



Let's Start!

RECOGNIZED IN "Y"
CATEGORY BY



RESEARCH JOURNAL OF PSYCHOLOGY



The Effect of Job Crafting on Work Performance of Universities Employees

Tabinda Zainab

M.Phil Scholar, Institute of Education, University of Sargodha.

Dr. G. Zainab Sherazi

Lecturer Institute of Education, University of Sargodha,

Corresponding Author's Email: Ghulam.zainab@uos.edu.pk

Dr. Zunaira Fatima

Assistant Professor, Institute of Education, University of Sargodha,

Email: zunaira.fatima@uos.edu.pk

Abstract

The primary purpose of the present study was to investigate the influence of job crafting (JC) on the work performance (WP) of the organization's workforce. The population of this current study comprised all teaching and non-teaching employees of the University of Sargodha, specifically drawn from five colleges: the College of Medical & Health Science, the College of Pharmacy, the College of Engineering and Technology, the Law College, and the College of Agriculture. A total of 300 employees were selected as samples using convenient sampling techniques. Data collection was conducted using two instruments. Following a thorough examination by specialists, the pilot test alongside Cronbach's alpha was utilized to ascertain the validity and reliability of the research instrument. The researcher gathered the data through direct physical collection methods. Data were analyzed by using SPSS version 22 and descriptive statistics like mean frequency and standard deviations were used along with inferential statistics like regression analysis, correlational analysis, T-tests, and ANOVA. The study's findings indicated a statistically significant positive correlation between job crafting and work performance. A rather tenuous positive correlation exists between job crafting (JC) and work engagement (WE) among university employees.

Keywords: *Job crafting, Work Performance, Self-Efficacy, Teaching*

Introduction

The notion of Job Crafting, which campaigns for workers to engage proactively in the reconfiguration of their roles within contemporary organizational frameworks, is steadily gaining recognition and emerging in prominence. In the workplace, individuals modify their boundaries and various elements of their roles to better align with their most essential, favored, and impactful work attributes (Tims & Bakker, 2010). Job crafting is defined as the capacity to redefine and redesign one's role in a manner that enhances positivity and effectiveness, enabling employees to adapt their roles. It encompasses the variety of voluntary actions that employees utilize to modify the characteristics of their roles. Berg articulates "Job Crafting" as the capacity to redefine one's perception of a role, cultivating positive, enjoyable, and effective strategies that impact an employee's attitude. A recent study reveals a positive correlation among job crafting and various results. Rosso et al. (2010) propose that the "meaning of work" is intertwined with employees' personal values, their relationships with leaders and colleagues, and the importance they ascribe to their work, which subsequently correlates with enhanced motivation, satisfaction and job performance. Investigations have revealed affirmative associations among job crafting and favorable well-being outcomes like satisfaction and work engagement. Individuals who perceive themselves as artisans adopt a proactive approach to their tasks, which enhances their productivity. Workers have the capacity to reshape their roles through the adjustment of the number of tasks they undertake.

Furthermore, individuals have the capacity to transform their professional relationships by modifying their modes of interaction with others "relational crafting" (Lazazzara et al., 2020; Allan et al., 2019; Rudolph, 2017 and Weseler et al., 2016). Three types of crafting include cognitive, task and relational crafting through which employees can actively mold their professional roles. Task crafting involves the modification of formal tasks through the addition or removal of activities, as well as the adjustment of the time and effort allocated to a particular task (Wrzesniewski and Dutton 2001). Berg and colleagues (2013) Relational crafting emerges from modifications in the ways employees interact with their colleagues in the workplace, such as taking initiative to foster friendships or enhancing the quality of

interpersonal connections. Ultimately, cognitive crafting entails altering the way employees interpret and assess their work, thereby enhancing its significance for them (for instance, by striving to comprehend its impact on the organization's success). Wrzesniewski and Dutton (2001), say that job crafting is when employees make changes to their jobs to make the most of the resources and demands of the workplace while also using their skills and meeting their needs. Job crafting is classified into four distinct behaviors, which are determined by two fundamental aspects: job demands and resources. It enhances the sustainability of job performance, cultivates a sense of global citizenship within the workplace, and yields advantages for the organization (Zainab et al., 2022; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

A positive correlation is observed among employees' health, well-being, and performance in relation to their proactive job crafting behaviors (including the pursuit of resources and challenges). Moreover, job crafting presents considerable benefits for the performance of organizations (Lichtenthaler & Fischbach, 2019). Employees who participate in "Job Crafting" take a dynamic role in shaping their work, rather than merely adhering to their job descriptions, which is likely to result in enhanced energy levels and personal development. Our research indicates that the generation of employment opportunities fosters flourishing. These factors are associated with significant individual and organizational outcomes. Work performance is characterized by actions or behaviors which are related to the goals of the organization (Sherazi, Zainab, 2023; EUROSTAT, 2020; Huo and Jiang, 2021). Work performance reflects the diligence and commitment an individual applies to their designated tasks, utilizing their knowledge, skills, and earnestness (Abid, 2019; Elahi, 2020 and Garnida, 2018). An individual receives responsibilities according to their skills, experience, dedication, and time availability (Hasibuan & Sumenda, 2018). The assessment of an employee's performance is determined by the worth and amount of work they done within the scope of their assigned responsibilities. The outcome of employees has a direct influence on both the economic and non-economic side of an organization (Anwar, Zainab & Ghayyur, 2022; Thevanes et al., 2018; Anitha, 2014).

Organizational directives have required certain employees to modify their work methodologies without the benefit of prior strategizing. As some individuals persist with their routine responsibilities, a significant number of employees express heightened levels of anxiety, fear, and stress (Li, Wang, Xue, Zhao, and Zhu, 2020), potentially undermining their overall performance. It is essential to comprehend whether the actions taken in the workplace by trades can alleviate employees' anxiety and fear while ensuring that performance levels remain satisfactory (Wang et al., 2020). As Campbell (1990) says, task performance is the ability to do well the important substantive or technical duties that come with your job. This has been one of the main topics of research into individual performance. However, subsequent research has led to the understanding that contextual performance and counterproductive work behaviors ought to be incorporated into the definition of work performance, extending beyond mere individual job outcome. The relationship between "job crafting and work performance" is compelling and is gaining recognition as a significant area of research. The deliberate activities individuals adopt to modify their roles, thereby improving their work environment and engagement, are referred to as "job crafting." A plethora of studies has substantiated that this process exerts a beneficial impact on work performance (Wang, 2020; Tims, Bakker, & Derks-Theunissen, 2015).

Objective of the study

- To find out the influence of job crafting (JB) on the work performance (WP) of university employees.
- To explore the relationship among job crafting (JB) and work performance (WP) among university employees.

Statement of problem

Today's universities demand excellent performance from employees across a variety of roles, yet there is limited research on methods to enhance this performance, including job designing. Job crafting: University staffs actively modify their roles to better align with their interests and skills, which may improve work performance. The current study objective is to explore the effects of job crafting on university employee's work performance, shedding light on how it may promote engagement, motivation, and productivity in learning environments.

Significance of study

“Job Crafting” (JC) indicates to a process whereby personnel harmonize responsibilities, interests, and skills in a cohesive manner (Tims et al., 2013). When employees do not possess a ownership toward their responsibilities, so they are less inclined to exert additional effort and deliver their utmost performance, even within the context of a university setting. This may necessitate a recalibration of their pedagogical strategies regarding research or other responsibilities to ensure a closer alignment with the objectives in domains where their expertise and enthusiasm are most pronounced. By implementing this approach, they can achieve superior quality results in terms of student attendance, engagement, research outputs, or administrative efficacy. Job crafting may have the potential to high work engagement (WE), which includes the vigor, enthusiasm, and dedication associated with one's professional responsibilities. The autonomy to shape one's roles and responsibilities within an organization is profoundly inspiring. University employees who participate in job crafting may experience increased intrinsic motivation, as they have the autonomy to influence their tasks and the rationale behind their actions. This results in heightened job satisfaction, a stronger commitment to the organization, and an enhancement of overall well-being. This paper further demonstrates that JC positively influences employees' performance in their designated responsibilities, as well as exerting a direct effect on the organization itself. When employees are permitted to design their work, they are more adept at tackling challenges in the workplace, managing stress, adapting to changes, and cultivating innovative solutions within a university context. This is especially true in a university setting where various departments collaborate. Job crafting can facilitate value creation, augment work output, and elevate employees' performance. Moreover, job crafting could hold considerable importance in the realms of employee retention and talent management. By allowing employees the autonomy to choose the nature of their work and the methods by which they accomplish it, organizations can significantly improve employee satisfaction, thereby reducing turnover rates and attracting top talent within the university system.

Literature Review

Job Crafting (JB) can be characterized as a self-directed and voluntary endeavor that harmonizes work practices and environments with individual performance and professional aspirations. Studies suggest that job crafting positively influences individuals by increasing their engagement and motivation within the professional environment (Hakanen et al., 2017).

This idea emphasizes that people can change their work environment by looking at it through the lenses of regulatory focus, efficiency, self-assessment and traits. Job crafting enables employees to creatively mold their roles. The organization's structural design sustains the procedure to fulfill work objectives (Ifiran et al., 2022). Job crafting functions as a method that emphasizes the modification of employees' tasks to more effectively align with their needs and perceptions regarding work satisfaction. This phenomenon of self-organization, referred to as job crafting, seeks to improve personal work performance, though such modifications may not consistently correspond with the objectives of the organization. Certain research indicates that job crafting may result in adverse consequences for the organization when the goals diverge from those of the employees (Zito et al., 2019). Job crafting seems to enhance quality of life and organizational commitment, yielding advantages for the enterprise and fostering a positive work environment. Ultimately, the influence of “Job Crafting” can manifest in diverse manners (Tims and Parker, 2020).

Van Belle et al. (2022) describe job crafting as a process through which an employee engages in a self-directed approach to enhance personal interests in relation to job design. This comprehensive perspective on 'job crafting (JC)' aims to enhance the well-being, attitudes, and behaviors associated with an individual's personality. So, even though the way an employee interacts with their workplace may be set up unintentionally, the employees can and should change it on purpose to improve their roles, give their work more meaning, and make it more in line with their personal and/or professional goals. The present literature suggests that “Job Crafting” primarily emphasizes the expansion of job design, the evolution of roles, and the pursuit of challenges (Burning & Campion, 2018; Fried, 2007). GB represents a process that is fundamentally influenced by the career trajectories and contextual factors provided by the organization. Job crafting entails empowering employees to modify their roles in a manner that elevates job quality, subsequently leading to enhanced work outcomes, productivity, well-being, and overall organizational advantage (Jutengren, Jaldestad, Dellve & Eriksson, 2020). Moreover, job crafting imbues work with significance, assisting employees in sustaining a favorable self-perception and fostering social connections. These modifications empower individuals to redefine their professional experiences and personal occupational identities. Personal significance, commitment, and job performance positively correlate with a sense of meaning in work (May et al., 2004).

Work performance

Work performance is characterized by the contributions made by employees within the professional environment to attain desired outputs (Wernicke, 2020). Performance refers to actions that help an organization reach its goals, whether these goals are stated directly or not. It is a measure of how well an employee is doing in carrying out their duties to reach these goals (Moonsri, 2018). Work performance functions as a measure of efficiency, encompassing a broad array of behaviors and outcomes in relation to the contributions of others (Aeknarajindawat and Jernsittiparsert, 2020). Motowildo et al. (1997) delineate performance into three distinct categories: task performance, contextual performance, and creative performance. Organizational goals intrinsically link to the execution of tasks, particularly in the context of fulfilling contractual obligations. Contextual performance, often referred to as extra-role behavior, encompasses actions that enhance the social environment, including the assistance provided to a colleague. Williams and Anderson (1991) suggest that contextual performance frequently arises from voluntary actions driven by intrinsic motivations. Counterproductive behavior, as articulated by Gutnick et al. (2012), refers to the creation of novel and valuable ideas, products, or processes that drive innovation within

organizations. As articulated by Griffin et al. (2024), work performance encompasses an individual's capacity to accomplish tasks within a specified timeframe, characterized by the quality of the tasks executed. This perspective highlights the significance of employees synchronizing their endeavors with the overarching objectives of the organization (Janssen & Van Yperen, 2004). Van Yperen and Janssen (2004) often assess performance based on work outcomes and the reliability of contributions towards these objectives. Work performance includes both productivity and organizational citizenship behaviors, as well as overall effectiveness in the workplace (Şahin and Kanbur, 2022). The organization's mission, objectives, functional requirements, and prevailing organizational culture influence the formation (Castilho, 2015). It encompasses behavior related to tasks that conform to established organizational standards (Köroğlu Kaba and Öztürk, 2021). Work performance represents a behavioral contribution directed toward the attainment of organizational objectives, alongside job satisfaction and motivation to engage in work (Darvishmotevali et al., 2017; Ali, 2017).

Methodology

Research design

The study examined the effect of “Job crafting” on the “Work performance” of university employees. The research was characterized by a descriptive approach and used a quantitative design. This research employed a multi-stage convenient sampling technique. The study encompassed the entirety of professional teaching and non-teaching staff at the University of Sargodha. This research employed a multi-stage convenient sampling technique. The research employed two modified questionnaires to gather data from both teaching and non-teaching staff. A sample size of 300 was conveniently selected from five colleges within the University of Sargodha, namely the College of Law, College of Pharmacy, College of Engineering, Sargodha Medical College, and College of Agriculture. Data was gathered from both instructional and non-instructional personnel at the University of Sargodha. The researcher conducted visits to various colleges for the purpose of data collection.

Table 1: Colleges of university of Sargodha

Sr.No.	Name of college	Teaching	Non-teaching	Total
1	College of Agriculture	71	6	76
2	College of Medical and Health Science	77	18	95
3	College of Engineering and Technology	35	20	55
4	College of Pharmacy	29	15	36
5	College of law	22	5	29

Data analysis

The collected data were entered into SPSS for analysis. The regression was found between the “Job Crafting on Work Performance and Work Engagement” of university employees of the University of Sargodha, both teaching and non-teaching. Employees. The data were systematized, analysed and tubulated by inferential and descriptive statistics.

The correlation coefficient ($r = 0.339$) suggests a moderate positive association between job crafting and work performance in employees. The relationship exhibits statistical significance at the 0.01 level (2-tailed), showing that an increase in job crafting correlates with an enhancement in work performance. The correlation coefficient ($r = 0.339$) directs that

personnel who participate more in JB activities are likely to exhibit higher work performance levels. The moderate correlation ($r = 0.339$) suggests that job crafting accounts for some variance in work performance scores; however, additional factors not considered in this analysis may also add a share. A p-value of 0.000 implies that the observed correlation is unlikely to have arisen by chance. As a result, we reject the null hypothesis, which suggests that there is no relationship between job crafting and work performance. This present work have a sample of $N = 300$ employees for both the “Job crafting and Work performance” variables. This gave enough information to show that the correlation coefficient is reliable.

Table 2: Correlation Analysis of “Job crafting (JB) and Work performance (WP)”

Variable		JB	WP
job crafting	Pearson Correlation	1	.339**
	Sig. (2-tailed)		.000
	N	300	300
work performance	Pearson Correlation	.339**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

Table 3: Relationship of Job crafting (JB) with work performance (WP) and work engagement (WE)

Variable		JB	WP	WE
Job crafting(JB)	Pearson Correlation	1	.339**	.070
	Sig. (2-tailed)		.000	.229
	N	300	300	300
Work performance(WP)	Pearson Correlation	.339**	1	.213**
	Sig. (2-tailed)	.000		.000
	N	300	300	300

There is a statistically significant positive correlation between “job crafting and work performance” ($r = 0.339$, $p = 0.000$ **). This indicates that personnel who engage in more JB (Job crafting) behaviors tend to exhibit higher levels of work performance.

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339 ^a	.115	.112	.49316

a. Predictors: (Constant), job crafting **Regression analysis**

A regression analysis was made to examine the relationship between JB and WP. The correlation coefficient between the predictor (job crafting) and the outcome variable is 0.339. Coefficient of Determination: The value of 0.115 signifies that 11.5% of the variance in the outcome variable (work performance) is attributable to the predictor variable (job crafting). This value (0.112) modifies the R Square according to the number of predictors in the model.

The value (0.49316) denotes the standard deviation of the residuals, serving as an indicator of the regression model's predictive accuracy regarding actual outcomes.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.128	.244		8.730	.000
job crafting	.368	.059	.339	6.224	.000

The regression model shows that job crafting (JC), which includes being more proactive and making work tasks fit your needs, is a strong predictor of work performance (WP). For each one-unit increment in job crafting, work performance is anticipated to rise by roughly 0.368 units. The elevated t-value (6.224) and minimal p-value (.000) signify that the correlation between JB (job crafting) and WP (work performance) is substantial and unlikely to result from random variation. The standardized coefficient (Beta = 0.339) indicates the direction and relative strength of the relationship, demonstrating a positive correlation between “Job crafting and Work performance”.

Discussion and Conclusion of the Study

The primary objective was to find out the correlation between JB (job crafting) and WP (work performance). The work of Van Den Broeck (2014) examined the associations among “job crafting, work performance, self-efficacy, and organizational citizenship behaviors (OCB)” in employees of Italian businesses. The findings suggest a supportive correlation between JB and WP (work performance) within this group; however, the correlation between JB (job crafting) and WE (work engagement) is not statistically significant. A constructive correlation was found between “Work engagement and Work performance”. Research on JB “Job Crafting” reveals that numerous scholars have explored the relationships between work performance and various factors, with many of their results aligning with those of this study. Arnold, (2017) in his work revealed that positive personality traits and job crafting significantly influenced “Work engagement and Work performance” across various firms. This work indicated a positive correlation between JB and WP (job crafting and work performance), with job crafting serving as a complete mediator in the beneficial relationship between work performance and organizational citizenship behavior (OCB). The study employed PLS-SEM to examine the relationships among individual JP, WE and JC (Job performance, work engagement, job crafting), and work passion. The findings indicate that harmonizing passion positively influences organizational success. Sharjeel Ahmad et al. (2024) investigated the influence of proactive personalities of both individual and group performance. The findings suggest that job crafting, whether performed individually or collectively, serves as a mediator in these relationships. Data were collected at both individual and team levels from 42 teams within the hospitality industry utilizing the time-lag method. Sharjeel Ahmad et al. conducted an investigation in 2024 regarding the influence of proactive personalities on individual and group performance. The findings suggest that both individual and group job crafting facilitates these interactions. Data were collected from 42 teams in the hospitality sector using a time-lag method at two distinct levels: individual and team.

Recommendation

Agreed on the rational correlation between “Job Crafting (JC) and Work Performance (WP)”, it is recommended that universities provide training for employees on how to alter their roles to make parallel with their interests, strengths, and goals. So this way is expected to enhance job satisfaction and productivity through organized workshops. The study revealed a noteworthy relationship between “Job crafting and Work performance”, indicating the necessity for universities to implement regular assessment surveys. Universities can utilize periodic surveys and performance evaluations to monitor these areas and adjust strategies accordingly, thereby optimizing employee outcomes and satisfaction. This present study results show no significant difference in “Job crafting or Work performance” between male and female employees. So, this is crucial to confirm that all employees have the same access to resources and openings for career development. Regular surveys can identify latent issues or needs.

References

1. Abidin, N. S. Z., Adam, S., Jah, N. J. A., Rahmat, N. H., Aziz, A. A., & Nadri, H. N. (2021). Investigating Work Engagement at the Workplace. *International Journal of Asian Social Science*, 11(9), 409–420
2. Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921
3. Akbar, R., Usman, A., Lodhi, R. N., & Mukaran, A. T. (2022). A Study of the Relationship Between Job Crafting and the Job Performance of Employees in Pakistan. *Eurasian Journal of Economic and Business Studies*, 65(3), 5-26.
4. Alamri, M. (2023). Transformational leadership and work engagement in public organizations: promotion focus and public service motivation, Amabile, T.M. (1994) The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66, 950-967
5. Anwar, M. N., Zainab, G., & Ghayyur, T. S. (2022). Leadership Behavior of Secondary School Heads in relation with School Performance. *Journal of Development and Social Sciences*, 3(2), 262-270.
6. Aldrin, N., & Merdiaty, N. (2019). Effect of job crafting on work engagement with mindfulness as a mediator. *Cogent Psychology*, 6(1), 1684421.
7. Alzyoud, A. A., Othman, S. Z., & Mohd Isa, M. F. (2015). Examining the role of job resources on work engagement in the academic setting. *Asian Social Science*, 11(3), 103-110.
8. Amran, M., Zamralita, Z., & Lie, D. (2022, April). The impact of job crafting towards performance with work engagement as a mediator among high school teachers in South Tangerang, Indonesia. In 3rd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2021) (pp. 1651-1656). Atlantis Press.
9. Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job Crafting and Meaningful Work. In M. P. W. Peeters, J. de Jonge, & T. W. Taris (Eds.), *An introduction to contemporary work psychology* (pp. 53–74). John Wiley & Sons.
10. Bruning, P.F., & Campion, M.A. (2022). A role-resource approach-avoidance model of job crafting: A multimethod integration and extension of job crafting theory. *Academy of Management Journal*, 61(2), 499-522

11. Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87, 102462.
12. Griffin, P. A., Lont, D. H., & Lubberink, M. J. (2024). The effects of extreme high temperature spells on financial performance. *The British Accounting Review*, 101383.
13. Irfan, M., Razaq, A., Sharif, A., & Yang, X. (2022). Influence mechanism between green finance and green innovation: exploring regional policy intervention effects in China. *Technological Forecasting and Social Change*, 182, 121882.
14. Junça-Silva, A., Silva, S., & Caetano, A. (2022). Job crafting, meaningful work and performance: a moderated mediation approach of presenteeism. *SN Business & Economics*, 2(4), 31.
15. Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
16. Lee, J. Y. (2022). How does psychological safety foster employee performance? A serial multiple mediation of job crafting and thriving. *International Journal of Organization Theory & Behavior*, 25(3/4), 98-112.
17. Shang, W. (2022). The effects of job crafting on job performance among ideological and political education teachers: The mediating role of work meaning and work engagement. *Sustainability*, 14(14), 8820.
18. Shang, W. (2022). The effects of job crafting on job performance among ideological and political education teachers: The mediating role of work meaning and work engagement. *Sustainability*, 14(14), 8820.
19. Sasaki, N., Kuroda, R., Tsuno, K., & Kawakami, N. (2020). Workplace responses to COVID-19 associated with mental health and work performance of employees in Japan. *Journal of occupational health*, 62(1), e12134.
20. Sherazi, G. Z., Ihsan, M., & Hayat, K. (2023). Exploring Global Justice and Personal.
21. Sanchez-Gomez, M., & Bresó, E. (2020). In pursuit of work performance: Testing the contribution of emotional intelligence and burnout. *International Journal of Environmental Research and Public Health*, 17(15), 5373.
22. Tims, Bakker, and Derks-Theunissen (2015) explored the relationship between job crafting and job performance in their longitudinal study
23. Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, 36(2), 1-9.
24. Wang, H., Li, P., & Chen, S. (2020). The impact of social factors on job crafting: A meta-analysis and review. *International Journal of Environmental Research and Public Health*, 17(21), 8016.
25. Wang, H., Li, P., & Chen, S. (2020). The impact of social factors on job crafting: A meta-analysis and review. *International Journal of Environmental Research and Public Health*, 17(21), 8016.
26. Zainab, G., & Sarwar, M. (2022). Reflection of Core Essentials of Global Citizenship with respect to Social Responsibility among teachers of Higher Learning Institutions. *Journal of Development and Social Sciences*, 3(3), 372-380.