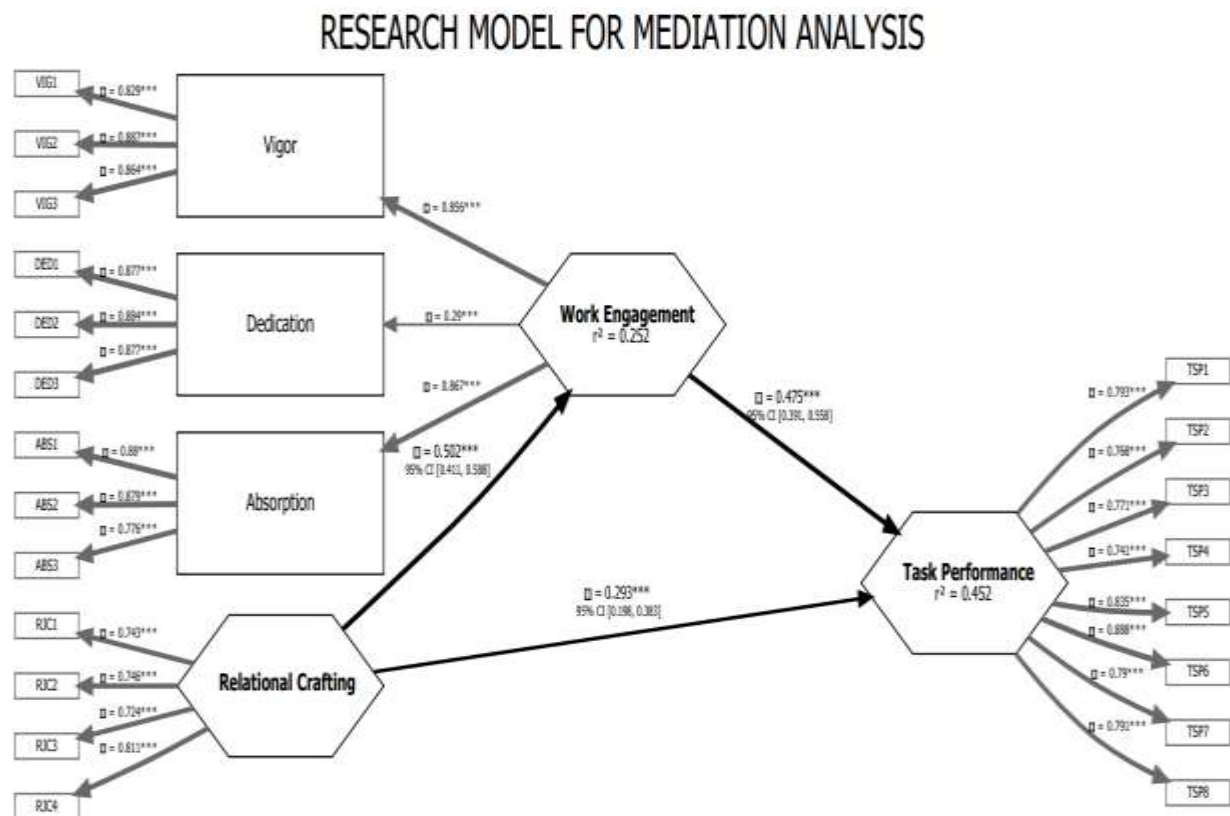
influence on TSP, effectively confirming our second hypothesis. The immediate result affirms the relevance the public sector employees in Ghana, like any other country, attribute to RJC. Thus, beyond the financial factors, RJC and WEG remains among the most relevant factors that drive employee attitude towards improved performance. One can perceive this through the fact that the Ghanaian culture prioritizes social interaction, which largely aligns with the basis of RJC. Through increasing levels of RJC, employees can modify their interactions at work, which further enhances their engagement, and collaboration since effective RJC reduces work-related stress and increases employee sense of belonging. This proactive engagement in RJC aligns with the communal cultural values in Ghana, encouraging cooperation and support within public sector teams. These findings substantiated the notion that RJC engenders an effect on TSP, as established in studies (Moreira et al., 2022; Pari et al., 2019). However, the results of the present study do not lend credence to the conclusions drawn by studies (Guan & Frenkel, 2018; Shin et al., 2020) and other pertinent research, which reported an exceedingly feeble or negligible effect of RJC on WEG.

The results also revealed that WEG exerts a positive direct effect on TSP, thereby corroborating the validity of the third hypothesis. Heightened levels of WEG possess the potential to augment an employee's performance within the workplace, as supported by the studies conducted by studies (Amoako-Asiedu & Obuobisa-Darko, 2017; Breevaart et al., 2016; Ohemeng et al.,

2020). The results revealed that fostering WEG can optimise the work environment and yield performance benefits. The hypothesis concerning the mediating function of WEG in the nexus between RJC and TSP received further empirical substantiation. These outcomes not only provide additional confirmation of the fundamental principles of the JD-R model about the link between engagement and crafting but also support the notion that WEG predicts performance through job crafting. Furthermore, considering the significant influence of RJC and WEG on TSP, we can further affirm the Self-Determination Theory (SDT) based on human aspirations for autonomy and related factors (Deci et al., 2012; Ryan & Deci, 2022). Hence, the elevation of autonomy and interpersonal connections has the potential to enhance performance. In summary, the present investigation has effectively demonstrated the existence of dynamic interconnections among RJC, WEG, and TSP. However, limited attention has been given to how RJC specifically affects TSP, with most studies exploring other facets of performance. Our results, elucidating the partial complementary mediating role of WEG in the relationship between RJC and TSP, present a novel paradigm of evidence, indicating that while interpersonal connections are essential to employees, their desire to engage also enhances such relationships. Furthermore, the identification of these dynamic link in the present study has the potential to provide further insights into the complex phenomena of RJC, WEG and TSP consequently contributing to a deeper theoretical understanding.



**Figure 2. Mediation model of relational job crafting, work engagement, and task performance after higher-order construct and bootstrapping analysis. \*\*\* represent 1% significance level**



## CONCLUSIONS

This study examined the mediating role of WEG in the link between RJC and TSP among employees in the public sector of Ghana. A comprehensive closed-ended questionnaire and a cross-sectional online survey were utilised in data collection to sample a total of 456 employees. The study yielded compelling outcomes, revealing a significant positive influence of RJC on WEG and TSP. Also, a noteworthy positive influence of WEG on TSP was observed. Importantly, the results about the mediating role shed light on the fact that engagement serves as an average yet significant complementary mediator in the relationship between the RJC and the TSP. Our study's findings posit the notion that the presence of a pleasant work environment coupled with robust interpersonal relationships among employees augments their WEG, thereby fostering enhanced performance. Consequently, an employee's level of WEG flourishes when they have the requisite relational skills within their

work context. The comprehensive results in the context of RJC and WEG affirm that, to remain competitive in the ever-evolving landscape both within Ghana and on a global scale, the cultivation of RJC and a compelling need for engagement remain pivotal attributes that every employee must possess. It can be concluded that effective social interaction among employees and its resulting engagement stand the most effective factor enhancing their persistent performance and the growth of the Ghanaian public sector. The results of this study not only corroborate the majority of previous studies but also underscore the universal significance and relevance of these concepts, transcending geographical boundaries. Consequently, our findings not only validate the adopted theories but also contribute to bridging the existing geographical knowledge gap within this particular field of study.

### Practical implication

The present study offers manifold implications for employers in the public sector, encompassing governmental entities, institutional directors, and other pertinent stakeholders such as employees and labour unions. To translate the study's findings into practice, we recommend that employers recognise the pertinence of RJC and WEG in enhancing TSP. Consequently, these aspects should be incorporated into relevant training programmes to address the multifaceted challenges arising from a complex work environment. The complementary mediation effect suggests that employees who actively reshape their work interactions not only directly enhance their performance but also engage more deeply in their tasks, amplifying their productivity. Based on these insights, the sample organizations as well as the generalized public sector organizations should encourage RJC by fostering collaborative work environments and training that promotes social resource use. Also, managers of public institutions should acknowledge the pertinence of RJC towards WEG and TSP and prioritize boosting these factors through recognition programs, clear communication, and support mechanisms, and create a culture where employees are allowed to proactively craft their roles, leading to improved performance outcomes. Also, employers can facilitate opportunities for employees to engage in relational activities, such as regular meetings specifically dedicated to fostering human connections. During these gatherings, employees can share and appreciate positive experiences related to RJC with their colleagues. By doing so, employers emphasise their support for WEG in RJC behaviours, which can positively influence their level of engagement and performance. Likewise, labour unions and regulatory authorities can advocate for increased leave entitlements, enabling employees to nurture relationships out of the demanding work environment. This can contribute to the enhancement of their RJC abilities. Employees themselves should also recognise the significance of these factors and actively engage in relational conversations at

work to foster the WEG and TSP of their team members or colleagues. Furthermore, employees need to participate in periodic training sessions focused on cultivating their interpersonal skills. Such events can play a pivotal role in reducing work-related stress and further enhancing their ability to engage effectively in RJC behaviours.

### Limitations and directions for future research

The primary constraint of this study pertains to the study sample and area. Our research focused exclusively on public sector employees, who represent a relatively minor proportion of the overall employee population in the study country and are also limited to a single region. Consequently, the outcomes may not fully capture the diverse responses that could emerge across sectors and regions. To address these limitations, future research could encompass both the public and private sectors, incorporating perspectives from diverse regions within the country. A second limitation involves the omission of controlling for extraneous factors, including various demographic characteristics that have been observed to influence outcomes in most cross-sectional studies. Thus, future investigations could incorporate these variables to ascertain their effect on responses and potentially modify the results within the Ghanaian context. A third limitation arises from the cross-sectional design employed in this study, which precludes a comprehensive understanding of how the findings may evolve across varying periods. Therefore, a longitudinal design is warranted in future studies to capture the dynamics mentioned earlier. The superiority of the proposed longitudinal study over the cross-sectional stems from its ability to capture the variations in the key factors (RJC, WEG, and TSP) over time. Thus, unlike the current study's results, which capture the influence of RJC and WEG on TSP at a single point, a longitudinal approach would allow for examining the varying dynamics and temporal effects between these variables, providing deeper insights into how RJC and WEG evolve and impact TSP over different periods. The longitudinal study would reveal whether RJC

leads to lasting changes in WEG and whether these changes consistently translate into enhanced TSP. This perspective would overcome the inability to infer causality, offering a more robust understanding of the progressive trajectories of RJC and WEG and their impact on TSP in the Ghanaian public sector context. Also, despite the positive influence of both the mediating and predictor variables on the response, the specific mechanisms through which these effects occur remain unclear. Studies should strive to differentiate the influence of different dimensions of these constructs. This will provide a deeper understanding of the underlying processes and contribute to the advancement of knowledge in the field.

### Funding:

The author(s) received no financial support for the research, authorship, and/or publication of this article.

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