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The Moderating role of Organizational Tenure on the Relation between Job Crafting and Job Boredom: A Study on Accountants**

Abstract

The aim of this study is to examine the moderating role of organisational tenure on the relationship between job crafting and job boredom. For this purpose, a sample of 315 professional accountants from 82 independent audit companies listed on the Public Disclosure Platform was used. The data were analysed using hierarchical regression in addition to slope analysis. Analysis results show the negative relationship between job crafting and job boredom is significantly stronger for short organisational tenure. Additionally, strong job crafting is more likely to disengage accountants from job boredom when they have short tenure compared to long tenure.

Keywords: job crafting, job boredom, organisational tenure, accountants
(JEL: M0, M10, M41)

Introduction

A company's continuity and success depend on its employees' performance. A significant element that determines the efficiency of employees in the workplace is their organisational tenure (duration of employment) since employees usually show greater performance rates as they achieve organisational tenure (Steffens et al., 2014). Organisational tenure is considered to be a significant measure of human capital, defined as individual, instructive, and qualified experiences that boost the value of an employee at the job and the achievement of his or her career (McDaniel et al., 1988; Judge et al., 1995; Nafukho et al., 2004). Once employees join an organisation, their organisational membership is formed in such a way that they recognise the values, skills, anticipated behaviours and social knowledge needed to undertake an organisational position and participate as an organisational member (Louis, 1980). Longer organisational tenure makes employees become

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more acquainted with their position and the organisational standards, culture, and objectives (Liu et al., 2016); to gain organisational know-how, capabilities and skills (Tesluk & Jacobs, 1998); and gain social recognition, and self-efficacy (Miraglia et al., 2015).

Job boredom has been examined in the recent literature from both negative and positive perspectives. There is a chance that less job crafting may lead to job boredom and undesirable behaviours since individuals with a very large set of competencies, skills and abilities have lower expectations about their jobs. Meanwhile, there is a perception that the adverse outcomes of job boredom might be mitigated and turned into benefits in a variety of scenarios. Employees' attitudes to job boredom, according to researchers, are influenced by their feelings of being empowered at work, interpersonal factors, and career importance. Some of the studies indicate that short organisational tenure forms job crafting (Tims et al., 2012; Tims et al., 2015; Nagy et al., 2019) and long organisational tenure forms job boredom behaviours (Kass et al., 2001; Reijseger et al., 2013; Harju et al., 2016).

We have agreed on the idea that it's critical to figure out whether and under what circumstances job boredom has a stronger or weaker link to negative outcomes. When freshly hired employees are compared to long-time employees, they claim that indicators of job boredom may be altered. In order to completely comprehend the future research path, it is critical to analyse beginners inside organisations and establish how their cooperative inclinations are created.

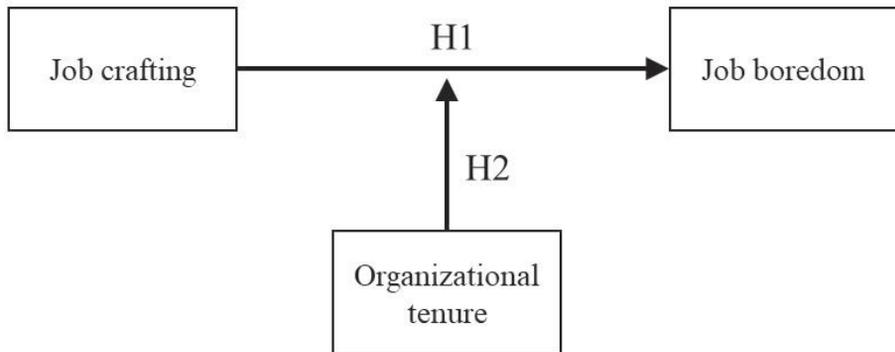
If organisational tenure can indeed affect employee job crafting or boredom behaviours, it is worthwhile for organisations and managers to understand the moderating role of organisational tenure on the relationship between job crafting and job boredom. Thus, this study will address this gap in the literature by examining whether organisational tenure moderates the relationship between job crafting and job boredom. Therefore, the aim of this study is to get a vision into the following research question: "To what extent does *organisational tenure* play a role in the relationship between *job crafting and boredom*?".

With the intention of answering this research question, we tested a model in which job crafting was the independent, job boredom was the dependent variable, and organisational tenure was the moderator. To test this model, we applied hierarchical regression analysis and simple slope analysis. The data were collected by using questionnaires designed and developed from various types of questions, such as Likert-scale and dichotomous questions. Four hundred forty questionnaires were distributed to 82 independent audit companies that are listed in Public Disclosure Platform. Public Disclosure Platform is '*an electronic system through which electronically signed notifications required by the capital markets and Borsa Istanbul regulations are publicly disclosed*' (KAP, n.d.). Three hundred fifteen questionnaires were elicited out of 440, resulting in a response rate of 71,5 %, which lie within adequate limits (Baruch, 1999).

Independent audit companies were selected for this study because they have a very competitive work environment with great work stresses, full of individual legal risk, and aggressive internal/external control and supervision (Hill et al., 1994). Many of the researchers declare that high turnover is faced by accounting firms, particularly in the accountant position at the entry level (Stallworth, 2003; Law, 2005; Kalbers & Cenker, 2007; Hall & Smith, 2009; Chong & Monroe, 2015; Kohlmeyer et al., 2017). Turkey is the setting for this study. Independent audit companies play an important role in a country with a developing economy. Those companies give services to businesses, governments and organisations. Accounting plays a vital role in maintaining balanced growth and preventing financial problems. The accounting industry's features and significance are more or less alike throughout the world, depending on the country's economic size and type.

Consequently, this study is unique since it is the first accounting-based empirical work which explores the link between organisational tenure, job crafting and job boredom. To the best of our knowledge, no research has focused on the association between job crafting and job boredom on accountants. This study will make a relevant contribution to the research field as well as to the practical field. Two contributions are made by the current study. First, it extends the literature by examining whether accountants engage in extra-role behaviours like job crafting at work and, second, whether bored accountants' tenure within an organisation affects performance.

Figure 1. Hypothesised Research Model



There has been little exploration of the moderating role of organisational tenure on job crafting and job boredom on accountants. Also, it remains unclear if tenure affects bored accountants' extra-role behaviours like job crafting during their employment. Hence, exploring the conditional effect of organisational tenure on the relationship between job crafting and job boredom gives a crucial research opportunity. In the next section of this study, we examine previous studies on job

crafting, job boredom, and organisational tenure in order to develop arguments centred on the theoretical background and to form hypotheses.

Theoretical Background and Hypotheses Development

Job Crafting and Job Boredom

There has been a change in the literature, as well as organisations' views on work design, over the past few years. It has been shifted from a top-down approach to a bottom-up approach. The bottom-up approach has been recognised by researchers and organisations for job design to enhance the efficiency of employees. Employees began to alter or customise their particular jobs by applying this approach, which turned into an important feature for them (Demerouti & Bakker, 2014; Lichtenhaler & Fischbach, 2018). Job crafting is one of those active work activities that is taken into consideration by using a bottom-up strategy and has acquired roots in the literature on work design (Arachie et al., 2021). Job crafting is a set of issues related to the physical, cognitive or social aspects of employees' work. It is an informal procedure in which they initiate changes and attempt to pair the practices at work with their own interest and values. Employees strive to adapt work to their personal qualities by modifying the scope of the job or the number of duties in the workplace (physical), their opinions on the job (cognitive) and making adjustments in their relationships with other employees throughout this process (social features) (Tims et al., 2012; Sousa & Neves, 2021).

In other words, job crafting is a proactive behaviour that initiates change in business needs and resources to improve the employee's individual work's purpose, engagement and satisfaction (Demerouti & Bakker, 2014). Job crafting behaviour makes employees redesign their jobs, increase business resources, minimise work demands and creates a balance between them (Van den Heuvel et al., 2015; Ingucci et al., 2016). Hence, job crafting strikes a balance between work demands and resources, as well as personal capabilities and requirements (Rudolph et al., 2017). Therefore, the employee plays an active role in overcoming work stress and boredom (Niessen et al., 2016). Job crafting results in many positive outcomes. It increases organisational commitment (Cheng et al., 2016), job satisfaction (Van Hooft & Van Hooft, 2017), work commitment (McIntyre et al., 2014; Akhtar & Malik, 2016), work performance (Tims et al., 2012) and reduces emotional exhaustion (Sousa & Neves, 2021) and job boredom (Harju et al., 2018).

Job boredom is described as a condition of low arousal and unhappiness caused by a lack of stimulus in the workplace (Mikulas & Vodanovich, 1993). If an employee has job boredom, then that person starts to get uninterested in activities in the workplace and has trouble concentrating (Harju & Hakanen, 2016). Initially, it was stated that this situation interacted with monotonous and repetitive tasks, and it was suggested that it could be seen in blue-collar workers (Loukidou et al., 2009). In the years that followed, it was discovered that job boredom might manifest

itself in a variety of ways in various industries, including white-collar professionals (Harju & Hakanen, 2016). Job boredom is generally defined by the components of "state" or "trait" in the discipline of organisational psychology. Job boredom as a "state" is a temporary situation that arises from the nature of work and is affected by the environment. This is more probable to occur in jobs with low skills and repetitive chores. Job boredom as a "trait" is related to the possibility of being bored in a particular situation because of individual differences. Therefore, the "trait" component sees boredom as an innate personality trait, and it is argued that it is more permanent than the "state" component (Kass et al., 2001; Bruursema et al., 2011). In this research, job boredom is considered as a "state" component, and the "trait" component was ignored by thinking that boredom can be prevented by some improvements at the job.

The relationship between job crafting and boredom can be explained as follows. Job boredom is related to impulse (interest, attraction, challenges) and lack of resources (Reijseger et al., 2013). On the contrary, job crafting is related to harmonising their own talent and interest by shaping their own jobs to be more meaningful to themselves (Sousa & Neves, 2021). The job becomes more attractive with job crafting behaviour and reduces job boredom behaviours (Tims et al., 2012). As a matter of fact, in a study conducted by Harju et al., 2016 on different sector employees, it was determined that job crafting behaviours reduce job boredom. The following hypothesis is proposed:

H1: Job crafting is negatively related to job boredom.

Moderating Role of Organisational Tenure on Job Crafting and Job Boredom

Employees may be motivated to involve in sense-making activities throughout their work time if they have a long tenure with the company. The term "*organisational tenure*" refers to how long a person has worked for a corporation (McEnrue, 1988). We recommend that new workers face higher degrees of uncertainty throughout their first few months on the job. They are more concerned with gaining a better grasp of their new employment, as well as how to acclimate, adjust, and gain social acceptability within it. Short-tenure employees would be highly inspired to participate in job crafting behaviours so as to get social acceptance, understand different experiences, and become acquainted with the organisation's dominant standards and beliefs so as to integrate into a new work environment.

Employees may use job crafting to improve their quality of life at work in a variety of ways while still making meaningful contributions to the company. As a result, short-tenure employees may be preoccupied with comprehension of their new surroundings in order to construct a desired status in the mind of their co-workers, bosses, or organisation (Ng and Feldman, 2013). They will be less prone to experience job boredom as they strive for social approval and familiarity with their social/working environment. As a consequence, people may be more

willing to participate in crafting behaviours since their job boredom is minimal. Long-tenure employees, on the other hand, are more acquainted with organisational roles, traditions, and social situations. It implies that they are better familiar with the organisation's working environment and have already evolved working habits and tactics for contextualising their workplace (Gkorezis & Kastritsi, 2017). As a result, they may lack the drive or interest to regulate their moods, and they may begin to mirror their sentiments of boredom at work. This might lead to a decrease in their crafting behaviours.

The literature on organisational tenure put forth the parallel relation to job knowledge (Schmidt et al., 1986; Lok & Crawford, 2001; Afsar et al., 2019). In this study, we put forward that low organisational tenure is a condition for high job crafting and low job boredom for a number of reasons. First, employees with a low organisational tenure may have less understanding of workflow and procedures. They are keen to involve more job crafting behaviours not to have adverse side impacts on employees or managers. On the other hand, employees with a high organisational tenure may think they fit in better to work and could not want to change their perception, which forms higher boredom behaviours. Second, employees with longer organisational tenure believe they gained all the experience and skills, which decreases job crafting and increases job boredom behaviour. Third, employees with low organisational tenure want to understand the organisation as a whole and are also eager to learn the expectations of other people. They might comprehend what is missing in the job, which creates job crafting and lowers boredom. The following hypothesis is offered:

H2: Tenure moderates the relationship between job crafting and job boredom such that the level of the negative impact of job crafting on job boredom will be stronger for low-tenure accountants than that for high-tenure ones.

Methodology

Study Design and Sample

The study was conducted with a survey. A sample of 315 professional accountants from 82 independent audit companies listed on the Public Disclosure Platform was used via convenience sampling method. To prevent common method bias, the survey was conducted in two different time periods. At Time-1, 400 questionnaires were distributed to the accountants. Job crafting was measured, and participants' demographics were collected. The response rate was 85 per cent, with 340 responses accumulated. Two weeks later, at Time-2, despite being contacted, not all previous participants returned their surveys. In total, 315 responses were collected, and these were matched to the previous dataset and analysed. Of the respondents, 40 % were female and 60 % male. The ages of the participants ranged from 24 to 61 years ($M = 29.3$, $SD = 5.15$).

Measurement Scales

Job crafting: Job crafting was measured using the 21-item Job Crafting Scale developed by Tims et al., 2012 with the use of a five-point Likert scale. This scale distinguishes the four dimensions of job crafting: (1) increasing structural job resources, (2) increasing social job resources, (3) increasing challenging demands, and (4) decreasing hindering demands. Although these four dimensions of job crafting are frequently recognised as independent sub-dimensions, some authors have also aggregated sub-dimension scores to calculate an overall job crafting score (e.g., Tims et al., 2015; Akkermans & Tims, 2017; Rudolph et al., 2017). According to these previous findings, we aggregated the four sub-dimensions and calculated an overall "job crafting score" as a second-order construct. Sample items are "I try to develop my capabilities", "I ask whether my supervisor is satisfied with my work", and "I manage my work so that I try to minimise contact with people whose problems affect me emotionally".

Job boredom: Job boredom was measured using the 6-item Dutch Boredom Scale developed by Reijseger et al. (2013). Sample items include "I tend to do other things during my work" and "It seems as if my working day never ends". It measures the agreement to the given statements on a five-point Likert scale (1=strongly disagree, 5=strongly agree).

Tenure: The respondents were asked to specify the number of years they had spent working in their current organisation as a means of measuring tenure. The tenure levels ranged from one year to 21 years.

Control variables: Although very limited research has considered gender as a coordinate for job crafting, as Daly (2019) pointed out, gender-based restrictions such as glass ceilings, inclusion and gender pay sometimes limit the motivation to craft. We included gender, age, and education level as control variables.

Validity and Reliability of the Scales

Before hypotheses testing, we tested the validity and reliability of the measurement model. For testing the convergent validity, we calculated factor loadings and average variance extracted (AVE) scores of the scales. Fornell and Larcker (1981) pointed out that average variance extracted (AVE) values greater than 0.5 prove the existence of convergent validity. As shown in Table 1, the AVE values of the variables are measured higher than 0.5 and indicate convergent validity. Furthermore, Hair (2009) stated that if the AVE value's square root exceeds the correlation coefficient among variables, it demonstrates that structures have discriminant validity. The results show that the AVE values of the variables' square roots in this research are larger than the correlation coefficients between the structures. The results of the validity analyses prove that the measurement model's variables have convergent and discriminant validity.

Table 1. Results of validity and reliability analyses

| Factor | Num. of items | Factor loading intervals | α | CR | AVE |
|-----------------|---------------|--------------------------|----------|------|------|
| 1. Job crafting | 21 | .679 –.882 | .942 | .912 | .730 |
| 2. Job boredom | 6 | .732 –.891 | .901 | .922 | .765 |

Notes: α ; Cronbach's Alpha, CR; Composite Reliability, AVE; Average Variance Extracted

The reliability was assessed using Cronbach's alpha and composite reliability (CR) and the internal consistency of the variables. Cronbach's alpha values are .942 and .901, and CR values are .912 and .922 (Table 1). The lower threshold for these values is 0.7 (Hair, 2009). Hence, the model's variables are reliable and have internal consistency.

Using the AMOS software, we ran a confirmatory factor analysis to determine the construct validity. In the measurement model, job crafting is treated with a second-order construct and job boredom is tested as a first-order construct. The model fit ($\chi^2 / df = 3.455$, $p < .01$, GFI = .901, CFI = .899, RMSEA = .051, IFI = .888) was acceptable.

Results

Correlations

Table 2 demonstrates the variables' means, standard deviation, and Pearson's correlation coefficients. The correlations between variables varied between $r = .20$ and $r = .57$. Correlation results show a significant relationship between entrepreneurial intentions and individual and contextual factors. These observations are also seen in the business and non-business student groups.

Table 2. Means, standard deviations, and correlations

| Variable | Mean | SD | 1 | 2 | 3 |
|--------------------------|------|-----|--------|--------|---|
| 1. Organisational tenure | 2.32 | .71 | 1 | | |
| 2. Job crafting | 3.68 | .62 | -.17** | 1 | |
| 3. Job boredom | 2.44 | .66 | .21** | -.63** | 1 |

Note: ** $p < 0.05$ (two-tailed)

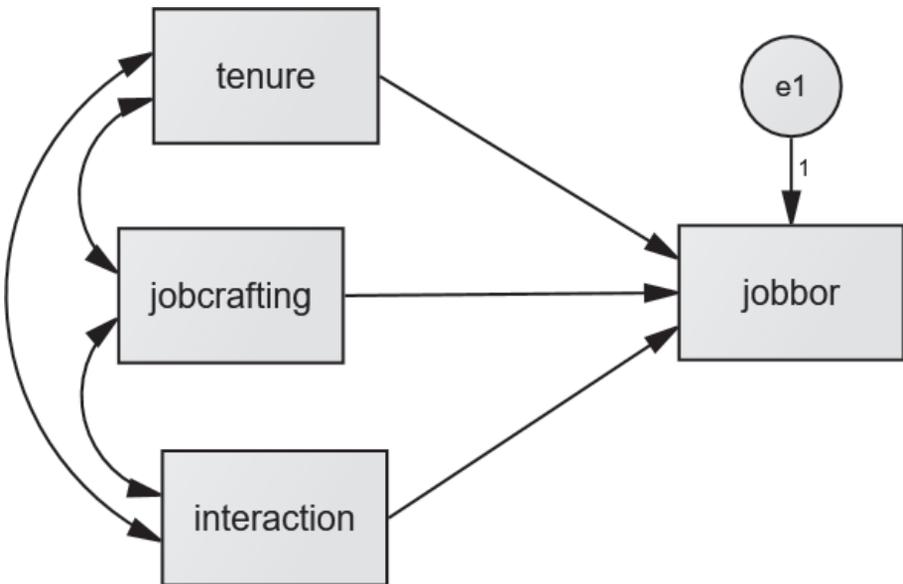
Hypotheses Testing

We used AMOS 16.0 software by running a structural equation model using the 2000 re-sampling option with the bootstrap technique to test the research hypotheses. In the model, job boredom is treated as the dependent and job crafting, and tenure (moderator) are treated as independent variables. Also, the interaction variable (job crafting * tenure) is created and added to the model as an independent variable. The tested model is presented in Figure 2.

The bootstrap test results are presented in Table 3. H1 predicts a negative impact of job crafting on job boredom. As the results in Table 3 show, job crafting has a negative impact on job boredom ($b = -.406$, 95 % CI = $[-.464, -.343]$, $t = -12.848$, $p < .05$). Thus, H1 is supported.

H2 predicts that the accountants' organisational tenure has a moderating role on the relationship between job crafting and job boredom, such that the level of the negative impact of job crafting on job boredom will be stronger for low-tenure accountants than that of high-tenure accountants. The findings showed that the interaction term has a significant effect ($b = .095$, 95 % CI = $[.027, .162]$, $t = 2.584$, $p < .05$) on job boredom, and this proves that the organisational tenure acts as a moderator between job crafting and job boredom.

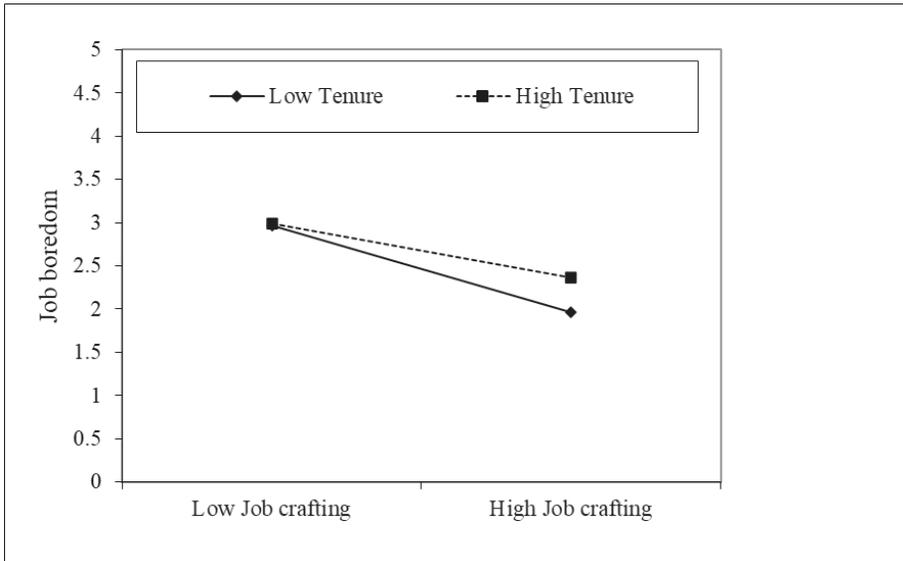
Figure 2. SEM Model



Additionally, the study included simple slope regression lines of job boredom regressed on job crafting at high and low (i.e., +1 and -1 SDs from the mean) levels of organisational tenure (Aiken et al., 1991) to investigate the interaction. Figure 3 shows that the simple slopes between job crafting and job boredom are significantly negative for low and high organisational tenure. However, the negative relationship between job crafting and job boredom is significantly stronger for low organisational tenure. Strong job crafting is more likely to disengage accountants from job boredom when they have low tenure compared to high tenure. These results clearly indicate that if the accountants have low organisational tenure, their job crafting will decrease job boredom more strongly than the accountants with

high organisational tenure. The finding suggests that organisational tenure moderates the relationship between job crafting and job boredom. These results supported two of the hypotheses.

Figure 3. Interactive Effects of Job Crafting and Tenure on Job Boredom



Discussion and Conclusion

Accountants with long tenure are seen to have particular knowledge and abilities that might help the company achieve high performance by engaging in extra-role activities. However, the results of this study show that those who assume they have a long tenure do not engage in activities like crafting. These findings are primarily supported by the affective event theory. Moreover, the outcomes reveal that job crafting is negatively correlated with perceived job boredom. Similarly, they demonstrate the impact of organisational tenure on perceived job boredom and crafting behaviours. According to the findings, accountants with short tenure journeys had a larger negative association between perceived job boredom and crafting behaviour than those with high tenure journeys in the organisation. In brief, accountants with longer tenure may be unable to contribute to crafting behaviours because of their growing feeling of job boredom over time.

These findings contribute to the existing literature on job boredom, job crafting, and organisational tenure by making substantial empirical and theoretical contributions. The moderating role of accountants' organisational tenure on job crafting and boredom behaviours is highlighted in this study. The relationship between boredom and crafting behaviours is still mostly unknown, and more study is

desirable to offer some insight into the effects of organisational tenure on various types of positive behaviours (Harju et al., 2016). Numerous theoretical frameworks have sought to improve the assessment of the moderating role of organisational tenure on work behaviour (Woods et al., 2018), but they have not considered the interpersonal environment in that workers engage in specific behaviours that are not part of their job definition. Until recently, no research has focused on the link between job crafting and job boredom on accountants.

Consequently, further research is needed to investigate job boredom and its potential interpersonal contacts, particularly employee-co-worker exchanges like knowledge sharing. As a consequence, the current study takes a step toward closing this gap and meets a need by establishing a link between job crafting and boredom. Based on the person-environment fit theory, this study shows how workplace monotony may demotivate individuals and reduce their participation in crafting against their jobs/colleagues. According to sense-making theory (Dervin, 1998), employees have less information about their job duties when they start a new job. As a result of their lack of knowledge of the business, individuals may not have a strong sensation of being overqualified, and they are more likely to exhibit good work behaviours, such as job crafting. Employees, on the other hand, begin to understand, interact, and grow more used to their working environment as their tenure increases. They are more likely to have a lack of enthusiasm to participate in job crafting behaviours inside the firm as a result of their advanced education and ultimately acquire acclimated to the established work.

As a result, according to our research, accountants often have a timespan when they are more naturally interested in new work assignments as they first start a new job, but once they have become familiar with their defined principles and standards of daily life inside the organisation, they could feel unmotivated to take part in crafting behaviours.

Our results have two major implications for managerial and human resource management approaches. First and foremost, these findings provide employers with a deeper understanding of the activities they may take to prevent boredom, which is especially important for companies with high staff turnover rates. Human resources professionals, for example, might focus on the growth abilities and competencies that will enable accountants with short tenure to stay more voluntarily. Long-tenured accountants that are likely to obtain new talents may find it beneficial to change departments in order to gain new skills and execute a variety of different duties. Job rotation, short- or long-term relocation, national or international assignments, sabbaticals, and other types of leave may all be options. As a result, it is critical for managers to ensure that their workers' abilities, experience, and duties continue to grow. This might assist individuals in functioning better and gaining motivation and the ability to engage in crafting behaviours.

Second, in terms of minimising job boredom, accountants can take advantage of potentials provided by their employer, such as those stated above, as well as pursuing to gain a better comprehension of their work via job crafting (Oprea et al., 2019) or other approaches of restructuring their work to make it more motivating and meaningful (Bakker et al., 2020). Therefore, it is advised that long-term accountants modify their jobs over their employees to reduce boredom and increase their crafting behaviour. Because long-term employees are more likely to be key knowledge suppliers, it's vital to create a solution that encourages them to share their expertise with their colleagues. Therefore, we argue that managers should foster a relaxed environment that facilitates information exchange among colleagues, including after events.

Ultimately, the current study enhances our understanding of the concepts by which job boredom is linked to crafting. It discusses unexplained concerns, such as the need for more moderators (i.e., tenure) and the repercussions. It also offers topics for future study that will undoubtedly help us learn more about job boredom and job crafting.

Limitations and Future Research

There are certain drawbacks to this study. First, as with other correlation-based studies, it was not feasible to establish robust inferences of causation based on the available data. Second, our study relied on information acquired from companies in a specific cultural environment. As a consequence, it is probable that some cultural or organisational characteristics impacted the outcomes to some extent. Future studies should look at job boredom and crafting behaviours in various cultural contexts.

The current study makes several suggestions for further research topics. First, the data were gathered through audit firms, which would restrict the findings' generalizability owing to the relatively homogeneous sample of participants. The results may be more generally applicable and compared if the study was applied to a variety of cultures and professional groups. Second, considering today's workforce includes workers from all generations, including Baby Boomers, Generation X, and Generation Y, it is sometimes referred to as a multi-generational workforce. Different value systems are used in different work roles as a result of generational differences. Various generations' common qualities may generate variances in how employees view and assess their occupations, and such variations might lead to very altered work-related results like turnover intention (Sesen & Ertan, 2022) and, in turn, job tenure. Future studies could expand on this method by assessing various generations' job boredom and crafting behaviours, as well as tenure levels. As a result, there will be a better knowledge of distinct generations and how they may impact the organisational tenure of persons with sensed job boredom in various ways, resulting in varied consequences (i.e., job crafting).

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