Job Crafting: Encounter Of Concepts With Indian Working Reality

Dr. Neha Gangwar

Periyar Management and Computer College, New Delhi

Mr. Tanuj Anand

V5 Global Services Pvt Ltd New Delhi

Abstract: Job crafting is defined by different scholars such as Grant & Ashford, Berg, Wrzesniewski, & Dutton, Wrzesniewski & Dutton, Berg, Grant, & Johnson, Fried, Grant, Levi, Hadani & Slowik, Lyons. The central characteristic of job crafting is that employees alter their tasks or other job characteristics on their own initiative. In this paper the concept of job crafting is assessed in Indian context with the help of standardized questionnaire developed by Gavin R. Slemp. Dianne A. Vella-Brodrick, and then the responses were analyzed on basic statistics to come up with initial findings for the study; it has been observed from the study that many of the employees doing different job crafting activities.

Keywords: Job crafting, Job Design, Meaningful work, Meaning of work, Proactive personality.

I. INTRODUCTION

Job crafting is described as the ways in which employees take an active role in initiating changes to the physical, cognitive, or social features of their jobs. It is an informal process that workers use to shape their work practice so that it aligns with their idiosyncratic interests and values. In this way, job crafting is a form of proactive behavior, driven by employees rather than management (Grant & Ashford, 2008). Job crafting shows promise as an effective workplace intervention because it requires employees to adopt an active role in shaping their work experience. It recognizes that although employees are typically not able to redesign their jobs, there will be opportunities in the context of almost any job where employees can initiate changes to tasks, interactions, or ways they think about their work to make it more personally meaningful or enjoyable. Job crafting, then, can be applied across a variety of roles with different levels of seniority and degrees of autonomy (Berg, Wrzesniewski, & Dutton, 2010; Wrzesniewski & Dutton, 2001), Despite job crafting being a promising basis for workplace interventions, it has received surprisingly little research attention. This gap in the literature might stem from the fact that, until recently, few measures of the construct were available. Indeed, with few exceptions, the vast majority of the research on job crafting has been qualitative or theoretical in nature (e.g., Berg, Grant, & Johnson, 2010; Berg, Wrzesniewski, & Dutton, 2010; Fried, Grant, Levi, Hadani & Slowik, 2007; Lyons, 2008;

Wrzesniewski & Dutton, 2001) and there remains an important need to assess empirically the relationships between job crafting and other employee outcomes.

Chang-qin Lu, Hai-jiang Wang, Jing-jing Lu, Dan-yang Du, Arnold B. Bakker, discusses about the expanded model of person–environment fit and job crafting theory, this study investigates the underlying processes of the relationship between work engagement and changes in person–job fit. In this research a two-wave longitudinal study was conducted among 246 Chinese employees of a high technology company. As hypothesized, the results show that how work engagement is positively related to changes in demands–abilities fit through changes in physical job crafting and positively related to needs–supplies fit through changes in relational job crafting. It also discusses about the positive relationship between work engagement and changes in relational job crafting (however, not changes in physical job crafting) is strengthened under conditions of high (vs. low) job insecurity. The findings of the study indicate that engaged employees craft their work in physical and relational ways, which creates a better person–job fit.

Gavin R. Slemp· Dianne A, Vella-Brodrick, discusses about job crafting to a limited approach, probably because until recently scales with which the construct can be reliably and validly measured were not available. This study provides a general scale which has recently been developed, in which the cognitive component of job crafting was omitted. All together, the analysis supported both the reliability and

validity of the JCQ and it shows good promise as a measure to progressive research in the field of job crafting and its related areas.

There are different scales developed by different researchers such as by Tims, Bakker, and Derks (2012), consists of four dimensions representing four different types of job crafting: increasing social job resources, increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands. Examples of job demands include work-load and time pressures (Demerouti et al., 2000). Job resources are those physical, social or organizational characteristics of jobs that aid the achievement of work goals or stimulate personal growth or development (Demerouti et al., 2001). Framed within the JD-R model, then, job crafting is a process by which employees seek to maximize their job resources and minimize their job demands. Gavin R. Slemp · Dianne A. Vella-Brodrick develops "The job crafting questionnaire: A new scale to measure the extent to which employees engage in job crafting" which is based on, the JCQ correlated in the hypothesized directions with other scales selected based on their theoretical association with job crafting. The JCQ will allow researchers to address these gaps by providing them with a statistically validated tool to progress job-crafting research, and ultimately, establish a sound theory as to how the dimensions of job crafting affect work outcomes.

THEORY DEVELOPMENT AND HYPOTHESES

Evangelia Demerouti in their research "Design Your Own Job through Job Crafting" discusses that Job crafting can be viewed as changes that employees initiate with their level of job demands and job resources in order to make their own job more meaningful, engaging, and satisfying. Furthermore, this research provides suggestions to organizations on how to manage job crafting in their processes, and how to stimulate more beneficial job crafting behavior.

Maria Tims, Arnold B. Bakker, Daantje Derks talks about a scale which they developed to measure job crafting behavior in three separate studies conducted in the Netherlands. As per this study Job crafting is a self-initiated, the changes that employees make in their own job demands and job resources to attain and/or optimize their personal (work) goals.

AMY WRZESNIEWSKI JANE E. DUTTON discusses that employees craft their jobs by changing cognitive, task, and/or relational boundaries to shape their interactions and relationships with others at work. These altered task and relational configurations change the design and social environment of the job, which, in turn, alters work meanings and work identity. Arnold B Bakker, Maria Tims, Daantje Derks discusses about the importance of proactive personality approach in predicting work engagement and job performance.

OBJECTIVE

✓ To study the extent to which individual engage in job crafting activities.

II. METHODS

PROCEDURE AND PARTICIPANTS

This study is a primary study and the data is collected with the help of structured questionnaire developed by Gavin R. Slemp. Dianne A. Vella-Brodrick. The basic motive behind developing "The job crafting questionnaire: A new scale to measure the extent to which employees engage in job crafting developed" is to develop an instrument which will address the gap by developing and validating the 15-item Job Crafting Questionnaire (JCQ). With the help of the JCQ the researcher is trying to understand the job crafting in Indian organizations. Snow ball sampling method of non probability design in used for collecting the data.

Data on Job Crafting were collected using an online questionnaire. The questionnaire is sent on the email ids of the respondents which are obtained from different online sources (company website, institute website etc), further the respondents are also asked to forward the questionnaire to their links. Participation was voluntary. The collection process took four months in total, 86 employees participated. A large portion of the sample was female (73.25%). 93% of them worked full-time. On average, they worked 2 years for their current organizations. The average age of the participants was 32 years. The educational level of the participants was relatively high, almost 90% of the participants reported to possess a master's degree. Most employees worked in the education (72.09%), services sector (13.95%), information technology (0.081%), and retail sector (0.058%).
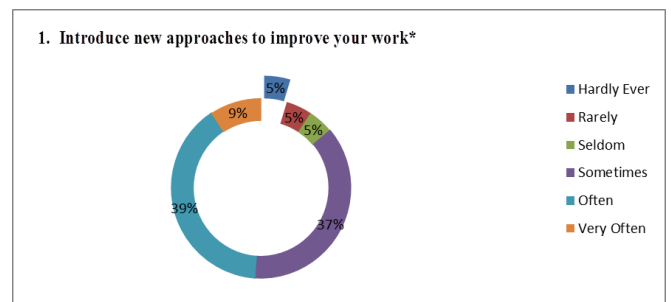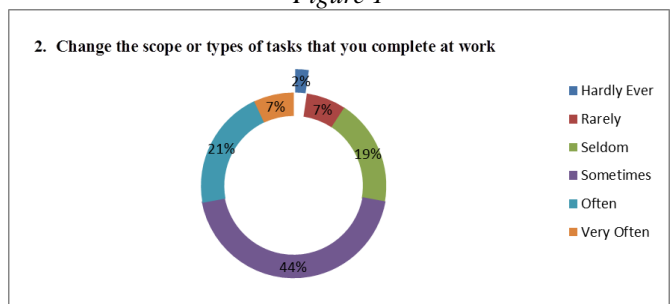
III. RESULTS

Figure 1

Figure 2

3. Introduce new work tasks that you think better suit your skills or interests
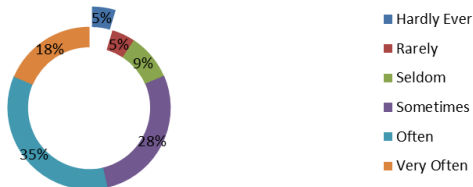

Figure 3

4. Choose to take on additional tasks atwork

Figure 4

5. Give preference to work tasks that suit your skills or interests

Figure 5

6. Think about how your job gives your life purpose

Figure 6

7. Remind yourself about the significance your work has for the success of the organization

Figure 7

8. Remind yourself of the importance of your work for the broader community
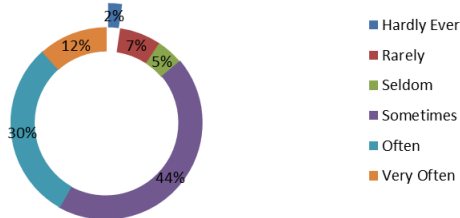
Figure 8

9. Think about the ways in which your work positively impacts your life
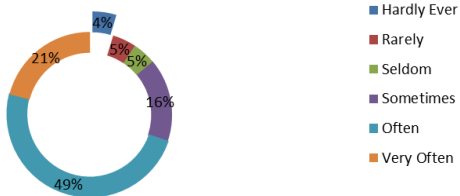
Figure 9

10. Reflect on the role your job has for your overall well-being
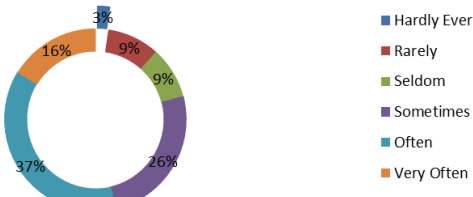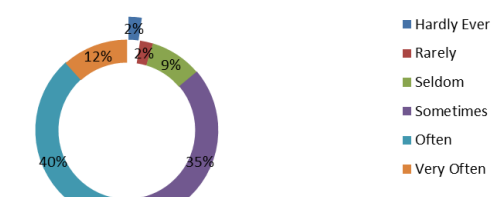

Figure 10

11. Make an effort to get to know people well at work
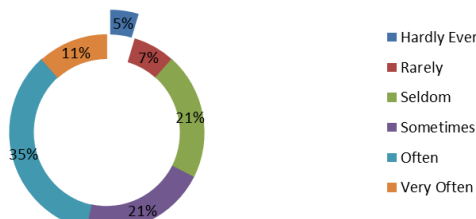
Figure 11

12. Organize or attend work related social functions

Figure 12

Figure 13

Figure 14

Figure 15

IV. DISCUSSION

With the initial statics of the collected data it has been observed that;

- ✓ 39% employees feel that their job has freedom of introducing new approaches at work.
- ✓ 21% of employees respond that they have scope to change the task that they complete at work.
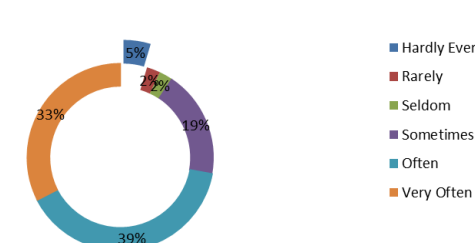- ✓ 35 % of respondents introduced new work tasks that they think better suit their skills and interest.
- ✓ 30% of the respondents' choose additional tasks at work.
- ✓ 49% of respondents give preference to tasks that suit their skills or interest.
- ✓ 37% thinks that their job gives their life purpose.
- ✓ 35% feels that their work has significance for the source of the organization.
- ✓ 21% thinks that their work has importance for broader community.
- ✓ 32% thinks about the ways which impact their work life passively.
- ✓ 19% employees think that their job has a role in their overall well being.

- ✓ 40% made effort to know the people at work.
- ✓ 35% attended or organized some social function at organization.
- ✓ 42% of the respondent's organize special events at work.
- ✓ 30% choose new employees to mentor at work.
- ✓ 39% made friends at work with similar skills or interest.
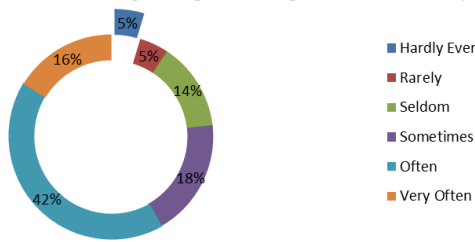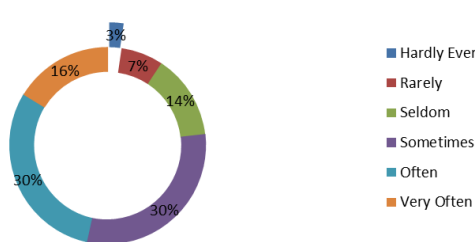
With these statistics it has been observed that job crafting activities are being followed by the employees. And companies are proving support and facilities to their employees for job crafting.

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