

## The role of job crafting in achieving organizational success: An investigative study for a sample of workers in Rafidain Bank / branches of the northern region

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**Abstract:** The current research coped with shaping the role of job crafting and its impact on organizational success for a selected sample of workers in Iraqi private banks / Kurdistan. Additionally, the research dealt with measuring the level of organizational success for these banks to determine the nature of the relationship and the impact between the research variables in the studied sample. The problem of the research was based on realizing the importance of the roles of individual workers in re-designing the limits of their jobs. This is what is known as job crafting, which in turn is reflected in achieving efficiency and effectiveness represented by the organizational success of their organizations. Achieving the objectives of the research, a set of hypotheses were adopted, which revolved around the existence of a significant correlation and impact relationship between functional crafting in terms of its dimensions (material crafting “tasks”, crafting according to relationships, perceptual crafting “cognitive”) and organizational success in terms of its dimensions (efficiency, effectiveness). The research was based on two main hypotheses: (there is a significant correlation and effect between job crafting in terms of its dimensions and organizational success in the surveyed organization. The sample of the research was (179) workers in the surveyed banking branches, to whom the questionnaire was distributed, and the number of questionnaires retrieved valid for statistical analysis was (174) forms. The research concluded that there is a positive and strong correlation between job crafting behaviors and organizational success which explains the role of job crafting in enhancing organizational success in banks.

**Keywords:** Job crafting, material crafting, relationship crafting, cognitive crafting, organizational success.

### The first topic

#### First: Research problem

Banks in Iraq drive their work in a changing and complex environment with a high degree of risk, in addition to the fierce competition between them to achieve the largest market share for them and achieve a competitive advantage by providing the best services to their customers. In order to achieve this, these banks must have employees who enjoy a proactive behavior for the better to accomplish their jobs, master them and develop them in order to achieve the greatest degree of success for their organizations. From this point of view, the research problem crystallized through the formulation of the following questions:

1. What is the availability of job crafting behaviors among the employees in the banking branches investigated?
2. What is the relative importance of organizational success in banking branches?
3. What is the role of job crafting in achieving organizational success in banking branches?
4. What is the nature of the relationship and the impact between each of the dimensions of job crafting and the dimensions of organizational success in the companies surveyed?

Second: the default scheme of the research

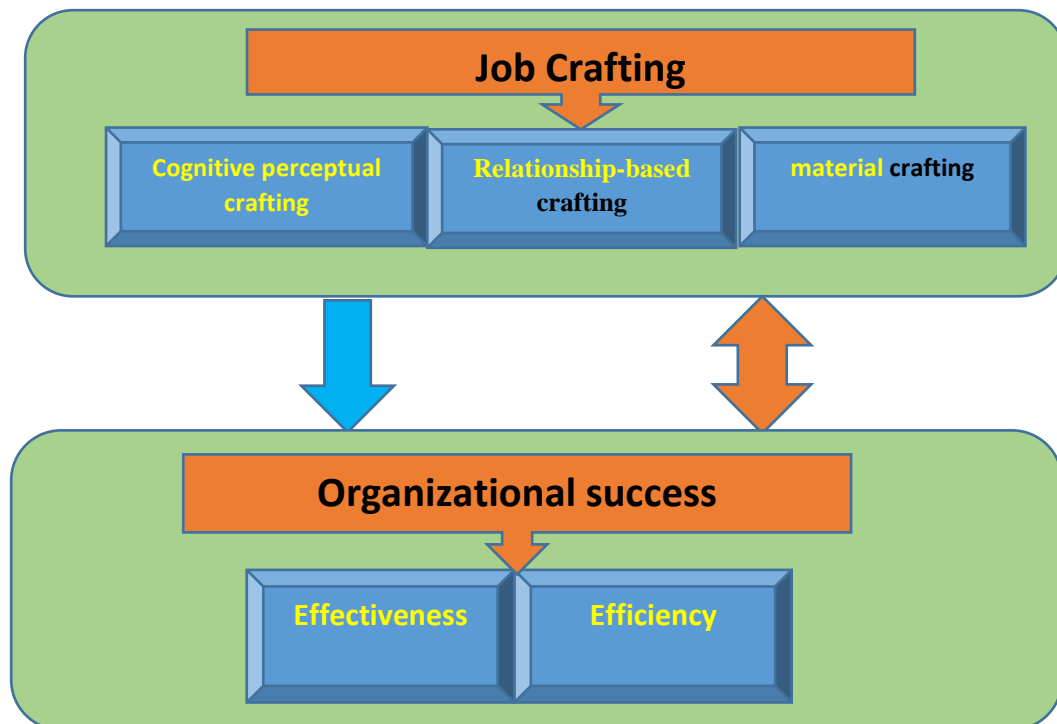


Figure (1) default research scheme

### 3. Research hypotheses

A set of main and subsidiary hypotheses were counted upon and formulated as follows:

- 1- The first main hypothesis: There is a significant correlation between job crafting in terms of its dimensions and organizational success, and the following hypotheses are branched from it:
  - There is a significant correlation between material crafting and organizational success in the studied banking branches.
  - There is a significant correlation between crafting according to relationships and organizational success in the banking branches studied.

- There is a significant correlation between cognitive crafting and organizational success in the banking branches studied. .

2- The second main hypothesis: There is a statistically significant effect relationship between job crafting in terms of its dimensions and organizational success, and the following hypotheses are derived from it:

- There is a significant statistically significant effect relationship between material crafting and organizational success in the banking branches studied.
- There is a significant statistically significant impact relationship between crafting according to relationships and organizational success in the banking branches studied.
- There is a significant statistically significant effect relationship between cognitive crafting and organizational success in the banking branches studied.

#### 4. Research community and sample

Due to the importance of the research dimensions and its implications, (11) banks in the private sector in the Kurdistan region / Iraq were selected, where the number of employees reached (230). (145) forms were distributed to the employees of those banks, and (128) forms were retrieved from them. Table (1) shows the surveyed banks and the number of distributed questionnaires valid for statistical analysis from each bank.

Table (1) The research sample and representation percentages

| No. | Bank   | No. distributed forms | The number of returned forms | Representation ratio % |
|-----|--|-----------------------|------------------------------|------------------------|
| 1.  | Kurdistan International Bank for Investment and Development      | 15                    | 13                           | %86                    |
| 2.  | Islamic Regional Cooperation Bank for Development and Investment | 12                    | 12                           | %100                   |
| 3.  | Erbil Bank for Investment and Finance                            | 11                    | 11                           | %100                   |
| 4.  | Tigris and Euphrates Bank for Development and Investment         | 15                    | 12                           | %80                    |
| 5.  | Mosul Bank for Development and Investment                        | 15                    | 11                           | %73                    |
| 6.  | Iraqi Middle East Investment Bank                                | 11                    | 11                           | %100                   |
| 7.  | Al-Mansour Investment Bank                                       | 11                    | 11                           | %100                   |
| 8.  | North Bank for Finance and Investment                            | 14                    | 12                           | %85                    |
| 9.  | Ashur International Investment Bank                              | 14                    | 12                           | %85                    |
| 10. | Cihan Finance Bank   | 13                    | 12                           | %92                    |
| 11. | United Investment Bank   | 14                    | 11                           | %78                    |
| 12. | Total  | 145                   | 128                          | %88                    |

#### 5. Methods of data collection and statistical analysis

The questionnaire was used as a tool for collecting data from the research field. The Likert quinquennial scale (strongly agreed, agreed, agreed to some extent, disagree, strongly

disagree) was adopted to measure the response of the research sample. (Swidi & Khalid, 2011 Al-) and (Kim, et al, 2018). The questionnaire was subjected to a set of tests, including the scale of the reliability of the resolution using the Alphacronbach coefficient, whose value was (0.856) at the total level, which is a positive and high value and this indicates the stability of the resolution, while it reached at the level of sub-dimensions (0.819 for material crafting) and (0.853 for crafting according to relationships and (0.863 for cognitive crafting) and (0.792 for organizational success). The internal consistency of its paragraphs was also measured, and it was found that all the correlation coefficients between the paragraphs and their total axes were significant. A set of statistical methods were used using the (Spss) program to perform the statistical analysis of the research hypotheses.

### **The second topic**

#### **First Axis: Job Crafting**

##### **First: the concept of job crafting**

Today it is emphasized that competing organizations need proactive workers to act quickly and efficiently before events escalate. This prompted researchers to begin to broaden the view of the individual job relationship and realize the importance of the roles of individual workers in redesigning the boundaries of their jobs. This is known as job crafting (Kim, et al, 2018: 1864). Job crafting is a type of proactive behavior in which workers shape their intended job by changing tasks, relationships, and cognitions into a job that better meets their needs (Weseler & Niessen, 2018:674).

Job crafting depends on the self-change behavior of workers in order to align their jobs with their own preferences (Matsuo, 2019: 220). The essence of crafting is that proactive workers anticipate and manage the tasks they need to complete, rather than letting things happen (Rana et al, 2017:255). Job crafting is important for the workplace because the nature of work in the twenty-first century organizations differs markedly from the nature of work in the previous century (Dierdorff & Aguinis, 2018: 228). Job crafting is seen as the ways in which workers take active roles in initiating changes to the social, physical, or cognitive features of their jobs (Matsuo, 2019:223). Management can also encourage job crafting through capacity development and motivation and by providing opportunities for employees to innovate (Guan & Frenkel, 2018:593). (Ghadi, 2019:38) stressed the need for workers to participate in redesigning the job from the bottom up. This is what is called job crafting, in order to make their own duties more meaningful and important, where job crafting has a positive impact on employee motivation and satisfaction, and thus job crafting is a source of positive work results and the sustainability of competitive advantage.

According to (Cenciotti, et al, 2017:375), job crafting is “the proactive behavior of employees to change the boundaries of their jobs”. And (Rai, 2018: 204) defined job crafting as “the changes that workers make to compensate their job demands and work resources with their capabilities and needs.” While (Dierdorff & Aguinis, 2018: 227) defined job crafting as “an innovative and spontaneous practice of finding different jobs in the context of specific jobs that includes actions taken by workers to shape, modify and redefine their jobs by working on the task and the relational boundaries of the job, and changing their identity and the meaning of work according to for them”. (Chen, 2019:1688) indicated that it is “a set of behaviors that workers may use to change the physical, relational and cognitive limits of their jobs, because these behaviors relate to physical, relational, and cognitive changes in jobs.”

##### **Second: The dimensions of job crafting**

Most researchers agree that the dimensions of job crafting are the following: (Cenciotti, et al, 2017: 275), (Esmaeili, et al, 2019:113), (Romeo, et al, 2019:408), (Ghadi, 2019:40). ) .

### 1. Physical crafting (task crafting)

Physical crafting means changing sequential or physical conditions or behaviors at work, redesigning aspects of tasks and adjusting the effort or time spent on tasks. Workers can offer new methods that better suit their skills to improve their work, so workers take additional tasks to make the task better meet their needs, and therefore this will be a fundamental motivator for performance (Romeo, et al, 2019:409). Tasks are changed by extending or reducing the implementation of the task, workers extending the implementation of the task that is one of their favorite tasks such as organizing special events, and workers reducing the implementation of tasks. They reduce the task boundaries they dislike either by reducing the effort involved in specific tasks or by deleting part of the tasks, or passing them on to colleagues or subordinates (Weseler & Niessen, 2018:676).

### 2. Crafting by Relationship

It means workers who master their jobs by expanding and deepening social relations at work. Strengthening social ties at work improves access to information necessary to carry out tasks, and solve problems during the implementation of the task by receiving comments from others or by reinterpreting some of the matters related to the implementation of those Tasks (Afsar, et al, 2019:6). The process of changing the social relations of workers in their jobs, and this includes modifying the process of why, when, or with whom the worker interacts when performing the duties of his job (Ghadi, 2019:40).

### 3. Cognitive Crafting

It means how workers perceive their jobs and change their cognitive representation of the job, i.e. thinking about the ways in which work positively affects the lives of workers. Workers change the boundaries of their cognitive tasks by redefining their jobs from a multiple set of disconnected tasks into a connected and meaningful entity (Esmaeili, et al, 2019:114). According to (Kim et al, 2018:1866) that cognitive crafting means that individuals redefine their job in a cognitive way, so that they form it into a meaningful entity, and it seems that workers who perform work that has an entity, meaning and importance to them, are more motivated to participate in their jobs and perform their duties at a high level.

## Second Axis: Organizational Success

### First. The concept of organizational success

Today, business organizations endeavor to survive through their business activity by achieving success in a complex economic world (Shafieian, 2014:1). The organizational success did not come from a vacuum, but rather as a result of the accumulation of knowledge, as well as the challenges facing business organizations, especially in the business environment today and the great challenges and rapid technological developments and intense competition between organizations (Beheshtifar & Zare, 2013: 70).

Therefore, the concept of organizational success is one of the concepts that describe the stability of organizations in the long term, including their ability to confront the effects of the external environment and their internal cohesion, as well as to maintain their organizational culture. The concept of organizational success is also represented in the ability of organizations to exploit their internal energy and harness it to achieve their goals by focusing on learning from past experiences and working on facing failure and getting rid of old and useless habits and ways of working, and giving an opportunity for its employees to develop their abilities, jobs and skills in the changing work environment and give them More flexibility to contribute to the sustainable success process (Vayyavur, 2015:3).

Organizational success has been known as "a great force that contributes to changing planning and improving the organization's internal and external environment" (Saadat & Saadat, 2016: 220). (Xenidis & Theocharous, 2014:563) defined it as "the state of full operation of all facilities and parts of the organization". (Jassem & Nayef, 2021: 665) consider

that “it is the ability of organizations to adapt, survive and grow in light of the goals they seek to achieve and strive with all their capabilities to address the corresponding environmental problems and phenomena to be able to create a targeted adaptation in order to be able to survive and continue to exist in the circle of competition in this time ” Thus, organizational success is the ability to survive, adapt, learn and integrate with every activity in the business field in light of the objectives to be achieved.

### **Second: Measures of organizational success**

For the purpose of determining measures of organizational success, it was found that there is a common vision and thinking among many researchers. Most of them agree that it is efficient and effective, as it is the most common and frequent, according to what was reported by many researchers, including (Garavan, et al., 2014:364), (Ahmady, et al., 2016:455), (Heizer, et al., 2017:6)

#### **First: Efficiency**

It is the ability of organizations to do things correctly, as well as the ability to achieve the desired and predetermined results (outputs) with the least possible use of resources (inputs) (Tolbert & Hall, 2015:14). Efficiency focuses on the concept of making the most of the available resources at the lowest costs. Such efforts call for identifying people who have the required knowledge and skills and updating the necessary capabilities whenever required, then coordinating the efforts of all in a fully collaborative effort to create organizational capabilities and build and develop expertise until the organization reaches a good level of ability and efficiency in carrying out the required activities (Bedeian, 2018 : 85. The researchers also considered efficiency as the criterion of rationality in the use of all the resources of the organization, and the organization is considered highly efficient when it invests its available resources in various fields in a way that achieves the greatest returns for it (Kaufman & Guerra, 2013:38).

#### **Second: Effectiveness**

Effectiveness refers to the organization's ability to obtain various resources and invest them effectively to achieve goals. It also indicates the organization's ability to achieve balance and stability in meeting and achieving the objectives of stakeholders (Jones, 2001:17). The most important influences in the effectiveness of business organizations are its strong culture, positive work climate, team spirit, work teams, loyalty, trust and safety, and communication between management and workers (Pfeffer & Veiga, 2017:39).

The researchers differed in defining an accurate concept of effectiveness and its form that fits with each organization, due to the different standards adopted by the organization. As a result of this difference in viewpoints, there are those who consider it "the organization's ability to survive and continue" (Hambrick, 1980:569). There are those who described it as “the result of a dynamic process in which the efforts and behavior of employees within the organization affect the achievement of organizational goals” (Saadat & saadat, 2016: 223) (Kahle, 2017: 48). The concept of effectiveness includes a set of dimensions, which makes it include several criteria, the most important of which are: achieving goals, securing resources (input), internal processes, and stakeholder satisfaction with the organization (Pfeffer & Veiga, 2017:39),

#### **The third topic**

#### **First: A descriptive statistical analysis of the dimensions of job crafting and organizational success**

Table (2) Arithmetic means and standard deviations of the physical crafting dimension

| Standard deviation | Arithmetic mean | Items   | Index |
|--------------------|-----------------|---|-------|
| 0.820              | 3.980           | I change the scope or types of tasks I accomplish at work | X1    |



|             |              |   |           |
|-------------|--------------|---|-----------|
| 0.553       | 4.019        | Find new work assignments that I think fit my skills or interests better                | <b>X2</b> |
| 0.702       | 4.149        | I give preference to work tasks that fit my skills or interests                         | <b>X3</b> |
| 0.694       | 3.883        | I accomplish my tasks with the least effort and to achieve the best achievement.        | <b>X4</b> |
| 0.681       | 4.227        | I pass on some tasks that I think do not meet my needs to enrich my work to colleagues. | <b>X5</b> |
| <b>0.69</b> | <b>4.052</b> | <b>Average</b>  |           |

The data in Table (2) indicate that the general rate of material crafting was (4.052) which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.69). This is an indication that workers have the ability to change their material tasks in proportion to the conditions at work, which is due to the shortening of time and effort in exchange for better performance. .

Table (3) Arithmetic means and standard deviations of the crafting dimension according to the relationships

| Standard deviation | Arithmetic mean | Items   | Index     |
|--------------------|-----------------|---|-----------|
| 0.762              | 4.311           | I do my best to get to know the good people at work   | <b>X6</b> |
| 0.570              | 4.039           | Attend work related social events to interact with people at work   | <b>X7</b> |
| 0.745              | 4.350           | Build meaningful, beneficial and active relationships with others   | <b>X8</b> |
| 0.722              | 4.370           | Good relationships at work develop a desire to perform work and a sense of belonging to the organization. | <b>X9</b> |
| <b>0.70</b>        | <b>4.268</b>    | <b>Average</b>  |           |

It is noted from Table (3) that the overall average of the dimension of crafting according to relationships reached (4.268), which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.70), which are values with positive trends by the respondents. This result indicates that workers develop good relationships at work, reflected positively on their performance and their sense of belonging to the workplace.

| Standard deviation | Arithmetic mean | Items  | Index      |
|--------------------|-----------------|--|------------|
| 0.824              | 4.026           | I realize how my work gives benefit to my life   | <b>X10</b> |
| 0.670              | 3.798           | I'm thinking about my job role for my overall well-being   | <b>X11</b> |
| 0.820              | 4.019           | I think about the ways my work positively affects my life  | <b>X12</b> |
| 0.702              | 4.149           | I understand the importance of the tasks I perform and their role in the success of my organization. | <b>X13</b> |
| 0.699              | 4.142           | I love to do the job that I do and I am satisfied with it.   | <b>X14</b> |
| <b>0.74</b>        | <b>4.027</b>    | <b>Average</b>   |            |

The data in Table (4) indicate that the general average of the dimension of cognitive crafting is high, as it reached (4.027) and with a standard deviation of (0.74), which are values with positive trends by the respondents. This result indicates that employees realize the importance of the tasks they perform and their role in the success of their organizations, which makes them more eager to master them and perform them with high quality.

Table (5) arithmetic means and standard deviations for the dimension of organizational success

| Standard deviation | Arithmetic mean | Items  | Index |
|--------------------|-----------------|--|-------|
| 0.699              | 4.148           | Banks spend the necessary funds to invest opportunities.   | X15   |
| 0.474              | 4.335           | Banks work to improve the activities and services provided to customers.                           | X16   |
| 0.501              | 4.515           | Banks are interested in providing distinguished and valuable services to their customers.          | X17   |
| 0.808              | 4.023           | Banks develop the tasks they perform in order to benefit their customers                           | X18   |
| 0.808              | 3.671           | Banks survey customers' opinions about the services they provide.                                  | X19   |
| 0.702              | 4.149           | The ability of banks to respond to environmental changes.  | X20   |
| 0.745              | 4.350           | Banks win their customers through the policy of experimenting with services.                       | X21   |
| 0.588              | 4.015           | Banks provide unexpected services to increase the demand for them.                                 | X22   |
| 0.501              | 4.493           | Banks adopt methods of enticement to attract experienced individuals.                              | X23   |
| 0.501              | 4.493           | Banks are interested in engaging their employees with training courses to increase their knowledge | X24   |
| <b>0.63</b>        | <b>4.219</b>    | <b>Average</b>   |       |

The data in Table (5) showed that the general average of the answers of the sample members was (4.219) and it was higher than the hypothetical arithmetic mean, with a standard deviation of (0.63). The result indicates that the surveyed banks are working to attract the best individuals with expertise, in addition to their keenness to engage their employees in training courses that develop their skills and cognitive abilities, and in a manner that enhances the ability of workers to search for the best ways to perform the tasks entrusted to them.

## Second: To test the main correlation hypothesis and the associated sub-hypothesis

1. Test the first major hypothesis and associated sub-hypothesis

Table (6) results of the correlation between the variables of job crafting and organizational success at the overall level

| The calculated $\alpha$ value   | Organizational success | Dependent variable<br>Independent variable |
|---|------------------------|--|
| <b>0.000</b>  | <b>0.858**</b>         | <b>Job crafting</b>                        |
| There is a positive statistically significant correlation between job crafting and organizational success |                        | Kind of relationship                       |



Specific  $\alpha$  value (0.01) confidence score (0.99) N=128

Table (6) indicates that there is a significant and positive statistically significant correlation between job crafting in its dimensions and organizational success. The correlation coefficient reached (0.858), which indicates the existence of a strong and positive correlation between the two variables. This means the acceptance of the first main hypothesis.

## 2. Testing of sub-hypotheses of association

| Perceptual-cognitive crafting  | Relationship-based crafting | Material crafting | Independent variable<br>Dependent variable |
|--|-----------------------------|-------------------|--|
| 0.767**  | 0.746**                     | 0.684**           | Organizational success                     |
| 0.000  | 0.000                       | 0.000             | The calculated $\alpha$ value              |
| There is a positive, statistically significant correlation between each dimension of job crafting and organizational success |                             |                   | Kind of relationship                       |

Table (7) results of the correlation between the dimensions of job crafting and organizational success

Specific  $\alpha$  value (0.01) confidence score (0.99) N=128

The simple correlation coefficient test shown in Table (7) was relied upon, using ( $\alpha$ ) to determine the significance of the relationship between the dimensions of job crafting and organizational success. It is clear that there is a significant statistically significant correlation between the dimensions of job crafting and organizational success, as follows:

A - There is a positive significant correlation between material crafting and organizational success, as the correlation value was (0.684) at the level of significance (0.000).

B - There is a positive significant correlation between crafting according to the relationships, as the correlation value was (0.746) at the level of significance (0.000).

C - There is a positive significant correlation between cognitive crafting, as the correlation value was (0.767) at the level of significance (0.000). All of them were high and positive, and this means that the sub-hypotheses of association are accepted.

Third: Test the main impact hypothesis and associated sub-hypothesis

Table (8) analysis of the influence relationship between job crafting in organizational success at the overall level.

| Interpretation coefficient R <sup>2</sup> | F – value       |            | proactive behavior | Constant | Dependent variable<br>Independent variable |
|---|-----------------|------------|--------------------|----------|--|
|   | Level of Sig. F | Calculated | B <sub>1</sub>     | A        |  |
| 0.736                                     | 0.000           | 216.641    | 0.858              | 0.985    | Job crafting                               |

N=128 d.f.=126 \*\*p ≤ 0.01 F tabular= 1.96

The results of Table (8) indicate that there is a significant effect of job crafting in enhancing organizational success, and this is supported by the value of (F) of (216,641) at the level of significance (0.000) and we find that it is less than the hypothetical level of morale for research, which is (0.01). The explanatory power of the estimated model was high, and through the interpretation coefficient R<sup>2</sup>, this indicates that job crafting succeeded in explaining (73.6%) of the total ongoing changes in organizational success. The remaining

(26.4%) may be due to other variables that were not included in the model. It is clear from the foregoing that the level of organizational success of the surveyed banks will increase with the increase in the effect of the dimensions of job crafting, and this means the fulfillment of the second main hypothesis.

### Sub-effect hypothesis test

Table (9) analyzes the influence relationship between the dimensions of job crafting in organizational success

| Interpretation coefficient R <sup>2</sup> | F – value       |            | Organizational success | Constant | Dependent variable                  |
|---|-----------------|------------|------------------------|----------|-------------------------------------|
|   | Level of Sig. F | Calculated | B <sub>1</sub>         | A        | Independent variable                |
| 0.467                                     | 0.000           | 54.576     | 0.684                  | 3.90     | material crafting                   |
| 0.556                                     | 0.000           | 61.967     | 0.746                  | 0.210    | Crafting according to relationships |
| 0.588                                     | 0.000           | 106.847    | 0.767                  | 0.385    | Cognitive perceptual crafting       |

N=153 d.f.=151 \*\*p ≤ 0.01 F tabular = 1.96

A- The effect of material crafting in enhancing organizational success:

The results of Table (9) indicate that there is a significant effect of material crafting in enhancing organizational success, and this is supported by the value of (F) which is (54.576) at the level of significance (0.000).

We find that it is less than the hypothetical level of significance for the research, which is (0.01). Through the interpretation coefficient R<sup>2</sup>, this dimension succeeded in explaining (46.7%) of the total current changes in organizational success. The remaining (53.3%) may be due to other variables that were not included in the model. This means the verification of the second main hypothesis at the level of the first dimension.

### B- The effect of crafting by relationships on enhancing organizational success:

The results of Table (9) indicate that there is a significant effect of crafting according to relationships in enhancing organizational success, and this is supported by the value of (F) of (61.967) at the level of significance (0.000). We find that it is less than the hypothetical level of significance for the research, which is (0.01). Through the interpretation coefficient R<sup>2</sup>, this dimension succeeded in explaining (55.6%) of the total current changes in organizational success. The remaining (44.4%) may be due to other variables that were not included in the model. This means the verification of the second main hypothesis at the level of the second dimension.

C- The effect of cognitive crafting in enhancing organizational success: The results of Table (9) indicate that there is a significant effect of cognitive crafting in enhancing organizational success, and this is supported by the value of (F) of 106,847 at the level of morality (0.000), and we find that it is less than the level of morale The default for search is (0.01). Through the interpretation coefficient R<sup>2</sup>, this dimension succeeded in explaining (58.8%) of the total current changes in the proactive behavior. The remaining (41.2%) may be due to other variables that were not included in the model. This means the verification of the second main hypothesis at the level of the third dimension.

## Conclusions and Recommendations

To complement the research methodology and the theoretical frameworks for its variables and the results of the statistical analysis used in proportion to its limits and hypotheses, this axis is devoted to reviewing the most important findings and recommendations made by the research, through the following two parts:

### First: Conclusions

1. The conclusions of the preliminary statistical analysis showed that the employees of the surveyed banks act according to the dimensions of job crafting, as their behaviors and the way they deal with tasks match in line with the banks' goals towards achieving success. Most of the respondents confirm, through their answers, that the dimension of crafting according to relationships is the most prominent among workers in banks. This dimension ranked first in terms of its relative importance, and then the rest of the other dimensions successively (physical crafting, cognitive crafting).
2. The conclusions of the preliminary statistical analysis showed the need for banks to enhance job crafting behaviors and urge employees to act more freely in the performance of work tasks to take note of feedback before making decisions, because the low level of these behaviors will disrupt the relationship between senior management and workers.
3. Adoption of indicators of organizational success by banks emerged through their keenness to respond to environmental changes, and to provide unexpected services to increase demand for them to reach a rational and impartial decision in the interest of those dealing with them.
4. The conclusions of the statistical analysis of the data of the measurement tool at the aggregate level showed a positive correlation between job crafting and organizational success. These relationships indicate that the more bank management tends to adopt the dimensions of job crafting and make it part of their behavior, the more this contributes to enhancing organizational success.
5. The causal relationship between job crafting and organizational success showed a positive and strong correlation between job crafting behaviors and organizational success, which explains the role of job crafting in enhancing organizational success in banks.
6. Statistical analysis proved the effect of job crafting behaviors on organizational success as a required condition to encourage employees to practice behaviors of physical crafting and crafting according to relationships and cognitive crafting at work.

### Second: Recommendations

1. The need for bank management to pay attention to cognitive crafting and improve their level of awareness of values, feelings, ideas, and goals by establishing self-development programs and instilling confidence among workers to obtain real and realistic feedback that helps them become more aware of the importance of their tasks and their impact on the success of banks.
2. Encouraging bank employees to participate in re-designing their jobs which will reflect on the quality of those jobs and their desire to accomplish with the least time and effort.
3. Putting employees into specialized courses to train them on how to deal with future changes as a proactive approach.
4. Attention should be paid to workers with voluntary behaviors and support for these behaviors financially and morally.
5. Investing in the interconnected relationship between employees and in a way that enhances the outcomes of the banks investigated.
6. The necessity for banks to provide support by enabling workers to develop work tasks without referring to the management and adopting them as long as they will benefit the banks while tolerating them for the failures and errors associated with this innovation. This will certainly lead to the employees' actions being more proactive

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