



## **Impact of Perceived Organizational Support, Servant Leadership, Creative Self-Efficacy, and Conscientiousness on Job Boredom Via Job Crafting: A Study on Banking Sector of Pakistan**

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### **ABSTRACT**

The feeling of job boredom can impede employees' performances but it can be improved through engaging them in job crafting activities. It is important to understand the concept of job boredom because it can lead to many negative consequences at the work place. The study attempted to investigate the impact of perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness on job boredom through the mediating effect of job crafting. Data has been collected from 450 employees of Punjab and Sindh working in banking sector of Pakistan through questionnaires. The data is analyzed with the help of SPSS 22 and Smart PLS 3. The findings reveal that there is significant and positive impact of perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness on job crafting. Additionally, job crafting has significant and negative impact on job boredom. However, job crafting also significantly mediate between perceived organizational support, servant leadership, creative self-efficacy, conscientiousness, and job boredom. Moreover, the study also suggests that future researchers can explore other outcomes of job crafting through which job boredom can be mitigated.

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## **1. Introduction**

Boredom occurs either unintentionally or intentionally but stays at work regardless of the technological innovation or changes in work. Boredom is something that cannot be avoided and is across the board (Sánchez-Cardona, Vera, Martínez-Lugo, Rodríguez-Montalbán, & Marrero-Centeno, 2020). Job boredom is a condition where an employee seems to be passive and less interested in performing day to day activities (Harju, Schaufeli, & Hakonen, 2018). Research suggests that it is a common problem across the globe and it can be encountered at any occupational level. Moreover, the percentage of boredom at work among employees was recorded from 15% to 87% (van Hooff & van Hooff, 2017). Nowadays the essential target of numerous banks is to earn revenues and higher profits. Regarding this target, employees at banks have to deal with outrageous stress and exhaustion and at times due to their repetitive work routine, they are experiencing job boredom (Santiago, Vega, & Alvarado, 2020).

Some researchers found that workplace boredom arises due to monotonous work and it emerges due to the tasks that don't appear to be entertaining and considered

ineffective by the employees. According to past study, it is suggested that boredom can be reduced through job crafting (Oprea, Iliescu, Burtăverde, & Dumitrache, 2019). Furthermore, Wrzesniewski and Dutton (2001), were the initiator of the job crafting, which means that employees are said to be job crafters when they actively engage in making changes in their task because they want to align capabilities and their personal need with the job (Ingusci et al., 2019). The focus of this study is to examine job boredom through different outcomes of job crafting.

Nowadays the concept of servant leadership is gaining popularity because of its ability to foster innovative behavior among followers (Zhu & Zhang, 2020). The study presented by Harju et al. (2018), examined that servant leadership helps in creating job crafting behavior among employees and reduces job boredom. This style of leadership gives a sense of empowerment to employees by inspiring them to unlock their potential because these leaders lead their followers to the right path and let them avail the opportunities without having fear of losing. Past studies examined servant leadership with burnout, job satisfaction, and work engagement. (Bao, Li, & Zhao, 2018; Farrington & Lillah, 2019; Sheikh & Inam, 2019). However, few studies focused on examining the link of job crafting with boredom (Harju, Hakanen, & Schaufeli, 2016). This research attempted to examine the relationship between servant leadership and job boredom with job crafting as a mediator.

The research found that type of personality has some association with job boredom, as people vary in their tolerance level according to the type of personality trait they hold. Indeed, extrovert individuals are less likely to indulge in boredom because they are outgoing and lively and hence they are good at controlling job boredom (Sulea, Van Beek, Sarbescu, Virga, & Schaufeli, 2015). Similarly, the association between personality and job crafting had been explored but a handful of research had carried out on examining the relationship between conscientiousness, one dimension of personality with job crafting. A conscientious person demonstrates willingness towards performing tasks effectively and promptly. Thus, a contribution in literature can likewise be made through investigating the relationship of conscientiousness with job crafting and then how job crafting can mitigate job boredom (Oprea et al., 2019).

Besides, creative self-efficacy (CSE) and perceived organizational support (POS) also seems to be important for creating job crafting behaviors among employees but not adequate research has been conducted on assessing these variables. CSE fosters job crafting behaviors among employees, whereas good organizational support gives a sense of trust and freedom to employees for redesigning their work (H. Kim, Im, & Qu, 2018). Many studies have been conducted to look at various causes of job-related boredom (Harju & Hakanen, 2016; Tsai, 2016). However, this study tried to examine job boredom through the predictors of job crafting such as CSE and POS.

The previous studies examined employee job crafting and job boredom but still, less is known to understand this concept, and most of the researches were related to western countries. This study tried to address the theoretical gap by examining job boredom through various predictors of job crafting such as perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness. Moreover, the essence of previous researches was on exploring factors that lead to job boredom in the IT, educational, and healthcare sectors (Eid, 2018; Lichtenthaler & Fischbach, 2018). But limited research is found where job crafting is used as a mediator of job boredom with different predictors in the banking sector (Harju et al., 2016; Karatepe et al., 2019). Thus, this study also addressed the practical gap by examining the banking sector.

### **1.1. Structure of the Study**

The research structure consists of abstract, introduction, literature review methodology, results, and discussions. The introduction discusses the research background, gaps, and research objectives. After that, the literature review highlights theoretical frameworks and models previously introduced. Furthermore, the methodology of this study discusses research design, data collection instruments, and analysis techniques. Then results and findings are presented along with interpretation. The end of the research paper presents a conclusion along with recommendations and implications.

## 2. Literature Review

In light of conservative of resources (COR) theory, when individuals engage in crafting activities, they might need support from their organization as employees' positive perceptions about their manager/supervisor help them to perform effectively. Perceived organizational support (POS) also fosters positivity among employees and makes them remain committed to their firms as well as get satisfaction from their jobs. Thus, the role of POS is to encourage employees to initiate crafting activities with ease (H. Kim, Im, Qu, & NamKoong, 2018).

Besides that, COR theory supposed that to secure well-being, people work hard to accumulate their resources. But employees want opportunities to get more resources and in this case, good leader support is required that encourages such behaviors and provide directions (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). Servant leaders are appropriate for the employees in developing their skills and in making work meaningful through promoting job crafting activities.

On the other side, individual abilities to produce specific behavior or task also boost crafting behaviors which are termed as self-efficacy. CSE is the extended version of self-efficacy that implies a person's ability to deliver creative results (Puate-Díaz, 2016) Consistent with COR theory, the study argued that employees having CSE are willing to possess resources that foster engagement in performing creative activities. Employees have trust in their abilities and can control their work. Moreover, they generate new ideas to improve their jobs. They know that they will be rewarded for the efforts that make them motivated and they focus on creating new resources (De Clercq, Haq, & Azeem, 2018).

According to Rudolph, Katz, Lavigne, and Zacher (2017), COR theory considered conscientiousness to be the most valuable resource because this trait encourages employees to make effective use of those resources they have. Conscientious persons are well organized, responsible, punctual, and professionals. They look for new avenues to explore and an opportunity to develop their skills. These qualities of individuals motivate them to engage in job crafting activities.

### 2.1. Perceived Organizational Support and Job Crafting

When employees experience positivity in their workplace, they tend to generate positive emotions as well as engage in the formulation of creative ideas and work for their implementation. Thus, social support encourages employees to get engaged in job crafting activities (Cha, 2020). H. Kim, Im, Qu, et al. (2018), explored various job crafting antecedents and studied how POS influences job crafting. POS fosters employees' creativity because it promotes a healthy work environment (Yousaf, Hussain, Aqdas, Zaman, & Rana, 2020). Yet many researches have been focused on exploring the relation of POS with different variables but still limited research has been found on the association of POS with Job crafting. Thus, to broaden the existing literature and find out the association of POS with job crafting, the following hypothesis is proposed:

H1: There is a significant positive relationship between perceived organizational support and job crafting

### 2.2. Servant Leadership and Job Crafting

A servant leader is one whose main focus is on the service of others. Thereby, the orientation of others is an approach in servant leadership. Servant leaders foster positivity among their followers and motivate them to grow and develop. Whereas, the basic attribute of job crafting is the liberty to re-craft tasks or characteristics of jobs (relations, cognitive or physical aspects) that matches with the interests, needs, and abilities of the followers (Prakasch & Ghayas, 2019).

According to Harju et al. (2018), changes in current activities make work more meaningful and thus helps in reducing boredom. This study proposed that when team servant leadership exists then it positively encourages job crafting among followers. Still,

inadequate researches exist where association between these two variables are found. So, keeping in mind above literature the following hypothesis is deduced:

H2: There is a significant positive relationship between servant leadership and job crafting

### **2.3. Creative Self-Efficacy and Job Crafting**

Creative self-efficacy is an extension of self-efficacy which means that people can produce creative results (Bang & Reio Jr, 2017). CSE is also defined as a specific kind of self-adequacy that implies an individual's belief that the person is equipped for accomplishing imaginative results (Newman, Herman, Schwarz, & Nielsen, 2018). Upon reviewing the previous literature, a relationship can be found between self-efficacy and job crafting. As self-efficacious employee display proactivity in their behavior and become in charge of whatever they do. Self-efficacious employees like to work on additional tasks because they believe that they can alter some aspects of their jobs. Hence, job crafting and self-efficacy are assumed to have a positive link with each other (Rošková & Faragová, 2020).

According to H. Kim, Im, and Qu (2018), highly CSE employees tend to generate new ideas to solve problems related to their jobs and engage in task crafting. Even now many researches have been conducted on examining self-efficacy's impact on performance, job satisfaction, and physical activity (Haddad & Taleb, 2016; Haegele, Kirk, & Zhu, 2018; Maggiori, Johnston, & Rossier, 2016). Nevertheless, due to inadequate research on this area of CSE and job crafting, following hypothesis is proposed to broaden the existing literature by finding the association of CSE with job crafting.

H3: There is a significant positive relationship of creative self-efficacy with job crafting

### **2.4. Conscientiousness and Job Crafting**

People who are conscientious always welcome learning opportunities in order to develop themselves and take new initiatives that benefit the organization. A conscientious person seems to be more organized, careful, responsible, well-timed, and a perfectionist in his work. Whereas, job crafting is the alteration in tasks, relationships, or intellectuality made by the employees themselves in order to perform better at their jobs (Luu, Rowley, Dinh, Qian, & Le, 2019). Furthermore, M. Kim and Beehr (2020), stated it as a worker's proactive behavior to change work into a meaningful form. In the study of Bell and Njoli (2016), they supported conscientiousness and job crafting relationship. Until now, limited researches have been embraced to explore the relationship between them. So, following the lack of literature on this subject this hypothesis is developed.

H4: There is a significant positive relationship among conscientiousness and job crafting

### **2.5. Job Crafting and Job Boredom**

Job crafting is characterized as those alterations of the job resources or demands that are made by the employees to achieve or potentially improve their work/objectives (Bavik, Bavik, & Tang, 2017). Job crafting gives an alternate job experience to employees because in this they can make physical, cognitive, or relational changes to some areas of their job (Lichtenthaler & Fischbach, 2018). Studies on job crafting have made rapid expansion since the past decade. However, still, limited research has been conducted (Rudolph et al., 2017).

According to Harju et al., (2018), less challenging/unavailability of tasks, insufficient support, and monotonous working conditions lead toward the state of creating boredom among people. Job boredom is a condition in which employees feel less connected with the work they are engaged in. This state of dissociation from work becomes the cause of many negative consequences, such, illness, fatigue, and exhaustion among employees, and ended up with job burnout.

According to Harju et al. (2016), job crafting reduces boredom at work. This is because when employees have the liberty to re-craft their jobs they feel less bored. The

study supported the negative effect of job crafting on boredom at work. Furthermore, another study by Harju et al. (2018), also argued that when employees' abilities and needs are not parallel to their work then they unintentionally become a victim of workplace boredom. It also proposed and supported negative relation of job crafting with job boredom at the team level. So, in accordance with the above literature, following hypothesis is formulated.

H5: There is a significant negative relationship between job crafting and job boredom

## **2.6. Perceived Organizational Support Affects Job Boredom Via Job Crafting**

Organizational support is essential to encourage employees to perform better and it encourages them to remain with the organization through all thick and thin (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019). According to H. Kim, Im, and Qu (2018), POS plays an essential role in job crafting as in this employees look for new resources and require assistance on the utilization of current resources. So, when they get support from their manager, they utilize their resources well and engage in making their work meaningful because such kind of support gives them confidence. The study proposed and supported to have positive relation of POS with job crafting.

The study by Harju et al. (2018), claimed that employees' feeling of boredom at work arises due to their repetitive work or lack of resources, or less challenging tasks. In this case, job crafting help to get rid of the state of boredom as it let them craft jobs that best suit their interests and capabilities. Individual boredom is reduced when they achieve a fit between person-job. Hence, with the above debate, the following hypothesis is proposed

H6: Job crafting significantly mediates between perceived organizational support and job boredom

## **2.7. Servant Leadership Impacts Job Boredom Via Job Crafting**

Employees when feel bored are seemed to be less engaged in performing their work effectively and firms cannot make proper utilization of their capacities (Harju et al., 2016). Boredom is termed as a state where employees feel a disconnection from whatever they do. This feeling can generate at any position. Besides that, it is also argued that employees get bored because they have a lack of resources or their tasks are boring. Therefore, job crafting helps them to get rid of this state of boredom and the role of a servant leader comes into action that provides support to followers in crafting their jobs. As leaders in this role empower their followers and help them in career development. They provide mentoring, strengthen their inner capabilities, and create an atmosphere for their followers that led them to succeed and get rid of boredom. Thus, servant leaders help followers in their job crafting and contribute to their well-being (Harju et al., 2018). So, in accordance with the previous literature, the following hypothesis is developed

H7: Job crafting significantly mediates between servant leadership and job boredom

## **2.8. Creative Self-Efficacy Impacts Job Boredom Via Job Crafting**

CSE is a person's conviction about their capacity to get innovative ideas and is a particular kind of self-adequacy identified with an imagination that serves both a persuasive and psychological capacity. CSE results in creative performance since it mirrors an inner supporting power that moves people notwithstanding the provokes local to innovative work (Christensen-Salem et al., 2020). The study of H. Kim, Im, Qu, et al. (2018), argued that CSE is positively related to job crafting because when individuals are high in CSE then they display a positive attitude toward their work and likely to engage in crafting their tasks and also display good interpersonal relationships.

Furthermore, the study by van Hooff and van Hooft (2014), suggested that employees sometimes experience job boredom due to poor fit between job-person and especially when employees are capable enough to think out of the box. So, if they involve

crafting tasks, they are likely to experience less job boredom. The study supported that job crafting dimensions reduces boredom. In light of the above studies, following hypothesis is proposed

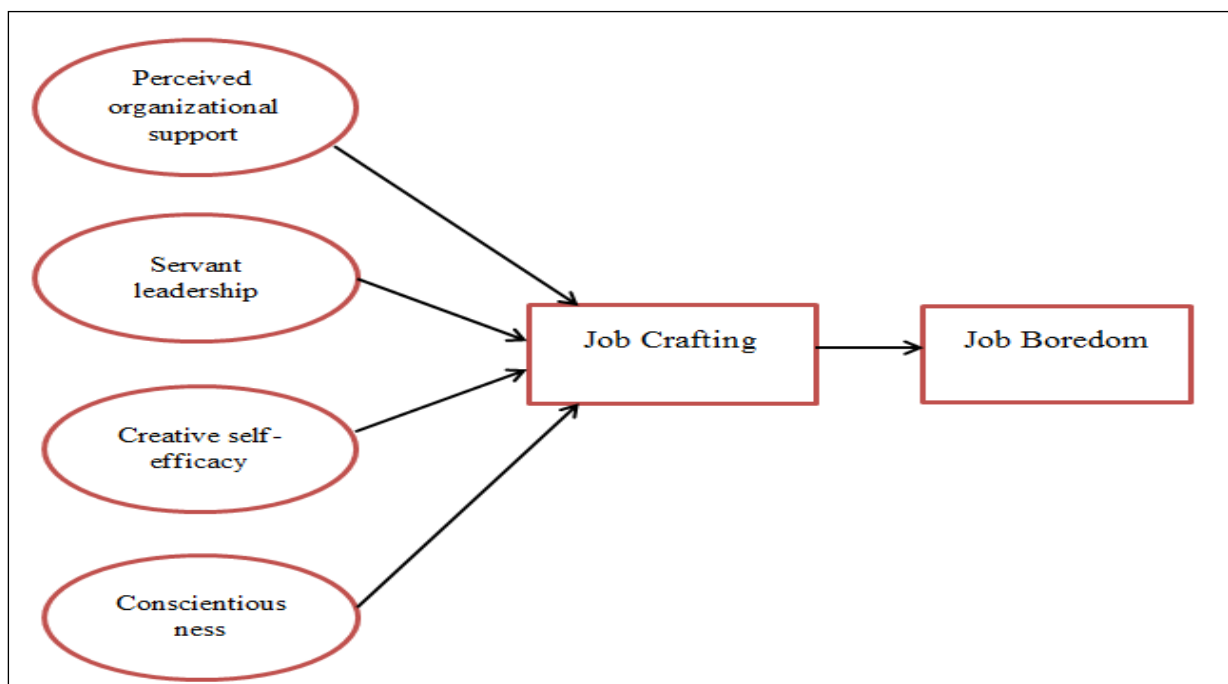
H8: Job crafting significantly mediates between creative self-efficacy and job boredom

## 2.9. Conscientiousness Impacts Job Boredom Via Job Crafting

According to Agarwal and Gupta (2018), a conscientious employee strives hard for success and is consistent, self-disciplined, organized, and reliable. They will set objectives and apply more endeavors and are determined in their approach. From the rest of the personality traits, conscientiousness gets more attention because it is an important indicator of work execution across occupations. They are self-trained, preserving, and faithful, and make progress towards accomplishment. Job crafting, on the other hand, helps in providing employees with the necessary resources that let them out of the state of boredom at the workplace. In fact, employees feel less bored at work when they have to be deal with challenging tasks and engage in skill development activities (Harju et al., 2016).

The study of Oprea et al. (2019), examined how job crafting can help in lowering job boredom and what role does personality plays. It proposed that a negative relationship exists between conscientiousness and boredom with the mediatory impact of job crafting (challenging demands and increasing structural resources). The findings were drawn from employees working in different industries like communication, science, education, healthcare, manufacturing, and insurance. The hypothesis was partially supported and results revealed that highly conscientious employees prefer to perform job crafting activities because they want to change and hence it helps them in reducing work boredom. Thus, the following hypothesis is proposed

H9: Job crafting significantly mediates between conscientiousness and job boredom



**Figure 1: Theoretical Framework**

## 3. Methodology

This study analyzed the impact of perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness on job boredom through the mediating effect of job crafting.

The target population was comprised of employees working in different banks of Sindh and Punjab. Employees were approached according to the convenience sampling

technique. Moreover, data was collected through survey questionnaire. The sample size was 450 calculated through the formula of (Kline, 2015).

This study employed a questionnaire technique for the purpose of data collection from respondents. Questionnaire was based on 5 points Likert scale, ranging 1 to 5 from strongly disagree to strongly agree respectively. The questionnaire consisted of total 45 items related to the variables which were taken from past studies based on their reliability. The scale for measuring job boredom was adapted from Reijseger et al. (2013), which consisted of 8 items. For job crafting, 9 items from H. Kim, Im, and Qu (2018), were taken. Moreover, perceived organizational support was assessed with 4 items adopted from ((DeConinck & Johnson, 2009), servant leadership with 7 items adopted from ((Karatepe, Ozturk, & Kim, 2019), creative self-efficacy with 8 items adopted from ((Carmeli & Schaubroeck, 2007), and conscientiousness with 9 items adapted from ((John & Srivastava, 1999).

### 3.1. Demographics

The demographics used for this study include gender, age, experience, education, and designation, displayed in table 1. The summary of the table showed that the respondents were 50.7% females and 49.3% males. Upon examining the age, it was found that 38.3% of respondents were from age bracket 25-30 years while 35.0% from 31-35 years, 16.8% from 36 years or above, and only 10.0% were under 25 years. Most of the participants i.e. 61.1% did Master, while 26.5% did Bachelor and 12.4% belong from other fields. Moreover, 15.3% of participants possessed less than 1 year of job experience, 39.2% belonged from 1-3 years and the rest had more than 4 years of experience. The designation column indicated that 54.2% of respondents were from the managerial level while 45.8% were from the non-managerial level.

**Table 1**  
**Demographics**

Demographics	Description	Frequency	Percentage
Gender	Male	223	49.3
	Female	229	50.7
Age	Below 25 years	45	10
	25-30 years	173	38.3
	31-35 years	158	35
	36 years or above	76	16.8
Education	Bachelor	120	26.5
	Master	276	61.1
	Other	56	12.4
Experience	Less than 1 year	69	15.3
	1-3 years	177	39.2
	4 years or above	206	45.6
Designation	Managerial	207	45.8
	Non-managerial	245	54.2

For performing data analysis, the study used Statistical Package for the Social Science (SPSS) 22 along with SmartPLS 3. SPSS is considered a reliable tool for analyzing the findings of the research. It is useful in dealing with a large amount of data and provides graphs and charts for better understanding (Opie, 2019). Similarly, SmartPLS is GUI software that offers various features for performing analysis such as path analysis and structural modeling (Sarstedt & Cheah, 2019). Based on their reliability, preliminary tests were performed through SPSS 22. Afterward, SmartPLS 3 was used to measure the convergent along with discriminate validity of the constructs.

The study performed confirmatory factor analysis and structural equation modeling to examine the model adequacy and drawing conclusion respectively. Measurement model assessment is done to ensure the construct's reliability and validity for the purpose of their suitability for the path model (Henseler, Ringle, & Sarstedt, 2015). Furthermore, the identification of patterns among variables can be found through the structural equation model as it helps in testing the theory of interest (Hair Jr, Hult, Ringle, & Sarstedt, 2016). This study used PLS-SEM bootstrapping method for obtaining the results.

#### 4. Data Analysis and Findings

The analysis of data performed through employing SPSS 22 and Smart PLS 3 software. Firstly, the convergent validity of the items were determined. The reliability of the variables with their items were assessed through composite reliability; average variance extracted, and item loadings. For the scale said to reliable, Hair Jr et al. (2016), suggested that the values of items must have CR value  $> 0.7$ , with items loadings and AVE  $> 0.5$ .

In this study, the loadings of all items were greater than 0.5, CR values of all items were  $> 0.7$ , and the values of AVE were also  $> 0.5$ . Therefore, meet the threshold values of Loadings, CR and AVE suggested by the researchers. Table 2 displayed details of convergent validity.

**Table 2**  
**Convergent Validity**

Constructs	Items	Loadings	CR	AVE
Job boredom	JB1	0.749	0.938	0.656
	JB2	0.804		
	JB3	0.836		
	JB4	0.748		
	JB5	0.829		
	JB6	0.875		
	JB7	0.817		
	JB8	0.814		
Job crafting	JC1	0.710	0.925	0.580
	JC2	0.777		
	JC3	0.782		
	JC4	0.732		
	JC5	0.793		
	JC6	0.721		
	JC7	0.805		
	JC8	0.774		
	JC9	0.750		
Perceived organizational support	POS1	0.820	0.901	0.696
	POS2	0.870		
	POS3	0.879		
	POS4	0.762		
Servant leadership	SL1	0.709	0.909	0.589
	SL2	0.817		
	SL3	0.726		
	SL4	0.783		
	SL5	0.801		
	SL6	0.769		
	SL7	0.762		
Creative self-efficacy	CSE1	0.723	0.926	0.611
	CSE2	0.797		
	CSE3	0.798		
	CSE4	0.805		
	CSE5	0.807		
	CSE6	0.793		
	CSE7	0.768		
	CSE8	0.761		
Conscientiousness	CO2	0.706	0.916	0.610
	CO3	0.819		
	CO4	0.814		
	CO5	0.770		
	CO6	0.795		
	CO7	0.800		
	CO8	0.758		

After testing the convergent validity, discriminant validity was checked through Fornell-larcker, and HTMT. The examination of discriminant validity is done through criteria suggested by (Fornell & Larker, 1981). They suggested that the diagonal values in the matrix must be greater than the non-diagonal values. Table 3 showed the statistics that



confirmed the fulfillment of the criteria, as all diagonal values are larger as compared to the non-diagonal.

**Table 3**  
**Discriminant validity**

Constructs	CO	CSE	JB	JC	POS	SL
CO	0.781					
CSE	0.675	0.782				
JB	-0.454	-0.478	0.810			
JC	0.688	0.659	-0.521	0.761		
POS	0.427	0.508	-0.503	0.558	0.834	
SL	0.506	0.578	-0.442	0.638	0.727	0.767

The cross-loadings of the variables were presented in table 4. As suggested by Hair Jr et al. (2016), the criteria for cross-loadings is that the outer loadings of the construct must be higher for its own as compared to its loadings for other constructs. The standard suggested by the researcher was met by all the constructs.

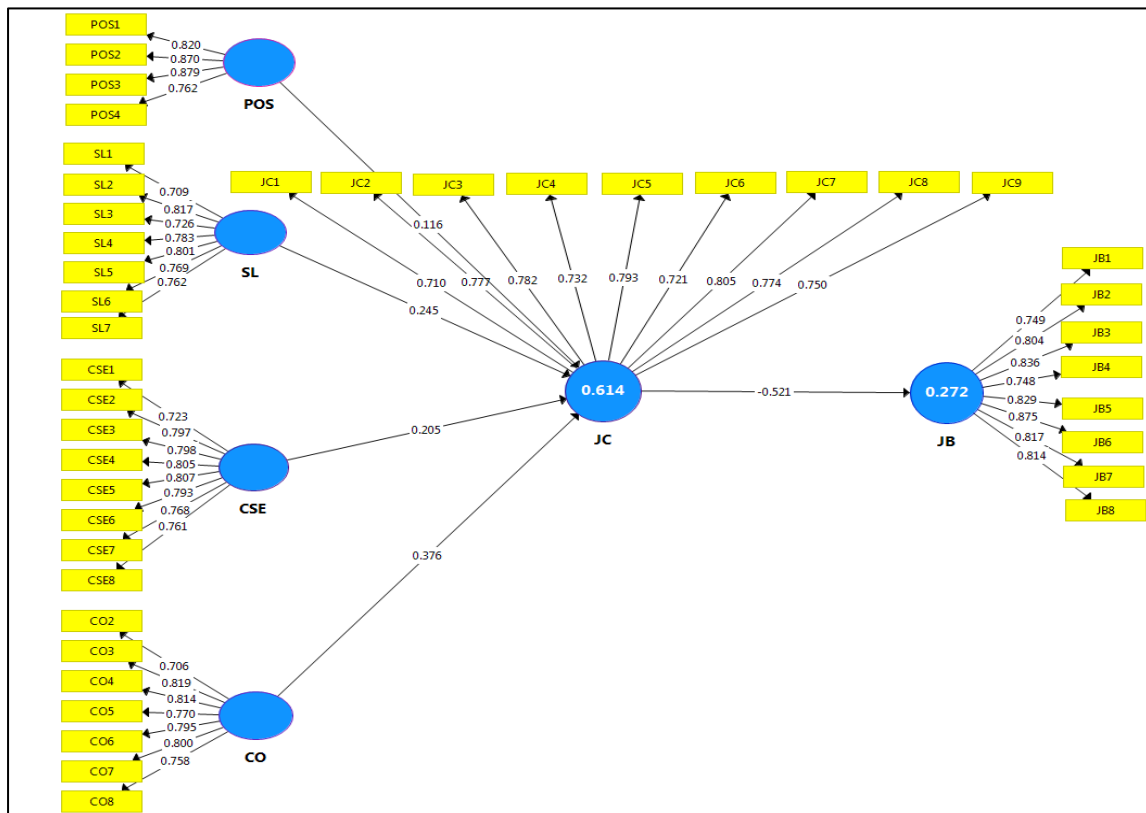
**Table 4**  
**Cross loadings**

Constructs	CO	CSE	JB	JC	POS	SL
CO2	0.706	0.552	-0.379	0.461	0.316	0.386
CO3	0.819	0.552	-0.328	0.536	0.345	0.408
CO4	0.814	0.522	-0.349	0.559	0.366	0.426
CO5	0.770	0.522	-0.360	0.544	0.345	0.393
CO6	0.795	0.514	-0.342	0.545	0.314	0.393
CO7	0.800	0.548	-0.386	0.565	0.348	0.360
CO8	0.758	0.486	-0.344	0.541	0.301	0.401
CSE1	0.501	0.723	-0.326	0.442	0.404	0.466
CSE2	0.522	0.797	-0.362	0.529	0.420	0.481
CSE3	0.549	0.798	-0.383	0.516	0.420	0.488
CSE4	0.541	0.805	-0.419	0.531	0.387	0.452
CSE5	0.548	0.807	-0.380	0.549	0.425	0.450
CSE6	0.531	0.793	-0.388	0.535	0.365	0.426
CSE7	0.488	0.768	-0.356	0.471	0.351	0.412
CSE8	0.536	0.761	-0.368	0.536	0.408	0.443
JB1	-0.348	-0.388	0.749	-0.425	-0.377	-0.314
JB2	-0.374	-0.397	0.804	-0.428	-0.413	-0.380
JB3	-0.378	-0.397	0.836	-0.383	-0.382	-0.370
JB4	-0.332	-0.331	0.748	-0.410	-0.446	-0.429
JB5	-0.379	-0.420	0.829	-0.415	-0.400	-0.329
JB6	-0.359	-0.388	0.875	-0.443	-0.435	-0.380
JB7	-0.370	-0.387	0.817	-0.454	-0.409	-0.356
JB8	-0.400	-0.385	0.814	-0.410	-0.394	-0.307
JC1	0.512	0.465	-0.322	0.710	0.387	0.474
JC2	0.500	0.518	-0.374	0.777	0.486	0.552
JC3	0.542	0.533	-0.452	0.782	0.469	0.541
JC4	0.547	0.552	-0.383	0.732	0.382	0.489
JC5	0.509	0.474	-0.390	0.793	0.449	0.511
JC6	0.496	0.447	-0.325	0.721	0.379	0.411
JC7	0.546	0.512	-0.454	0.805	0.442	0.507
JC8	0.517	0.510	-0.420	0.774	0.400	0.445
JC9	0.539	0.497	-0.432	0.750	0.421	0.428
POS1	0.399	0.433	-0.457	0.473	0.820	0.587
POS2	0.403	0.461	-0.425	0.497	0.870	0.656
POS3	0.340	0.437	-0.422	0.489	0.879	0.657
POS4	0.272	0.357	-0.373	0.396	0.762	0.512
SL1	0.423	0.527	-0.359	0.427	0.617	0.709
SL2	0.406	0.453	-0.359	0.530	0.600	0.817
SL3	0.332	0.401	-0.288	0.459	0.501	0.726
SL4	0.375	0.411	-0.315	0.442	0.582	0.783
SL5	0.399	0.443	-0.354	0.539	0.543	0.801
SL6	0.410	0.447	-0.351	0.518	0.510	0.769
SL7	0.373	0.433	-0.349	0.492	0.566	0.762

Discriminant validity was also checked through HTMT analysis formed by (Henseler et al., 2015). This analysis suggests that the value must be greater than 0.85. Hence, all the constructs fulfilled the established criteria and confirmed the validity of the model. The table 5 showed the statistics.

**Table 5**  
**HTMT**

Constructs	CO	CSE	JB	JC	POS	SL
CO						
CSE	0.750					
JB	0.501	0.520				
JC	0.762	0.722	0.565			
POS	0.486	0.575	0.566	0.631		
SL	0.571	0.649	0.490	0.707	0.837	



**Figure 2: Measurement Model Assessment**

The path analysis helps in testing the hypotheses by explaining the effect and significance of the relationship among variables. The relationship is considered significant if p-value is less than 0.05 and t-value is greater than 1.645. The statistics in table 6 showed that from H1 to H5, all the constructs have p-value < 0.05 and t-value > 1.64. These statistics led to the acceptance of the proposed hypotheses.

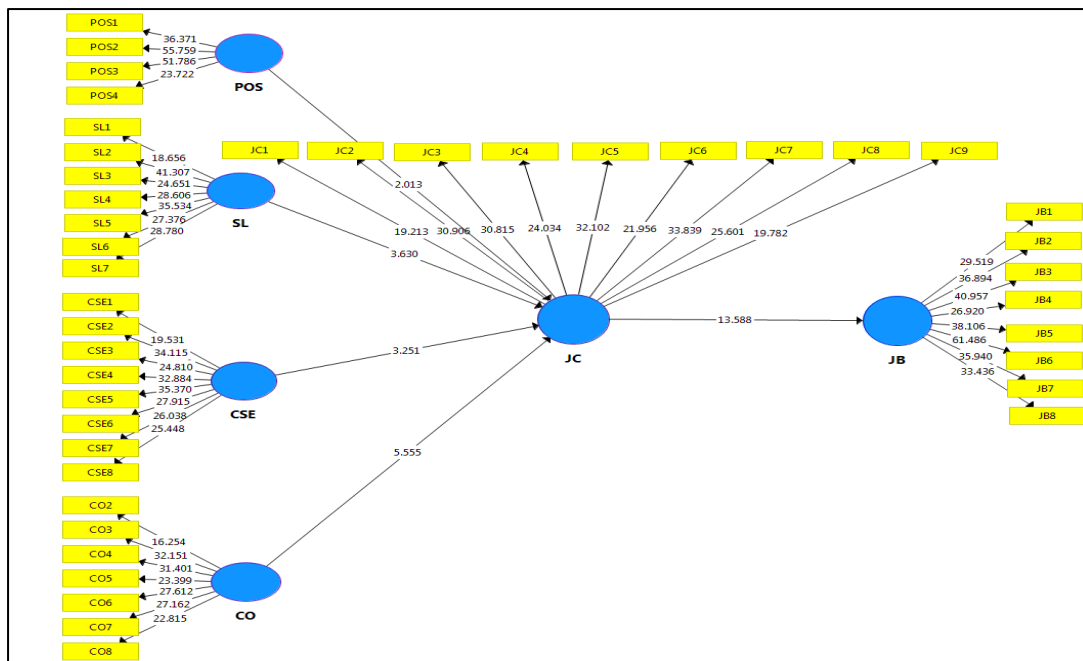
**Table 6**  
**Path Analysis**

H	Relationship	Standard Beta	Standard Error	t-value	P-value	Decision
H1	POS -> JC	0.116	0.057	2.013	0.022	Supported
H2	SL -> JC	0.245	0.068	3.630	0.000	Supported
H3	CSE -> JC	0.205	0.063	3.251	0.001	Supported
H4	CO -> JC	0.376	0.068	5.555	0.000	Supported
H5	JC -> JB	-0.521	0.038	13.588	0.000	Supported

Moreover, the present study also tested the indirect effects of perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness on job boredom via job crafting. The findings confirmed that from H6 to H9 all proposed mediation hypotheses were supported. This means that job crafting acts as a mediator between POS, servant leadership, CSE, conscientiousness, and job boredom. The statistics were presented below in table 7.

**Table 7**  
**Indirect Effects**

H	Relationship	Standard Beta	Standard Error	t-value	P-value	Decision
H6	POS -> JC -> JB	-0.060	0.031	1.953	0.026	Supported
H7	SL -> JC -> JB	-0.128	0.036	3.584	0.000	Supported
H8	CSE -> JC -> JB	-0.107	0.035	3.057	0.001	Supported
H9	CO -> JC -> JB	-0.196	0.038	5.110	0.000	Supported



**Figure 3: Structural Measurement Model**

## 5. Discussion and Conclusion

The present study investigated the impact of perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness on job boredom through job crafting. The results revealed that perceived organizational support, servant leadership, creative self-efficacy, and conscientiousness have a significant positive relation with job crafting whereas, job crafting has a significant negative relation with job boredom. The development of this model was based on COR theory, which states that individuals strive for as many resources as they can and they try to protect them (Rudolph et al., 2017).

The findings obtained explain that perceived organizational support results in job crafting behaviors among employees because it provokes positive emotions among them which serve as a basis to foster creative behaviors along with making jobs meaningful for them (H. Kim, Im, Qu, et al Barros, 2016), also supported that social support encourages employees to get engaged in job crafting activities.

Indeed, according to Harju et al. (2018), servant leaders are responsible for encouraging employees to utilize their skills and capabilities at work. This type of leadership fosters better communication as well as creates a positive work environment. Thus, servant leaders primarily focus on supporting employees rather than the organization that is why employees receiving such leadership are likely to engage in job crafting. Servant leaders offer flexibility, autonomy, and empowerment that foster job reinventing behavior among employees. A similar finding was also found in the study of (Bavik et al., 2017).

The results also indicated a significant positive relationship between creative self-efficacy and job crafting. This is because employees with CSE are willing to invest their time in changing the task, relation, and perception of their jobs. So, employees believe regarding their abilities to produce creative outcomes engage them in job crafting activities. The research conducted by H. Kim, Im, and Qu (2018), also presented the same finding.

In comparison with the other traits of the big 5 model, conscientiousness is considered to be an important predictor of work performance. Employees with this trait tend to engage in job crafting behaviors. Moreover, conscientious employees seek opportunities and are willing to learn for personal development. These qualities help them in engaging crafting their jobs (Oprea et al., 2019). The finding of positive relation between conscientiousness and job crafting was similar with the past study of (Bell & Njoli, 2016; Rudolph et al., 2017).

Moreover, the study of van Hooff and van Hooft (2014), also supported the fact that work-related boredom can be mitigated through job crafting as it works as a coping tool. When employees get liberty for changing their scope, task, or relations at work, they enjoy their jobs and feel enthusiastic. Thus, the feeling of boredom would be less likely to encounter. The same finding was conforming with the findings of (Harju et al., 2018).

The present study has some limitations as well. Data was only collected from banking sector of Pakistan due to limited time and resources. Future researches can be carried out in different sectors like manufacturing and services sector. This research can also be conducted in other countries to validate the results. Moreover, the future studies may explore more outcomes of job crafting through which job boredom can be reduced. The present study just centered around one dimension of personality from the big five trait model i.e. conscientiousness. Future researchers can use all personality traits to examine their impact on job boredom via job crafting. Similarly, only one style of leadership i.e. servant leadership was considered for this study, while future researchers can incorporate different leadership styles such as passive leadership and resonant leadership etc.

## 5.1. Practical Implication

The above discussion on job boredom and crafting highlighted the fact that these phenomena also need to be focused on. Organizations get benefits from engaging employees because job boredom refrains them from performing the effective job (Harju et al., 2016). Management of the banks in this aspect can provide enough support and autonomy to their employees that let them take initiatives beneficial for themselves and the organization. Also, the management can identify potential employees who feel job boredom and allow them to engage in job crafting (H. Kim, Im, Qu, et al., 2018).

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