

IMPACT OF JOB AUTONOMY ON ORGANIZATIONAL COMMITMENT: THE MEDIATING EFFECT OF JOB CRAFTING SKILLS AMONG IT EMPLOYEES

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Abstract: Job autonomy refers to the degree of independence and discretion employees have in performing their tasks, scheduling work, and making decisions without close supervision. Organizational commitment, the dependent variable, represents an employee's emotional attachment, identification, and involvement with their organization. Job crafting skills, the mediating variable, involve proactive behaviors where employees actively reshape their job tasks, relationships, and cognitions to better align with personal strengths and interests. This study examines the impact of job autonomy on organizational commitment, mediated by job crafting skills, among IT employees at an NBFC. A sample of 92 employees participated in this survey and SPSS software was used to analyze the data. The results conclude that there is a significant impact of job autonomy on organizational commitment mediated by job crafting skill, there is a significant impact of job autonomy on organizational commitment, there is a significant influence of job autonomy on job crafting skills and there is a significant impact of job crafting skills on organizational commitment.

Keywords: Job autonomy, Organizational Commitment, Job crafting skills, Proactive Behavior, Emotional Attachment, Decision making.

1. INTRODUCTION

Research on organizational behaviour is essential to comprehending how people, teams, and organizational structures interact in the workplace to affect output, contentment, and general efficacy. The Three crucial factors—job autonomy, organizational commitment, and job constructing skills—are at the heart of this research and have significant effects on both workers and organizations. Job autonomy is the extent to which workers are free to choose how and when to complete their duties, including scheduling, decision-making, and method choices as defined by Hackman & Oldham (1976). Meyer and Allen (1990) defined organizational commitment as a psychological attachment to the organization that includes normative (feeling of obligation), continuation (perceived costs of leaving), and affective (emotional loyalty) components. Wrzesniewski and Dutton (2001) define job crafting skills as proactive actions in which employees actively modify the job characteristics—through task, relational, or cognitive crafting—to correspond with their particular interests and talents. This study looks at how job autonomy affects organizational commitment, with job crafting skills acting as a mediating factor among the IT employees of an NBFC at Chennai. Its significance comes from filling a crucial gap: although earlier research supports the direct effects of autonomy, less examines job crafting as a mediator in the financial services of emerging nations. The study's focus on an NBFC scenario reveals setting-specific perspectives, such as how autonomy makes it possible to create behaviors that increase commitment in high-stakes, goal-driven settings and the influence of job crafting skills among the employees so that organizations can take required measures.

2. NEED OF THE STUDY

The need intensifies as NBFCs face talent retention challenges post-2024 economic recovery, with employees reporting low autonomy due to hierarchical structures and micromanagement, stifling proactive behaviors essential for innovation. By integrating Self-Determination Theory and Job Demands Resources model (Bakker & Demerouti, 2017; Slemp et al., 2018), the research tests a novel pathway: autonomy fostering crafting skills that bolster affective commitment, potentially reducing attrition costs estimated at 1.5-2x annual salary per employee.

3. RESEARCH METHODOLOGY

The methodology section outlines the plan and method that how the study is conducted. This includes Universe of the study, sample of the study, Data and Sources of Data, study's variables and analytical framework. The details are as follows;

3.1 Population and Sample

The total population of the study is 8500 employees of Veritas Finance Limited. The sample unit of the study is 92 employees of Veritas Finance Limited, Head Office, Guindy, Chennai working in different departments. The study used a Non-Probability Sampling method. Convenience sampling is one of the sampling methods where participants are selected based on their accessibility or availability to the researcher. In this method, a sample is chosen based on convenience rather than random selection or any predefined criteria that would make the sample representative of the entire population.

3.2 Data and Sources of Data

The sources of the data collected for the study are primary data and secondary data. Primary data refers to the data collected directly from the source for specific research. The primary data was collected through questionnaire and survey methods from the employees of Veritas Finance. The questionnaire framed had 37 questions in which 5 are the employee's demographic based questions and are mostly close ended questions. The questions are in the respective scale format as per given by the authors. Secondary data refers to the data that has been previously collected and published by someone else for a purpose other than current research study. The secondary data used are taken from research papers, journals and articles which are related to impact of job autonomy & job crafting skills on organizational commitment among employees.

3.3 Theoretical framework

Variables of the study contains dependent and independent variable. The study used pre-specified method for the selection of variables.

Hackman and Oldham (1976) : Hackman and Oldham's **Job Characteristics Model (JCM)** argues that motivation, satisfaction, and performance come mainly from **five core job characteristics**: skill variety, task identity, task significance, autonomy, and feedback. **Job autonomy** is defined as the **degree of freedom, independence, and discretion employees have** in deciding how to do their work—that is, work methods (how to do the task), timing (when to do it), and sometimes scope (which parts to prioritize or combine). When autonomy is high, employees feel **personal responsibility** for outcomes, which makes the job feel more meaningful and increases **internal (intrinsic) motivation** because they experience a sense of control and ownership.

Bakker and Demerouti (2007) : In the **Job Demands–Resources (JD-R) model**, **job demands** are aspects that require sustained effort (e.g., high workload, tight deadlines, complex targets) and can lead to strain or burnout if too high. **Job resources** are physical, social, or organizational aspects that help achieve goals, reduce demands, and support growth; **autonomy is one of the key job resources**. High autonomy allows employees to **select their own strategies, pace, and sequence of work**, which helps them cope with high demands (such as tough sales targets or tight project timelines). By acting as a buffer, autonomy **reduces emotional exhaustion** and supports engagement, effectively “offsetting” the negative impact of job demands.

Meyer and Allen (1991) – Three components of organizational commitment: Meyer and Allen conceptualize **organizational commitment** as having **three distinct components**:

- **Affective commitment**: an emotional attachment to, identification with, and involvement in the organization (you stay because you want to).
- **Continuance commitment**: staying because of perceived costs of leaving (e.g., loss of salary, benefits, seniority).
- **Normative commitment**: feeling obligated to stay because of moral or social norms (it feels “right” to remain).

Among these, **affective commitment** is most strongly linked to **loyalty, discretionary effort, and low turnover intention**, because it comes from genuine emotional attachment rather than calculative or moral pressures.

Allen and Meyer (1990): Allen and Meyer locate **affective commitment** within **social exchange theory**: when employees receive **supportive work conditions** (such as recognition, fair treatment, and autonomy), they feel a sense of **reciprocity** and respond with emotional loyalty and positive attitudes toward the organization. When employees experience **autonomy, supportive leadership, and fair reciprocity**, they interpret the organization as trustworthy and respectful, which strengthens **emotional bonds** and internalized attachment. This explains why such conditions are associated with **higher affective commitment and lower turnover**, because employees feel treated as valued partners rather than mere input factors.

Demerouti (2014): In **extensions of the JD-R model**, Demerouti and others emphasize **job crafting** as a process where employees actively modify their tasks, relationships, and cognitions to increase resources and reduce demands. Here, **autonomy is a key enabler**: when employees have freedom in how they structure their work, they can **craft their jobs** in ways that generate **resource gains** (e.g., more learning opportunities, better relationships, or meaningful tasks). These resource gains, in turn, **strengthen affective commitment** because the work feels more meaningful and aligned with the employee's values, even when job demands are high.

3.4 Statistical tools and econometric models

This section elaborates the proper statistical/econometric/financial models which are being used to forward the study from data towards inferences. The detail of methodology is given as follows.

3.4.1 Descriptive Statistics

Descriptive Statics has been used to find the maximum, minimum, standard deviation, mean and normally distribution of the data of all the variables of the study. The dependent variable chosen in this study in Organizational commitment.

3.4.2 Percentage Analysis

It is a tool used to present and interpret data in a simple way where the percentage of a particular value can be found. It is useful for categorising large data and helps researchers in making comparisons and derive a meaningful conclusion.

3.4.3 Regression

It is a statistical method used for the estimation of the relationship between a dependent variable and one or more independent variables. It allows researchers to predict or explain the variation based on another variable.

IV. RESULTS AND DISCUSSION

4.1 Percentage Analysis of Demographic profile

	Category	Frequency	Percentage
Age category	21 to 30	65	70.65%
	31 to 40	14	15.22%
	41 to 50	9	9.78%
	51 to 60	4	4.35%
Gender	Female	28	30.43%
	Male	64	69.57%
Years of experience	0 to 5	70	76.09%
	20+	2	2.17%
	6 to 10	20	21.74%

INFERENCE:

The above table shows that out of 92 respondents, 70.65% of them belong to the age category of 21 to 30, 15.22% of them belong to the age category 31 to 40, 9.78% of them belong to the age category of 41 to 50 and 4.35% belong to the age category of 51 to 60. The above table shows that out of 92 respondents, 69.57% of them are Male and 30.43% of them are Female. The above table shows that out of 92 respondents, 76.09% of them have 0 to 5 years of experience, 21.74% of them have 6 to 10 years of experience and 2.17% of them have 20+ year of experience.

HYPOTHESIS - 1

H₀: There is no significant impact of job autonomy on organizational commitment mediated by job crafting skills.

H_a: There is a significant impact of job autonomy on organizational commitment mediated by job crafting skills.

Table 4.2.1 showing Model summary of the regression analysis between job autonomy, organizational commitment and job crafting skills.

Model Summary

Multiple R	R Square	Adjusted R Square
.829	.687	.676

Dependent Variable: Organizational_Commitment
 Predictors: Job_Autonomy Job_Crafting_Skills

Table 4.2.2 Showing ANOVA of the regression analysis between job autonomy, organizational commitment and job crafting skills.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.171	3	21.057	64.278	.000
Residual	28.829	88	.328		
Total	92.000	91			

Dependent Variable: Organizational_Commitment
 Predictors: Job_Autonomy Job_Crafting_Skills

Table 4.2.3 showing coefficients of the regression analysis between job autonomy, organizational commitment and job crafting skills.

Coefficients

	Standardized Coefficients		df	F	Sig.
	Beta	Std. Error			
Job Autonomy	.119	.060	1	3.943	.050
Job Crafting Skills	.816	.060	2	186.826	.000

Dependent Variable: Organizational_Commitment

INFERENCE

From the above figures, we can infer that the significant value is 0.050 (equal to 0.05) for impact of job autonomy on Organisational commitment whereas the significant value is 0.000 (lesser than 0.01) for mediation of Job crafting skills on Organizational commitment. Hence, the alternate hypothesis is accepted which states that there is a significant impact of job autonomy on organizational commitment mediated by job crafting skills. This suggests that job autonomy has a marginally significant direct impact on organizational commitment: the relationship is statistically significant at the 5% level, but the effect is relatively weak or sits at the borderline of significance. This indicates that job crafting skills strongly mediate the relationship between job autonomy and organizational commitment. In other words, the influence of job autonomy on organizational commitment is largely transmitted through employee's ability and disposition to craft their jobs.

HYPOTHESIS - 2

H₀: There is no significant impact of job autonomy on organizational commitment

H_a: There is a significant impact of job autonomy on organizational commitment.

Table 4.2.4 showing Model summary of the regression analysis between job autonomy and organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.065	.054	3.38052

a. Predictors: (Constant), Job_Autonomy

Table 4.2.5 showing ANOVA of the regression analysis between job autonomy and organizational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.358	1	71.358	6.244	.014 ^a
	Residual	1028.512	90	11.428		
	Total	1099.870	91			

 a. Predictors: (Constant), Job_Autonomy

 b. Dependent Variable: Organizational_Commitment
Table 4.2.6 showing Coefficients of the regression analysis between job autonomy and organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.872	2.142		10.211	.000
	Job_Autonomy	.140	.056	.255	2.499	.014

 a. Dependent Variable: Organizational_Commitment

INFERENCE

From the above figures, we infer that the significance value is 0.014 which is lesser than 0.05. Hence, the alternate hypothesis is accepted which states that there is a significant impact of job autonomy on organizational commitment. As employees experience greater freedom in deciding how, when, and to what extent they perform their work, they tend to feel more responsible, trusted and attached to the organization. This finding aligns with social exchange theory and the Job Characteristics model, where autonomy is treated as a Job Resource that enhances intrinsic motivation and emotional attachment, thereby strengthening commitment.

HYPOTHESIS -3

H₀: There is no significant influence of Job autonomy on job crafting skills

H_a: There is a significant influence of Job autonomy on job crafting skills.

Table 4.2.7 showing Model Summary of the regression analysis between Job autonomy and job crafting skills

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.234	10.98988

 a. Predictors: (Constant),
Job_Autonomy

Table 4.2.8 showing ANOVA of the regression analysis between Job autonomy and job crafting skills

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3482.890	1	3482.890	28.837	.000 ^a
Residual	10869.980	90	120.778		
Total	14352.870	91			

a. Predictors: (Constant), Job_Autonomy

b. Dependent Variable: Job Crafting Skills

Table 4.2.9 showing Coefficients of the regression analysis between Job autonomy and job crafting skills

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.461	6.964		3.656	.000
	Job Autonomy	.980	.182	.493	5.370	.000

a. Dependent Variable: Job_Crafting_Skills

INFERENCE

From the above figures, we infer that the significance value is 0.000 which is less than 0.01. Hence, the alternative hypothesis is accepted which states that Job autonomy has an influence on Job crafting skills. When employees have greater control over their work methods, timing, and scope, they are more likely to experiment, redesign tasks, seek new challenges, and build relationships in ways that optimize their experience—this is essentially what job crafting entails.

HYPOTHESIS - 4

H₀: There is no significant impact of Job crafting skills on Organisational commitment.

H_a: There is a significant impact of Job crafting skills on Organisational commitment.

Table 4.2.10 showing Model Summary of the regression analysis between Job crafting skills and Organisational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372 ^a	.139	.129	3.24455

a. Predictors: (Constant), Job_Crafting_Skills

Table 4.2.11 showing ANOVA of the regression analysis between Job crafting skills and Organisational commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	152.431	1	152.431	14.480	.000 ^a
Residual	947.438	90	10.527		
Total	1099.870	91			

a. Predictors: (Constant), Job_Crafting_Skills

b. Dependent Variable: Organizational_Commitment

Table 4.2.12 showing Coefficients of the regression analysis between Job crafting skills and Organisational commitment
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.727	1.722		12.036	.000
Job Crafting Skills	.103	.027	.372	3.805	.000

a. Dependent Variable: Organizational_Commitment

INFERENCE

From the above table, we can infer that the significant value is 0.000 which is lesser than the 0.01. Hence, the alternate hypothesis is accepted which states that there is a significant impact of Job crafting skills on Organisational commitment. Through job crafting, employees transform job demands into resources, align their roles with personal values, and experience greater meaning, control, and engagement, all of which fuel affective commitment.

V. CONCLUSION

This study highlights the impact of job autonomy on organizational commitment showing the factors such as job variety, relational energy, shared vision, leadership facilitation and compassionate work environment directly contributing to employee's growth, sense of security. Achievement and performance. The study utilised a quantitative research design using survey methodology to collect data. A structured questionnaire was developed and provided to the employees. The data collected was subjected to statistical analysis using tools like regression. The impact of these elements are positive fostering where employee's social and emotional needs are met which increases their engagement and commitment to the organisation. When the organization prioritizes a supportive and inclusive climate, they can clearly see the improvement in employee satisfaction and productivity. The study's finding shows that a positive workplace climate enhances employee motivation by increasing achievement through a shared vision, boosting job security through leadership support and improving performance in a compassionate workplace environment, all of which indicates higher motivation, satisfaction and overall success of the organisation. Future research could explore cross-industry variations to understand how workplace climate impacts motivation in different sectors and can also assess long term effect on career development of employees and also broader aspects of employee's well-being like mental health and work-life balance.

I. ACKNOWLEDGMENT

Special appreciation goes to my co-author, **Dr. Ashwini P, MBA, PhD** for her invaluable guidance, contribution of insightful points, suggestions, and advice throughout the duration of this project.

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