

## Review and Prospect of Research on Job Crafting

Jiahua Li<sup>a</sup>, Yanyan Li<sup>b,\*</sup>

Nanjing University of Science & Technology, Nanjing 210094, China;

<sup>a</sup>lijiahua111@163.com, <sup>b</sup>lyy914078@163.com

\*Corresponding author

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**Abstract:** Job crafting has changed the theory and operational process of traditional job design. It believes that job design should not only adopt a top-down organizational management-led approach, and employees should also participate in job design. This paper explores the future research directions in this field by reorganizing the relevant literature of employee work, summarizing the principles, driving factors, impact mechanisms and results of employee reshaping. The study believes that due to the rapid changes in the external environment and the rejuvenation of employees within the company, employees will be more and more reworked. Enterprises should also pay attention to this and guide and intervene to a certain extent. Combine it with the organizational practices in strategic management, and affirm and accept its excellent improvement, thus continuously improving the enthusiasm of employees and the competitiveness of the organization.

### 1. Introduction

From the external environment of the organization, with the development of technology and the continuous innovation and technology of business models, enterprises face a highly transparent and highly competitive external environment. The management innovation under the new business model makes the structure of the organization tend to Flattening, and even some business models have changed the relationship between traditional organizations and workers, labor relations, etc., such as platform organizations. Employees as a person who is truly involved in the practice, job crafting can incorporate their good solutions to some problems into future operational processes and improve work efficiency.

From the inside of the organization, the age of employees tends to be younger and the proportion of knowledge workers is increasing. They are more pursuing self-improvement, and traditional incentives can no longer meet their real needs. In the new era, employees are no longer satisfied with the promotion of a company. Instead, they are pursuing a work environment that is capable of achieving rapid career development, mobilizing interest, and a flexible work environment. Job crafting can make it challenging to find work, not only to increase employee engagement, but also to prevent work boredom.

Job crafting is a major concept in the revival of job design research. In recent years, the research heat of job crafting has continued to rise, and more and more scholars have invested in research in this field. The author hopes that through the review and prospect of this article, everyone will get a more systematic understanding of the source and development of the theory, and facilitate more in-depth research in the future.

### 2. Literature review

The idea of reshaping work was first embodied in Kulik's research conclusions, and the definition of job crafting was continually enriched and developed, with the definitions of Wrzesniewski and Dutton, the definitions of Tim and Bakker, and the definitions of Leana and Appelbaum. Based on

the traditional job design theory, Wrzesniewski and Dutton (2001) proposed the concept of job crafting. The work reshapes the bottom-up job design that employees can carry out independently.

In this process, employees adjust their work. Tasks, work relationships, and individual cognitions make work more relevant to one's needs, which in turn leads to more effective work [1]. Tims and Bakker (2010) focus their research on the practical actions of employees changing job design, based on the JD-R model, by adapting employees to their work needs and working resources to make their work fit their abilities and preferences. Behavior is defined as work remodeling. These include: increasing work resources, increasing work challenges, and reducing job requirements. Subsequently, Tims, Bakker and Derks (2012) further subdivided the increase in working resources into: increasing structural work resources and increasing social work resources [2]. The first two definitions are based on employees. Leana and Appelbaum are from a team perspective. They believe that team members can decide how to change the content or mode of work through close collaboration and communication. This can also be called job crafting [3].

There are two main categories of work remodeling structures. One is to divide it into a three-factor structure, Wrzesniewski and Dutton reworked the work into task reshaping, relationship reshaping, and cognitive reshaping. Berg et al. (2010) divided the work into three parts, each focusing on the task: allocating more time, energy and attention to related tasks; work expansion: adding new tasks or new plans and role re-engineering: Psychologically create the connection between current role goals and work [4]. The other is a four-factor structure, Tim and Bakker et al. (2012) found that there are four dimensions to reshaping through exploratory factor analysis. The four dimensions of job crafting are: increasing structural work resources, adding social work resources, increasing challenging work requirements, and reducing Obstructive work requirements [2]. Domestic scholar Gao Hongmei et al. (2016) also proposed four remodeling types for college teachers, including tasks, relationships, cognitions, and roles. The role reshaping here refers to breaking the barriers of traditional teacher roles: communicating with students equally. Through the feedback of the students, adjust the teaching method; remember the name of each student, etc. [5].

Based on previous research, scholars have developed a variety of work remodeling measurement scales from their respective perspectives. According to the definition of work remodeling, their measurements can be divided into three categories. The first is a measurement scale developed in accordance with the definitions of Wrzesniewski and Dutton. Ghitulescu (2013) developed a set of work remodeling scales based on the job crafting theory proposed by Wrzesniewski and Dutton. This edition of the scale contains a total of 54 items, divided into 8 sub-questions, which include task reshaping, relationship reshaping and cognitive remodeling. Slemp and Vella-Brodrick (2014) based on the existing research, re-established the questionnaire with reference to the existing work, and compiled the Job Crafting Questionnaire (JCQ), which included task reshaping and relationship. The three dimensions of reshaping and cognitive remodeling are relatively complete, and the reliability and validity of the questionnaire are verified by exploratory analysis and confirmatory factor analysis. Weseler and Niessen (2016) not only expand the measurement of cognitive remodeling, but also clarify that task reshaping and relationship reshaping are changing the direction of increase and decrease and reduction of work tasks and working relationships. Thus they reshaped the work into five dimensions, namely, extended task reshaping, reduced task reshaping, extended relationship reshaping, reduced relationship reshaping, and cognitive reshaping. However, the rigor of the study needs to be further improved. The specific performance is that the sample of the survey is too small, and the development process of the initial item of the scale is not described in detail [6]. The second is a measurement scale developed according to the definition of Tim and Bakker. Tims et al. based on the work resource-requirement model to measure work remodeling. The scale consists of 21 questions, each of which is measured with 5-6 questions. After that, some scholars believe that the scale is too long, so the scale has been streamlined. For example, Petrou (2012) reduced the scale to a three-dimensional structure based on specific research, and increased or decreased the part of each dimension. Item. The third is a scale developed according to the definition of Leana and Appelbaum. Leana and Appelbaum (2009) mainly analyze the reshaping of work from the perspective of task reshaping. They first agree that job crafting is the individual work-driven active work behavior of

employees, and that members in the same team will interact with each other. Work together to decide how to change the content and methods of work, and re-engineer the work [9]. Therefore, the scale divides job crafting into two dimensions: personal job crafting and collaborative job crafting. However, the scale does not include relationship reshaping and cognitive remodeling, and has strong industry limitations.

### 3. Research

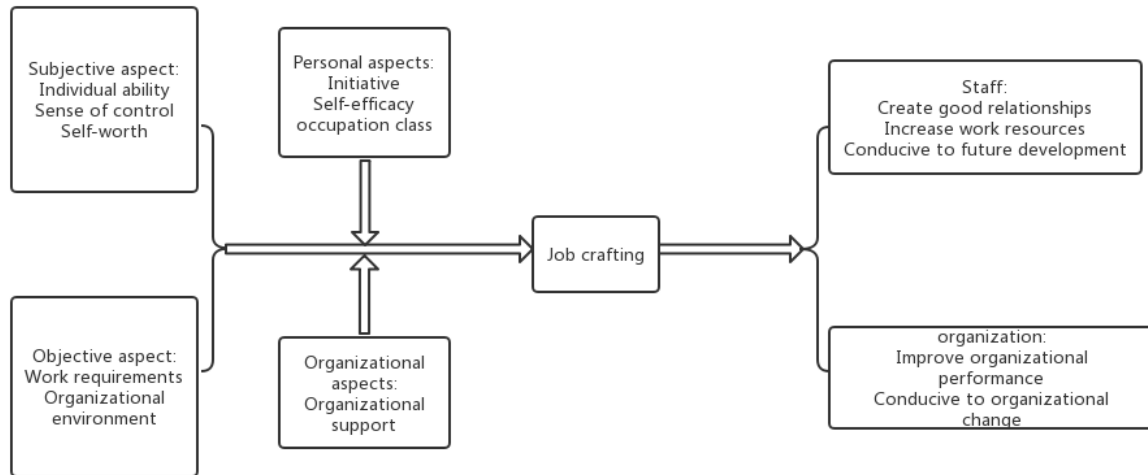


Fig 1. Relationship structure diagram of work remodeling

The antecedent variables of job crafting are divided into subjective and objective aspects. Subjective aspects include personal ability, sense of control, self-worth, etc. When people think that they have more resources to work and can control these resources, they are also more inclined to rework their work. For example, Akkermans and Tims (2016) believe that people with higher professional ability will work more professionally and skillfully. Remodeling, because professional ability is a resource that can make people change their work content and methods more freely [7]. Control is an inherent basic need for people to feel satisfied when they feel they can influence and control some of their surroundings or events in their lives (Wrzesniewski & Dutton, 2001). Therefore, people always try to make certain changes to their work content and work style according to their own ideas, which will encourage them to have a sense of accomplishment in their work. Maslow's demand hierarchy theory has the highest demand for self-fulfilling needs, which fully demonstrates the importance of self-worth. People who demand high self-worth are often more innovative. Objective aspects include work requirements and organizational environment. Job requirements affect job crafting, high task complexity, and high pressures all contribute to employee rework behavior. Employees themselves will constantly adapt to their work needs, change their mindset and behavior, and find the right point that suits you and balances your work requirements. When Petrou and Hetland explored the influencing factors of job crafting in the context of JD-R, employees found that in a highly autonomous environment, employees would seek more work resources. The large environment of an organization will also affect the reshaping of work. In the working environment where militarization is highly prohibited, more emphasis is placed on norms and practices, and the opportunities for reshaping will be greatly reduced.

The adjustment factors for job reshaping are divided into individual aspects and organizational aspects. Employees with proactive personality will actively create more favorable working conditions and conditions at work, balance the relationship between work environment and individual needs and abilities, and show more work remodeling behavior (Bakker, et al.; Plomp), et

al., 2016) [8]. Self-efficacy describes people's ability to complete tasks and change the working environment. The high self-efficacy means that people are more likely to succeed when they take these actions. People with high self-efficacy have more to redesign their own work. High self-confidence, and therefore often tend to do more job crafting behavior in actual work. Sekiguchi et al., through a study of 564 full-time employees, showed that his autonomy of work would have a greater impact on job reshaping when the employee's status was high. Leana's research suggests that social support, good social relationships, superior supportive supervision, and trust between employees and organizations can help create opportunities and spaces for employee reshaping and encourage employees to try to reshape more work. Subsequent research also shows that the supportive organizational atmosphere helps employees to form positive work attitudes and behaviors. The sense of organizational support creates conditions for employees to break through the original work paradigm of employees to create innovations (Zhang Chunyu et al., 2012), so the support of the organization Degree plays an important role in regulating work remodeling.

The mechanism of job crafting is divided into two mechanisms for the individual and organization of employees. Employees reshape their work according to their own abilities and understanding. On the one hand, they will find their own way of working at work, which can be more convenient; on the other hand, they will also be greatly satisfied with psychological and increase the happiness of their work. sense. Can help employees create good interpersonal relationships. Job crafting is the result of innovation to a certain extent, representing the individual abilities of employees, and the results of job crafting are often more optimized, which makes employees have more words. Right, get more recognition from everyone, so as to enhance their position in the hearts of colleagues, get more positive responses from colleagues; increase working resources for employees, work remodeling is simply to coordinate the individual ability of employees in order to successfully complete tasks Certain changes made with the needs of the work, not only can enable employees to better complete the established work, but also can show their ability to self, so that they can get more appreciation and get more working resources; and help the future of employees. The development of employees, through the reshaping of work, can demonstrate their own abilities, create good interpersonal relationships, increase their sense of identity, thereby enhancing their sense of well-being, deepening employees' feelings about work, becoming more like, and increasing working resources. Give employees more opportunities to promote and show themselves, psychological love and the external environment Advantage will give employees higher expectations for their own future, more beneficial to its future development. For the organization, it can improve the performance of the organization. Through the reshaping of the work, the employees can make the cooperation of each position smoother, the communication is more convenient, and the cooperation between the team members is more efficient, which will have a positive impact on organizational performance; Change, the reshaping of employees' work can produce new ways of dealing with things, observe the reshaping behavior, and affirm and retain the behaviors that are conducive to organizational development, thus producing new organizational practices that are more efficient and beneficial. On the other hand, the team's job crafting improves the team's work performance, strengthens the sharing of information between each other, and has greater opportunities and strengths to adjust and improve the work model, which is more conducive to the realization of organizational change.

#### **4. Conclusion**

In the past, different scholars divided the dimensions of work remodeling from different angles, and also gave different measurement methods. But are different division dimensions and measurement methods realistic? Is there a certain commonality between them? These issues have yet to be explored, so this paper believes that combing, testing and updating the theory is a very important thing and a direction for future research.

Hakanen, JJ, Peeters, MCW, & Schaufeli, WB et al. recently studied the relationship between different types of employee well-being and job reshaping. The final result is more complicated than

expected, and there is still much room for exploration [9]. This also provides a way for us to study in the future, and we can further explore in a more detailed direction, fully considering the conditions and situations that affect the reshaping of work, such as the type of employees, the psychology, and the type of personality of the leader. The process and results of remodeling.

The impact of job reshaping is not all positive, but also has a negative impact. Some scholars have begun to pay attention to this issue, and believe that the exploration of the boundary between the two is meaningful. This paper also considers this to be a very interesting question, from positive influence to negative influence on what its critical adjustment is, and what causes the opposite result. The existing research on the mechanism of work remodeling needs to be further explored in more detail. This paper believes that it can be further explored from the direction of the influence of its influencing factors, and on the basis of understanding this issue, I believe that Its research will also help us to explore the critical conditions of its effects to a certain extent.

In addition, this paper believes that enterprises should also participate in the reshaping of work appropriately, intervene to a certain extent, affirm positive work remodeling behavior, combine it with organizational practices, and correct guidance and operation can encourage employees. Innovative behavior, this will be the source of organizational progress; in order to avoid the negative impact of job crafting, companies should also develop a series of rules to control the reshaping of work to achieve our desired goals. Therefore, this paper believes that job crafting can be combined with organizational practices, and the intervention of work remodeling is also worthy of everyone's research, and can be combined with the critical conditions of the results.

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