International Journal of Business & Law Research 14(2):425-438, April-June, 2026

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DOI:10.5281/zenodo.20978082

Job Crafting And Extrinsic Work-Values In Telecommunication Firms In Rivers State, Nigeria

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ABSTRACT
This study examined the relationship between Job crafting and Extrinsic Work-Values in Telecommunication Firms in Rivers State, Nigeria. Particularly, job crafting and the measures of extrinsic work-values such as high pay, job benefits and job security. The study adopted a cross sectional research design and the population of the study comprises a total of sixty-five (65) employee staff drawn from MTN, Globacom, Airtel, 9mobile and Mafab Communication. Census sampling method was adopted to study all respondents and data was collected through structured questionnaire via face-face interview, online conference interview and personal filling of questionnaire. Sixty-five (65) questionnaire were distributed. However, fifty-eight (58) were returned representing 89% while seven (7) representing 11% were not returned. Out of the fifty-eight (58) returned questionnaire, fifty (50) were used for data analysis. We used tables, percentages, Spearman's Rank Order Correlation Coefficients with the aid of Statistical Package for Social Science (SPSS version 23). The study finds that, there is positive relationship between job crafting and extrinsic work-values in telecommunication firms in Rivers State, Nigeria. The study concluded that, by emphasizing extrinsic work-values such as pay, security, benefits, and status, these values significantly influence motivation, job choice, commitment and organizational loyalty. Therefore, the study recommends that, telecommunication firms should integrate job crafting into employee welfare and benefits policies to improve job satisfaction, motivation and organizational commitment
Keywords: Job crafting, extrinsic work-values, high pay, job benefits and job security

INTRODUCTION

The contemporary workplace is increasingly dynamic due to globalization, technological advancement, and intensified competition across industries. The telecommunication sector in Nigeria has experienced rapid growth over the past two decades, becoming a key contributor to national development and employment generation. However, despite this growth, employees in the telecommunication sector continue to face significant work-related challenges, including high job demands, role ambiguity, and job insecurity (Tamunomiebi & Mezeh, 2021). These challenges have necessitated a deeper understanding of employee motivation, adaptation, and performance. One concept that has gained prominence in organizational study is job crafting. Wrzesniewski and Dutton (2001) defines Job crafting as the proactive actions employees take to modify their job roles to better align with their skills, interests, and values. According to Tims, Bakker and Derks (2012), job crafting involves employees reshaping their tasks, relationships, and perceptions of work to create a more meaningful and engaging job experience.

Scholars have argued that job crafting enhances employee engagement, job satisfaction, motivation and performance. However, not all job roles will employees have the audacity and power to modify to align with their skills and values. Employees have to accept and adjust to meet those kind of job requirements. In contrast, extrinsic work-values refer to the external rewards employees expect from their jobs, such as salary, job security, and benefits (Herzberg, 1966). These values are particularly important for employees in a developing economies like Nigeria, where economic instability and unemployment influence employees' priorities. Extrinsic rewards often determine employees' commitment to an organization and their willingness to remain on the job. The telecommunication industry in Rivers state is characterized by intense competition and performance-driven cultures. Employees are required to meet strict targets while adapting to continuous technological changes. In such an environment, job crafting becomes essential for employees to remain productive and psychologically engaged. At the same time, extrinsic work-values such as high pay and job security play a crucial role in motivating employees and reducing turnover intentions.

Empirical studies have shown that job crafting positively influences employee outcomes. For instance, Tims et al. (2012) found that employees who engage in job crafting experience higher levels of work engagement and performance. Similarly, Genty, Abioro, and Shofowora (2021) reported that job crafting significantly improves employee performance in Nigerian telecommunication firms. Furthermore, extrinsic work-values have been found to significantly influence job satisfaction and organizational commitment. According to Armstrong (2012), financial rewards and job security are critical determinants of employee retention but there is no empirical study which study job crafting and extrinsic work-values in Rivers state. Therefore, this study seeks to examine the relationship between job crafting and extrinsic work-values in telecommunication firms in Rivers state, Nigeria.

Statement of the problem

Despite the expansion of the telecommunication industry in Nigeria, telecommunication firms continue to face persistent employees' challenges such as low employee engagement, job dissatisfaction, and high turnover rates. These challenges are particularly recurring where competition among telecommunication firms is intense and employees are subjected to high performance expectations without commensurate compensation. It has been discovered that, one major issue in Nigeria's workplace is the rigidity of traditional job designs. Some telecommunication firms still operate with fixed job descriptions that limit employees' autonomy and creativity. This rigidity can lead to boredom, stress, and decreased productivity despite job security, job benefits and high pay (Oldham & Hackman, 2010). Employees are often unable to adjust their roles to better suit their skills, abilities and preferences, which in turn reduces job satisfaction, motivation and engagement.

Compensation systems, promotion structures, and benefit packages ought to be designed to align with organizational goals and employees' extrinsic motivations. However, overemphasis on extrinsic rewards may lead to short-term performance gains at the expense of creativity, engagement, and well-being. Some studies indicate that when employees are motivated solely by external rewards, they may show reduced job satisfaction and commitment once rewards are removed or perceived as insufficient (Deci, Koestner, & Ryan, 1999). Due to economic challenges such as inflation, unemployment, and rising living costs, employees in Nigeria prioritize financial rewards and job security (Adebayo, 2011) over job crafting most times. When these needs are not met, employees are more likely to experience dissatisfaction and seek alternative employment opportunities.

Some telecom firms emphasize strict control and adherence to formal job roles without provision to allow employees to exercise freedom on their jobs. While some firms may focus on enhancing intrinsic motivation through job enrichment and empowerment, employees may be more concerned with extrinsic rewards such as salary, security and benefits. This mismatch can lead to reduced effectiveness and efficiency for both telecom firms and employees. Empirical studies have shown the importance of job crafting, e.g Genty *et al*. (2021) found that job crafting significantly influences employee performance in Nigerian telecommunication firms. Similarly, studies on job satisfaction in Nigeria have shown that salary and job security are major determinants of employee retention (Adebayo, 2011) but there seems to be a

gap between job crafting and extrinsic work-values in Rivers state. Therefore, this study examined the relationship between job crafting and extrinsic work-values in telecommunication firms in Rivers state, Nigeria.

Conceptual framework

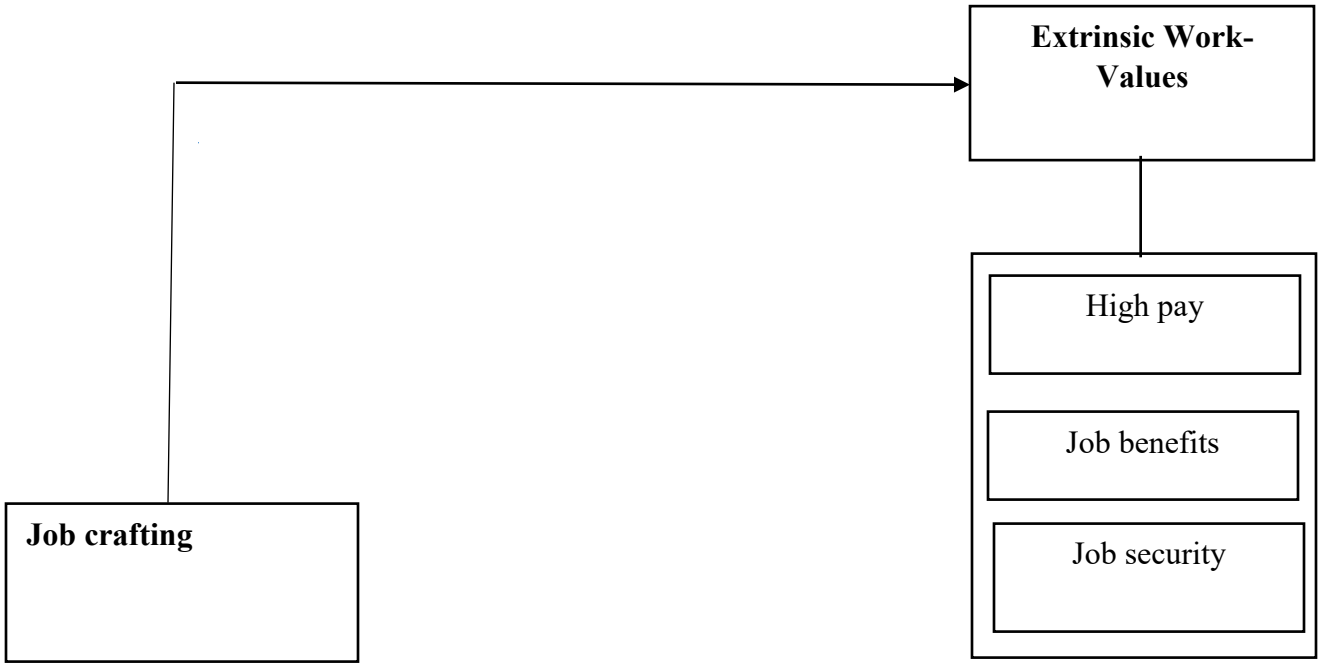

Fig. 1.1: Conceptual framework for the hypothesized relationship between job crafting and extrinsic work-values in telecommunication firms in Rivers state, Nigeria

Source: (George & Jones, 1996; Wrzesniewski & Dutton, 2001)

Aim and Objectives of the Study

The aim of the study was to examine the relationship between job crafting and extrinsic work-values in telecommunication firms in Rivers state, Nigeria. To achieve this objective, the specific objectives are to:

1. Investigate the relationship between job crafting and high pay in telecommunication firms in Rivers state, Nigeria.
2. Determine the relationship between job crafting and job benefits in telecommunication firms in Rivers state, Nigeria.
3. Assess the relationship between job crafting and job security in telecommunication firms in Rivers state, Nigeria.

Research Questions

The following research questions were asked to guide the study:

1. What is the relationship between job crafting and high pay in telecommunication firms in Rivers state, Nigeria?
2. What is the relationship between job crafting and job benefits in telecommunication firms in Rivers state, Nigeria?
3. What is the relationship between job crafting and job security in telecommunication firms in Rivers state, Nigeria?

Research Hypotheses

The following research hypotheses were formulated and confirmed in the study:

Ho_1: There is no significant relationship between job crafting and high pay in telecommunication firms in Rivers state, Nigeria

Ho_2: There is no significant relationship between job crafting and job benefits in telecommunication firms in Rivers state, Nigeria

Ho_3: There is no significant relationship between job crafting and job security in telecommunication firms in Rivers state, Nigeria

Review of Related Literature

Conceptual Review

Concept of Job crafting

The term job crafting was first formally introduced and popularized by Wrzesniewski and Dutton (2001). Wrzesniewski and Dutton (2001) defines Job crafting as the proactive actions employees take to modify their job roles to better align with their skills, interests, and values. The telecommunication firms operate in environments characterized by rapid technological change, evolving job roles, and increasing demands for employee engagement and adaptability. Traditional job design approaches, where tasks and responsibilities are strictly defined by management, are often insufficient to address employees' psychological needs for autonomy, meaning, and growth. In response to these challenges, the concept of job crafting has emerged as a significant framework in organizational behavior and human resource management. (Wrzesniewski & Dutton, 2001).

Unlike top-down job redesign, job crafting emphasizes employee agency and ability to take proactive measures on the job that ensure effectiveness in line with his/her skills. Employees are not passive recipients of job descriptions but active participants who shape their work to better align with their strengths, values, and motivations. This concept has gained widespread attention due to its positive implications for employee well-being, engagement, and organizational effectiveness. Job crafting has been linked to several positive organizational outcomes. Employees who engage in job crafting tend to experience higher job satisfaction, engagement, and performance (Bakker & Demerouti, 2017). Job crafting is operationalized by Wrzesniewski and Dutton (2001) and Tims and Bakker, (2010) as task crafting, relational crafting and cognitive crafting. Task crafting involves altering the number, scope, or type of job tasks. Relational crafting refers to changes in interactions with colleagues, while cognitive crafting involves changing how employees perceive their work. These dimensions allow employees to create meaningful work experiences

Extrinsic work-values

Extrinsic work values refer to work-related outcomes that are external to the task itself and are typically provided by the organization. Ros, Schwartz, and Surkiss, (1999) opined that, these values emphasize material, social, or status-related rewards rather than enjoyment derived from the work process. Examples include salary, job security, benefits, promotions, recognition, and favorable working conditions. Individuals who prioritize extrinsic work values are often motivated by what the job provides rather than the inherent nature of the work. According to Deci and Ryan (2000), extrinsic values are associated with behaviors driven by external incentives or pressures, such as financial compensation or social approval.

Extrinsic work-values refer to the tangible rewards employees receive from their jobs. These include salary, job security, benefits, and working conditions (Herzberg, 1966). Extrinsic work-values are essential in shaping employee attitudes and behaviors. They influence job satisfaction, organizational commitment, and turnover intentions (Armstrong, 2012). In developing countries like Nigeria, extrinsic rewards are particularly important due to economic instability. Work values represent the beliefs and priorities individuals hold regarding what they consider important and desirable in their work lives. These values shape career choices, job satisfaction, motivation, and overall workplace behavior. Research has shown that employees are more likely to remain in organizations that offer competitive salaries and benefits. According to Adebayo (2011), financial rewards are a major determinant of employee

satisfaction in Nigeria. Extrinsic work-values is operationalized into high pay, job benefits and job security.

Measures of Extrinsic work-values

High pay

High pay is one of the most influential extrinsic work values and refers to the importance employees place on receiving substantial financial compensation for their work. It includes base salary, wages, bonuses, commissions, and other monetary incentives. As an extrinsic value, high pay is external to the work itself and serves as a tangible reward provided by the organization in exchange for labor (Ros, Schwartz, & Surkiss, 1999). From a motivational lens, high pay fulfills basic psychological and economic needs such as shelter, food, clothes and financial security and it's a huge motivator for employees in this part of the world. According to Maslow's hierarchy of needs, income is essential for meeting physiological and safety needs, making it a foundational motivator for work behavior (Maslow, 1943).

Employees who prioritize high pay often evaluate jobs based on compensation packages and may be willing to trade intrinsic satisfaction for better financial rewards. High pay also functions as a performance incentive. Vroom (1964) suggested that, employees are motivated when they believe their effort will lead to performance and that performance will be rewarded with valued outcomes, such as higher pay and perhaps promotion. Armstrong (2012) opined that, performance-based pay systems, including merit pay and bonuses, are designed to strengthen this link by directly tying financial rewards to employee performance. Pay satisfaction is also influenced by comparisons with coworkers and industry standards, highlighting the role of equity and fairness in compensation systems. In contemporary workplaces, high pay remains a critical factor in attracting and retaining talent, particularly in competitive labor markets and high-skill professions. While financial compensation alone is insufficient to ensure long-term engagement, it remains a powerful extrinsic work value that shapes career choices, organizational commitment, and employee performance. Studies have shown that high pay improves employee morale and reduces turnover intentions (Armstrong, 2012). In Nigeria, competitive salaries are essential for attracting and retaining skilled employees in the telecommunication sector.

Job benefits

Job benefits are a key component of extrinsic work values and refer to non-wage rewards provided by employers to support employees' well-being and quality of life. According to Armstrong (2012), these benefits include health insurance, retirement plans, paid leave, sick leave, maternity leave, flexible work arrangements, childcare support, and wellness programs. Unlike salary, job benefits often address long-term security and personal needs beyond immediate income (Herzberg, Mausner, & Snyderman, 1959). Job benefits play a significant role in employees' perceptions of organizational support. When organizations provide valuable benefits, employees are more likely to reciprocate with loyalty, commitment, and positive work behaviors (Blau, 1964). Job benefits signal that the organization values its employees, which strengthens trust and psychological attachment to their jobs.

Kalleberg (2011) argued that, access to benefits is a defining feature of "good jobs," while the absence of benefits contributes to job insecurity and inequality. Retirement benefits, such as pension plans or employer-sponsored savings programs, further enhance long-term financial stability and influence employees' decisions to remain with an organization. In modern work environments, job benefits have expanded to include flexible schedules, remote work options, and work–life balance initiatives. These benefits are increasingly valued across generations, as employees seek greater control over their time and personal responsibilities (Twenge *et al*., 2010). Flexible benefits systems, which allow employees to choose options that best fit their needs, reflect the growing diversity of the workforce. Overall, job benefits are a vital extrinsic work value that complements pay by addressing employees' health, security, and lifestyle needs. Organizations that offer comprehensive and equitable job benefits packages are better positioned to attract talent, skilled workers while reducing turnover, and enhance employee satisfaction.

Job security

Job security is an extrinsic work value that reflects the importance employees place on having stable, predictable, and continued employment. It involves protection against involuntary job loss, consistent

income, and confidence in the future of one's position within an organization. Job security is especially valued in times of economic uncertainty, organizational restructuring, or labor market instability (Kalleberg, 2011). Maslow (1943) identified security as a core human requirement, and employment stability plays a critical role in fulfilling this need. Employees who feel secure are more likely to experience lower stress levels, higher job satisfaction, and greater organizational commitment. Job security also affects employee behavior and attitudes. When workers feel secure, they are more likely to invest effort, develop skills, and engage in cooperative behaviors. However, excessive job security without performance accountability may reduce motivation and innovation in some contexts. As a result, organizations must balance employment stability with performance expectations.

In present-day labor markets, job security has become less guaranteed due to globalization, technological change, and the rise of temporary and gig work. Kalleberg (2011) describes this shift as the growth of "precarious employment," which has increased workers' concern for stability, tenured job and predictability. As a result, job security remains a highly valued extrinsic reward, particularly for employees with limited alternative job opportunities. Research shows that perceived job insecurity is associated with negative outcomes, including anxiety, reduced performance, and lower well-being (Sverke, Hellgren, & Näswall, 2002). Job security is a critical extrinsic work value that influences mental health, motivation, and long-term career decisions. Organizations that provide transparent communication, fair employment practices, and reasonable stability foster trust and commitment among employees

Theoretical Foundation

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the motivation–hygiene theory, is one of the most influential frameworks in understanding employee motivation and job satisfaction. The theory was developed by Frederick Herzberg and his colleagues in 1959 following empirical studies on engineers and accountants to determine factors responsible for job satisfaction and dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). Herzberg *et al.* (1959) distinguished between motivators (intrinsic factors) and hygiene factors (extrinsic factors). The central proposition of the theory is that job satisfaction and job dissatisfaction are not opposite ends of a single continuum but are influenced by two distinct sets of factors—motivators and hygiene factors (Herzberg, 1966). Extrinsic work values such as pay, supervision, and working conditions were classified as hygiene factors. While these factors do not necessarily increase long-term motivation, their absence can lead to dissatisfaction while motivators include achievement, recognition, responsibility, and career growth. Herzberg argued that hygiene factors prevent dissatisfaction but do not necessarily create satisfaction, whereas motivators promote genuine job satisfaction and improved performance (Herzberg, 1966).

This theory highlights the importance of extrinsic rewards in preventing negative workplace attitudes. The significance of the Two-Factor Theory to job crafting in telecommunication firms in Rivers State lies in its ability to explain how employees actively reshape their jobs to achieve greater satisfaction and productivity. Job crafting refers to the process through which employees modify their tasks, relationships, and perceptions of work to make their jobs more meaningful and engaging. In telecommunication firms such as network service providers and customer support organizations operating in Rivers State, employees often face high workloads, technological changes, and performance pressures. According to Alrawahi, Sellgren, Altouby, Alwahaibi and Brommels (2020), when hygiene factors such as fair compensation, conducive work environments, and supportive supervision are absent, employees may become dissatisfied and less willing to engage in proactive behaviors like job crafting. However, when these factors are adequately provided, workers become more motivated to redesign aspects of their jobs to improve efficiency and personal fulfillment (Wrzesniewski & Dutton, 2001)

Empirical Review

In modern times, job crafting is increasingly recognized as an important factor in employee performance. Arachie (2021) found that job crafting significantly improves job embeddedness among Nigerian academics. Similarly, Genty *et al*. (2021) reported that job crafting enhances employee performance in

telecommunication firms. Furthermore, job crafting helps employees cope with job demands and stress. By adjusting their roles, employees can create a better balance between job demands and resources, which reduces burnout and improves well-being (Tims *et al*., 2012). Job crafting differs from traditional job design models such as scientific management or job characteristics theory, which focus on managerial decisions (Hackman & Oldham, 1980). Instead, job crafting recognizes that employees continuously adjust their jobs in small but meaningful ways, often informally and without explicit permission to align with their skills and abilities for better performance.

Izegbuwa, Adeniji, Salau, Onayemi, and Akinola (2024) carried out a research on job crafting and employees' loyalty in the Nigerian healthcare system. They explained that, many factors have contributed to the continuous departure of workers from the Nigerian healthcare system since the COVID-19 outbreak. Therefore, this study aimed at examining the effect of job crafting on the loyalty of healthcare workers in public hospitals in Lagos, Nigeria. The study population was 11,084, comprising all the doctors and nurses in public hospitals in Lagos, with a sample size of 725 using the Morgan Sample Size Determination table. We collected primary data using a well-structured questionnaire and conducted analysis using structural equation modeling. The findings revealed a significant positive relationship between job creation and healthcare workers' loyalty in the public healthcare system. This implies that job crafting influences health care workers' loyalty. This study suggests that the management of the public healthcare system should encourage and support job crafting while also building and encouraging positive relationships among healthcare workers to ensure their loyalty and effective service delivery.

Olatokun and Nwafor (2012) carried out a study on the effect of extrinsic and intrinsic motivation on knowledge sharing intentions of civil servants in Ebonyi State This study investigated the effect of attitude on employee knowledge sharing intentions and examined the effect of extrinsic and intrinsic motivation on employee attitude and intention toward knowledge sharing. To understand the motivators of employee knowledge sharing intentions, a modified Theory of Reasoned Action (TRA) was adopted. Specifically, extrinsic and intrinsic motivations contexts were considered as factors that affect employee attitude and intentions toward knowledge sharing. The descriptive survey design was adopted. The population of the study comprised civil servants in Ebonyi State in Southeastern Nigeria. Random sampling technique was used to select 297 respondents across six ministries in the state's Civil Service Commission. A structured questionnaire was used for data collection. Data were analyzed using frequency and percentage distribution and correlation. Findings revealed that attitude did not significantly influence employee intentions to share knowledge. Of the four motivational factors, knowledge self-efficacy ($r = 0.171$, $p = 0.003$) and enjoyment in helping others ($r = 0.002$, $p = 0.000$) were significant and pointed towards a strong role in employee attitudes and knowledge sharing intentions. However, expected organizational rewards and reciprocal benefits were found not to significantly influence employee attitudes and knowledge sharing intentions. These were attributable to the nature of the civil service and low incentives made available for motivating knowledge sharing. The study concluded that extrinsic motivation does not have a significant effect on the knowledge sharing intentions of the employees of the Ebonyi State Civil Service Commission but enjoyment in helping others and knowledge self-efficacy are motivating factors to their knowledge sharing intentions. It was recommended that organizations emphasize on intrinsic motivation as extrinsic motivation only secures temporary compliance. There should also be an enhancement of knowledge sharing facilities and creation of a feedback system to increase the employees' knowledge self-efficacy.

Nwanzu and Babalola, (2024) carried out a study on employee job crafting behaviour and its antecedents: A study of psychological safety, psychological autonomy, and task competence. Job crafting and aligning jobs with abilities, needs, and preferences have been accorded with the potential for several organisationally desirable outcomes. This study addresses two gaps in the existing literature: the lack of empirical research on the inherent predisposition of psychological safety (PS), psychological autonomy (PA), and task competence (TC) to JCB and the limited investigation of the underlying mechanisms in these relationships. This study uses job demands-resources theory to examine the influence of PS, PA, and TC on JCB and the moderating role of job crafting self-efficacy in these relationships. A statistical

regression test (aided by Process Micro) was applied to the data. The study found that task competence and psychological autonomy significantly influenced job-crafting behaviour, while psychological safety did not. Job crafting self-efficacy moderated these effects, with psychological safety being more impactful when self-efficacy is low. This study contributes to understanding JCB's antecedents and boundary conditions, and the job demand-job resource theoretical model is a valuable organisational factor needed to address this knowledge gap, thus providing insights for theory-building and practical interventions. As JCB and its proposed antecedents are malleable, this study highlights the potential resources to improve JCB in the workplace.

METHODOLOGY

This study examined the relationship between Job crafting and Extrinsic Work-Values in Telecommunication Firms in Rivers State, Nigeria. The study adopted a cross sectional research design and the population of the study comprises a total of sixty-five (65) staff drawn from MTN, Globacom, Airtel, 9mobile and Mafab Communication. Census sampling method was adopted to study all respondents due to the size of the population and data was collected through structured questionnaire via face-face interview, online video conference and personal filling of questionnaire. Sixty-five (65) questionnaire were distributed. However, fifty-eight (58) respondents returned representing 89% while seven (7) representing 11% were not returned. Out of the fifty-eight (58) returned questionnaire, fifty (50) were used for data analysis. We used tables, percentages, Spearman's Rank Order Correlation Coefficients with the aid of Statistical Package for Social Science (SPSS version 23) for data presentation, analysis and hypotheses testing to examine the relationship Job crafting and Extrinsic Work-Values in Telecommunication Firms in Port Harcourt, Nigeria

Table 1.0 Names of Top 5 Telecommunication firms in Rivers State, Respondents and Addresses

S/N	NAME	ADDREESS	NO. OF RESPONDENTS
1	MTN NIGERIA	EAST-WEST ROAD, ELEME, RIVERS	20
2	GLOBACOM NIG LTD	ONNE, RIVERS	15
3	AIRTEL NIGERIA LTD	80/81 RIVOC, TRANS-AMADI	15
4	9MOBILE	AKPAJO AXIS, RIVERS STATE	10
5	MAFAB COMMUNICATION	PLOT 38 BOSKEL ROAD BY TEMPO FILLING STATION, PORT HARCOURT	5
	TOTAL		65

Source: (NCC, 2026)

Table 1.1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	78.0	78.0	78.0
	Female	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Source: (Field data, 2026)

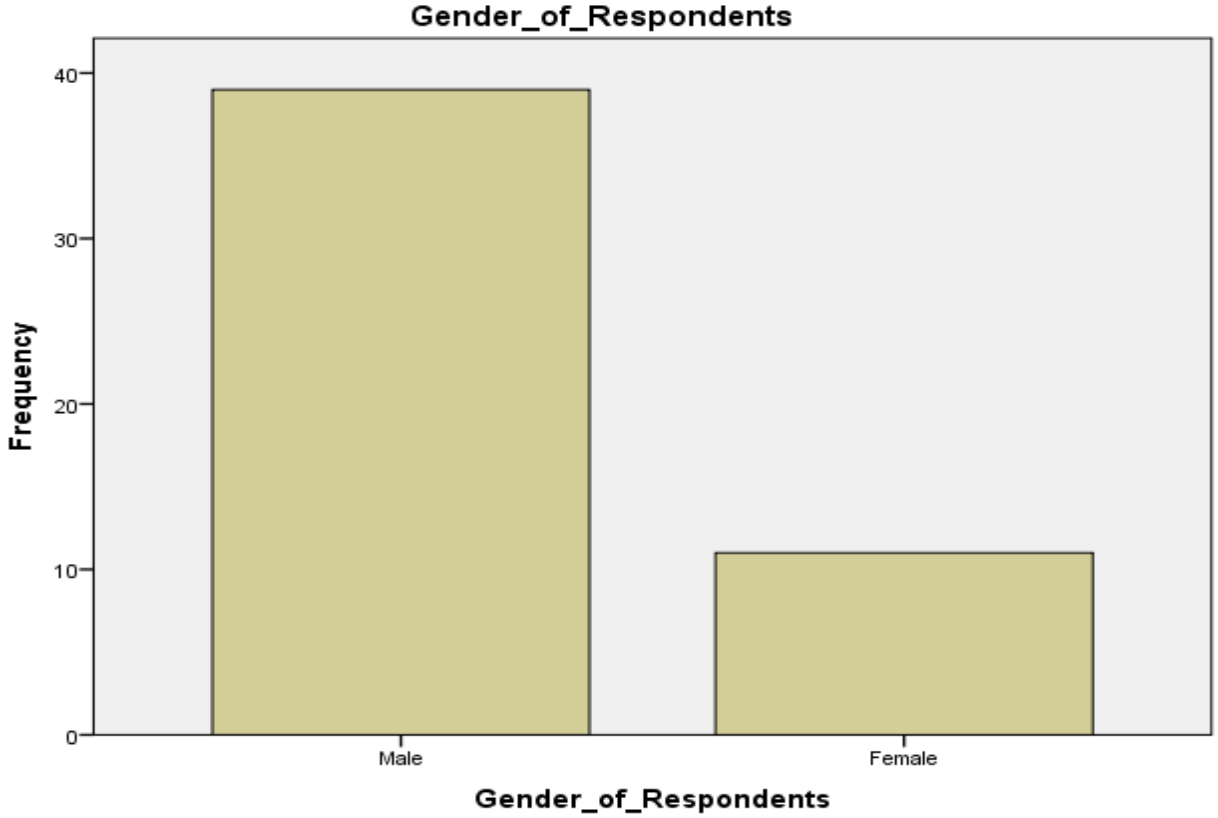

Fig.1.0: Gender of respondents

From table 1.1 above, out of the fifty (50) respondents, thirty-nine (39) are male while eleven (11) are female

Table 1.2 Name of Telecommunication Firms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MTN	20	40.0	40.0	40.0
	Globacom	12	24.0	24.0	64.0
	Airtel	8	16.0	16.0	80.0
	9mobile	6	12.0	12.0	92.0
	Mafab Communications	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Source: (Field data, 2026)

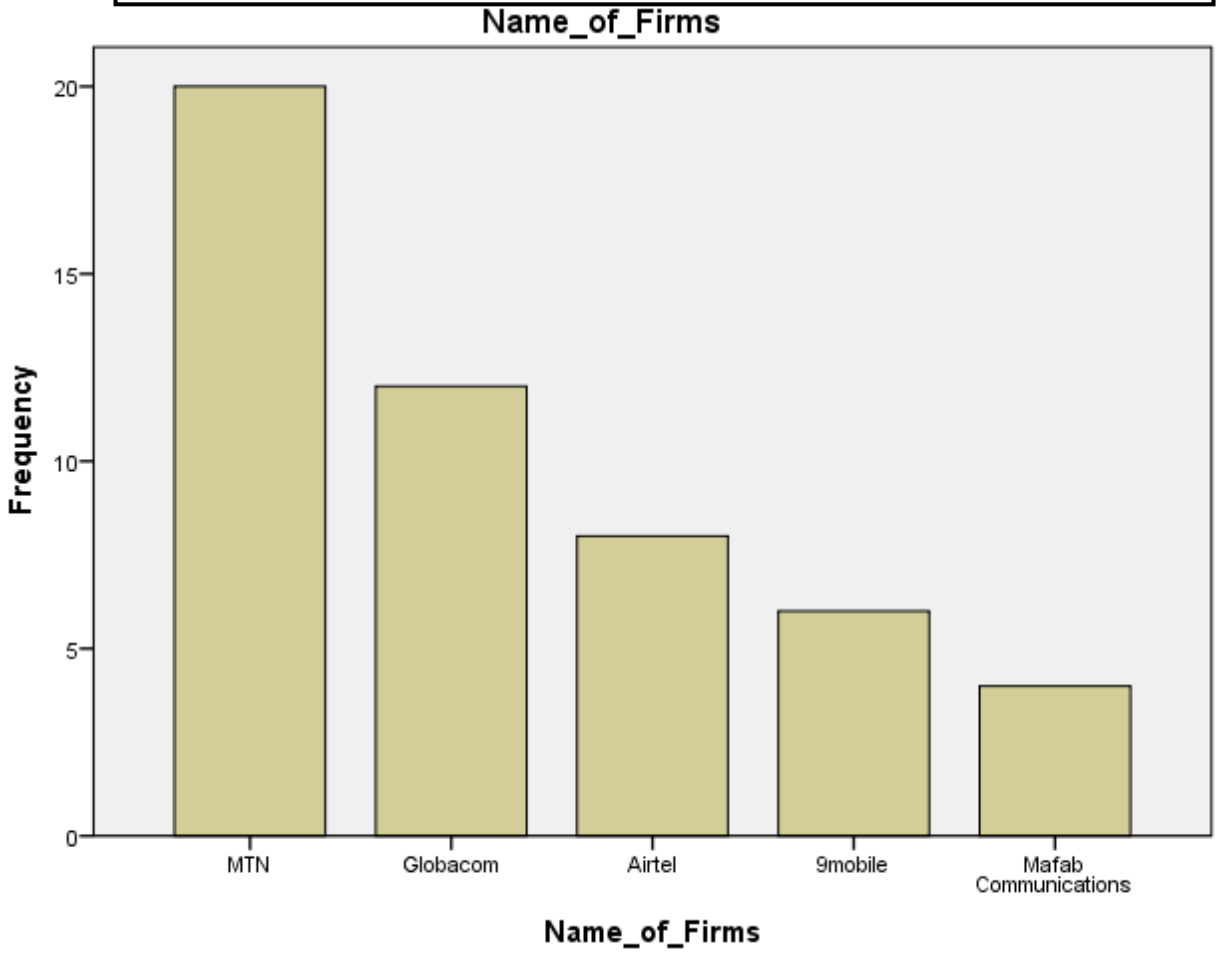

Fig. 1.1 Names of telecommunication firms in Rivers state, Nigeria

From the above table 1.2, Sixty-five (65) questionnaire were distributed. However, fifty-eight (58) respondents returned representing 89% while seven (7) representing 11% were not returned. Out of the fifty-eight (58) returned questionnaire, fifty (50) were used for data analysis. Out of the fifty, MTN has twenty (20) respondents, while Globacom has twelve (12) respondents, Airtel has eight (8), 9mobile has six (6) and Mafab has (4) respondents totaling fifty (50).

DATA ANALYSIS AND RESULTS

Bivariate Analysis

This study adopted spearman's rank order correlation coefficient at 95% confident level. The hypotheses tests cover **Ho_1**, **Ho_2** and **Ho_3** which are bivariate and all stated in the null form. The 0.005 significance level was adopted as the basis for accepting or rejecting the null hypotheses.

Table 1.3 The Relationship between Job crafting and High pay

			Job crafting	High pay
Spearman's rho	Job Crafting	Correlation Coefficient	1.000	.693**
		Sig. (2-tailed)	.	.000
		N	50	50
	High pay	Correlation Coefficient	.693**	1.000
		Sig. (2-tailed)	.000	.
		N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (Field data, 2026)

Ho_1: There is no significant relationship between job crafting and high pay in telecommunication firms in Port Harcourt, Nigeria

Table 1.3 above, showed that, the correlation co-efficient (rho) between Job crafting and High pay produced (r = 0.693) which indicates a positive relationship between the variables and it's statistically significant at ($\rho = 0.01<0.05$). Based on the empirical result, the null hypothesis stated above is hereby rejected and the alternate hypothesis stated as, there is a positive relationship between Job crafting and High pay in telecommunication firms in Rivers state, Nigeria is accepted. This means that, job crafting emphasizes employee ability to take proactive measures on the job that ensure effectiveness in line with their skills for maximum benefits to both organization and the employees.

Table 1.4 The Relationship between Job crafting and Job Benefits

			Job crafting	Job benefits
Spearman's rho	Job Crafting	Correlation Coefficient	1.000	.591**
		Sig. (2-tailed)	.	.000
		N	50	50
	Job benefits	Correlation Coefficient	.591**	1.000
		Sig. (2-tailed)	.000	.
		N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (Field data, 2026)

Ho_2: There is no significant relationship between job crafting and job benefits in telecommunication firms in Port Harcourt, Nigeria

Table 1.4 above showed that, the correlation co-efficient (rho) between Job crafting and Job benefits produced (r = 0.591) which indicates a positive relationship between the variables and it's statistically significant at ($\rho = 0.01<0.05$). Based on the empirical result, the null hypothesis stated above is hereby rejected and the alternate hypothesis stated as, there is a positive relationship between Job crafting and Job benefits in telecommunication firms in Rivers state, Nigeria is accepted. This means that, employees

feel a sense of belonging when they have the authority to amend their task in such a way that suit them instead of maintaining unnecessary rigidity that stiffen performance.

Table 1.5 The Relationship between Job crafting and Job security

			Job crafting	Job Security
Spearman's rho	Job Crafting	Correlation Coefficient	1.000	.731**
		Sig. (2-tailed)	.	.000
		N	50	50
	Job security	Correlation Coefficient	.731**	1.000
		Sig. (2-tailed)	.000	.
		N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (Field data, 2026)

Ho_3: There is no significant relationship between job crafting and job security in telecommunication firms in Port Harcourt, Nigeria

Table 1.5 above showed that, the correlation co-efficient (rho) between Job crafting and Job security produced (r = 0.731) which indicates a positive relationship between the variables and it's statistically significant at ($\rho = 0.01<0.05$). Based on the empirical result, the null hypothesis stated above is hereby rejected and the alternate hypothesis stated as, there is a positive relationship between Job crafting and Job security in telecommunication firms in Rivers state, Nigeria is accepted. The telecommunication industry is characterize by rapid technological changes and employee may feel some level of autonomy to be able to leverage their creativity and innovation to handle some technical tasks without seeking approval on the spot. This job eco-system may create good feeling and sense to recognition that may inspire longevity in the work place

DISCUSSION OF FINDINGS

Summary of the findings drawn from the analysis above indicated that, there is a positive relationship between job crafting and extrinsic work-values in telecommunication firms in Port Harcourt, Nigeria using Spearman's order correlation co-efficient at 95% confident level. The results of the hypotheses tests for 1, 2 and 3 on tables 3-5 indicated a correlation co-efficient of 0.693, 0.591 and 0.731 respectively.

Job crafting and high pay

The first result of the hypothesis indicated that, there is a positive relationship between Job crafting and High pay produced (r = 0.693) at value ($\rho = 0.01<0.05$). This implies that, when employees have the power to adjust their jobs to suit their skills and abilities, they would perform better and they would be rewarded with higher pay and other extrinsic work-values that will in turn motivate them which eventually enhance loyalty and commitment to their jobs. This assertion aligns with the submission of Izegbuwa *et al,* (2024) who opined that, job crafting influences health care workers' loyalty and commitment. Wrzesniewski and Dutton (2001) job crafting is a proactive action employees take to modify their job roles to better improve effectiveness in an environments characterized by rapid technological change, evolving job roles, and increasing demands for employee engagement and adaptability. Organizations can create opportunities for employees to redesign aspects of their jobs by increasing autonomy, skill utilization, and participation in decision-making. When employees proactively shape their work roles, they often become more productive and innovative, which can justify higher pay and reward systems. Management should therefore implement flexible work designs, employee empowerment programs, and performance-based compensation systems linked to job crafting behaviors.

Job crafting and job benefits

The second result of the hypothesis indicated that, there is a positive relationship between Job crafting and job benefits which produced (r = 0.591) at value (ρ = 0.01<0.05). This means that, Job benefits signal that the organization values its employees, which strengthens trust and psychological attachment to their jobs and job crafting create room for more employee engagement, involvement and better performance. Deci and Ryan (2000) notes that, extrinsic values are associated with behaviors driven by external incentives such as financial compensation or approval for job crafting. Rigid job tasks encourages stress and burnout while job crafting enhances and influences better performance by way of enrichment and individual creativity and innovation in performance. Employees who are allowed to modify tasks and work relationships tend to experience greater meaning at work, which enhances satisfaction with job benefits such as allowances, healthcare packages, bonuses, and leave policies. Human resource managers should therefore involve employees in designing benefit structures and create supportive work environments that promote personal initiative and engagement

Job crafting and job security

The third result of the hypothesis indicated that, there is a positive relationship between Job crafting and job security which produced (r = 0.731) at value (ρ = 0.01<0.05). This implies that, Job security is a critical extrinsic work value that influences mental health, motivation, and long-term career decisions. This aligns with Udedibie and Njoku (2026) who argued that, job crafting plays a significant mediating role in reducing turnover intentions and encourage employees to give their best to achieve the goals of the organization. Nwanzu and Babalola (2024) argued that, if employees' jobs are secured and with some level of autonomy, then there is a high tendency for greater and improved performance, loyalty and commitment to excellence results. When employees are empowered to adapt their roles, acquire new competencies, and contribute meaningfully to organizational goals, they become more valuable to the organization and feel more secure in their jobs. Firms need to provide continuous training, career development opportunities, and participatory management systems that support proactive job redesign and long-term employment stability.

CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between job crafting and extrinsic work-values in telecommunication firms in Port Harcourt, Nigeria. By emphasizing extrinsic work-values as such as pay, security, benefits, and status, these values significantly influence motivation, job choice, commitment and organizational loyalty. These positive influence couple with flexible job design and structures that allows employees to adjust their job role to suit their skills and abilities while maintaining the original performance indicators and aims, will enhance improve performance and effectiveness.

Drawing from the aforementioned findings, we made the following recommendations;

i. Telecommunication firms should encourage structured job crafting practices to improve employee compensation outcomes.
ii. Telecommunication firms should integrate job crafting into employee welfare and benefits policies to improve job satisfaction, motivation and organizational commitment.
iii. Management of telecommunication firms in Rivers State should use job crafting strategies to strengthen employees' perception of job security.

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