Literature Review of Job Crafting

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Abstract. In recent years, staff's internal work environment become more complicated, in order to explain how to manage and cope with this situation, employees in the study of employee workplace behavior trend, such as shape, speech, professional to work initiative and innovation behavior, organizational citizenship behavior, organizational employees navigation behavior and related research. The proactive behavior of employees in the workplace depends first on the employees themselves. From the perspective of individuals, they can find places to make their own changes, such as changing the way of activities and work attitude, etc. Job crafting includes the above behavioral and cognitive changes. Therefore, combined with the relevant research of domestic and foreign scholars, this paper reviews the concept, measurement and research results of Job crafting.

1. Introduction

Crafting from a bottom-up perspective of employee job redesign, break through the traditional top-down design work from the viewpoint of organization, the job design theory is more focused on how managers for the content of the design work and responsibilities, and shape more emphasis on employees' work initiative change, actively to adjust the work content, method and the boundary. Employee job crafting behaviors are becoming more and more popular among organizations.

2. Definition of Job Crafting

In the process of work, they can be referred to as "work content" and "work style" which can be defined as "work content change" and "work style change". In order to make their own needs, interests and expectations consistent with their work, a series of active behaviors that change their work tasks and boundaries are adopted by employees. Whether in terms of work tasks or interpersonal relationships, they can make changes at the behavioral and cognitive levels¹. Behavioral change mainly involves changes in the way of work tasks, scope of work or quantity, while cognitive change refers to a change in one's view of work². Therefore, Job crafting is an active behavior, but it also has uncertainty and risk.

According to the theory of planned behavior, as a kind of self-driven and positive behavior challenging the status quo, the generation of Job crafting depends on the individual's internal psychological cognition, and is ultimately subject to exogenous situational factors and individual factors³. Job demands—resources (JD-R) model was first proposed by Bakker and demereoti. JD-R model points out that all job characteristics can be divided into two categories: job demand and work resource. Job demand refers to the mental, social or organizational aspects that need to be invested in the work, which is related to physical and psychological costs.
According to the concept of Job crafting put forward by Wrzesniewski et al.\textsuperscript{[1]}, it can be divided into three aspects: task shaping, cognitive shaping and relational shaping. See Table 1 for details.

### Table 1. Division of job crafting.

| Job crafting       | Task crafting        | Relation crafting     | Cognitive crafting |
|--------------------|----------------------|-----------------------|-------------------|
|                    | Increase task        | Structure Relationship|
|                    | Emphasize task       | Reconstruction Relationship|
|                    | Rebuild task         | Adapt Relationship    |
|                    |                      | Extend cognition      |
|                    |                      | Focusing cognition    |
|                    |                      | Contact cognition     |

Whether employees will perform job shaping depends on many internal and external factors\textsuperscript{[1,4]}. For example, employees with forward-looking personality have sufficient initiative to carry out Job crafting and have sufficient confidence that they can complete the Job crafting. In addition, employees who have a sufficient degree of decision-making freedom and feel autonomous in their work, or those who have the opportunity to decide their own work content, are more likely to optimize their work environment because they feel it necessary to take the initiative to control their work content.

To sum up, job shaping is defined as an initiative behavior made by employees in order to match their work requirements and work resources with their own abilities and needs. Employees actively change their work according to their own abilities, so as to balance their own resources with their own requirements. Therefore, the research is based on the existing definitions of Wrzesniewski and Dutton\textsuperscript{[1]}.

### 3. Measurement of Job Crafting

Based on the previous research, the measurement of Job crafting can be divided into four types: two-dimensional view, three-dimensional view, four-dimensional view and five-dimensional view. The three-dimensional view is based on the content of Job crafting, and the four-dimensional view is based on the theory of "work requirements resources".

Wrzesniewski and Dutton first divided Job crafting into three dimensions: task shaping\textsuperscript{[4]}, relational shaping and cognitive shaping, but they did not mention specific measurement methods. On this basis, Ghitulescu developed a Job crafting scale, which included 54 items and was divided into 8 sub questionnaires. Task shaping was assessed by others, relationship shaping was self-rated, and cognitive shaping was based on the task importance scale developed by Hackman and Oldham. In addition, Tims and Bakker developed a three-dimensional measurement table for measurement Job crafting\textsuperscript{[5]}. It contains 15 items, and each dimension is measured with 5 items. In addition, Slemp and Vella Brodrick developed the job crafting questionnaire (JCQ) on the basis of existing research and referring to the existing job shaping questionnaire, which also includes three dimensions: task shaping, relationship shaping and cognitive shaping.
Tims\textsuperscript{[5]} developed a four-dimensional Job crafting scale based on the theory of "job requirements resources", which contains 21 items, and each dimension is measured by 5-6 items.

| viewpoint            | researcher                     | dimension                                           |
|----------------------|--------------------------------|-----------------------------------------------------|
| Two dimensional view | Laurence (2010)                | Expanding and contracting dimensions                |
| Three dimensional view | Wrzesniew & Dutton (2001) | Task dimension, relationship dimension and cognitive dimension |
|                      | Tims & Bakker (2012)         | Increase work resources, increase work challenges and reduce work demands |
| Four dimensional view | Tims & Bakker (2010)         | Increasing structural resources and increasing social resources |
|                      |                               | Increasing demand for challenging jobs               |
|                      |                               | The decreasing demand for obstructive work           |
| Five dimensional view | Lyons (2008)                  | Personal ability development, task function, relationship enhancement, relationship maintenance and tactical choice |

Xie Wenxin et al\textsuperscript{[6]}, Yin Kui et al\textsuperscript{[7]}, Guo Qiuyun et al\textsuperscript{[3]}, Tian Qitao et al\textsuperscript{[8]}, Yu Haibo et al\textsuperscript{[9]}. all adopted the Tims and Bakker\textsuperscript{[5]} three-dimensional measurement scale for measurement Job crafting, and the reliability and validity of the questionnaire were good. Therefore, this paper also selected 15 items of Tims\textsuperscript{[5]} three-dimensional measurement table for measurement Job crafting.

4. Antecedents and Outcome Variables of Job Crafting
4.1. Antecedent Variable

According to the relevant literature on job shaping, the antecedents include individual factors, work factors and organizational factors. Among them, prospective personality is one of the important antecedents. As a typical forward-looking behavior, Job crafting often occurs in the process of work. Individuals with proactive personality are better at developing Job crafting activities. First of all, individuals with proactive personality are good at creating conditions and opportunities in work, constantly obtaining resources and needs from the environment, such as obtaining help and feedback from leaders or colleagues, social support (Social Work Resources), enhancing work autonomy and participating in training to increase their own skills (structural work resources). Secondly, individuals with proactive personality show higher value pursuit in Job crafting activities, can actively reset and construct the tasks and relationships of work and work cognition, increase difficult and innovative work contents, and actively participate in new projects (challenging work needs). In addition, employees with proactive personality are more active than ordinary employees in job shaping. They are good at grasping opportunities, utilizing work resources, changing individual thinking and searching for new work paths [10].

The empirical research shows that there is a significant correlation between employee's work and personal personality remodeling. Employees with forward-looking personality are more likely to
change work boundaries independently, adjust their work tasks and integrate resources according to their own knowledge, ability and experience to achieve their work goals. Job shaping can be regarded as a special manifestation of forward-looking personality, focusing on employees' cognition of the working environment, and adjusting skills and work relationships in order to reach an agreement with their interests and values. In fact, employees with forward-looking personality are more likely to engage in Job crafting because they are good at identifying opportunities for change, taking action and persevering until they bring meaningful changes to the environment[6]. Bakkre[2], Tims[5] and other empirical analysis confirmed that the prospective personality of employees will affect their Job crafting behavior. Although the effect of forward-looking personality on job shaping has been demonstrated, there are few literatures on the process mechanism of prospective personality influencing Job crafting behavior. The process of proactive personality influencing Job crafting is a dynamic and complex process, which is not only affected by the internal psychological motivation of the actor, but also needs to match with the external environment. The individual's internal psychological process affects the employees' Job crafting behavior at the micro level. Employees adjust and integrate the work content, responsibilities and task boundaries through Job crafting. If the goal of shaping is consistent with the goal of the organization, the employee's shaping behavior may be supported by the organization; if the two goals are inconsistent or contrary to each other temporarily, the employee's Job crafting activities must be blocked and restricted.

4.2. Outcome Variable

Some studies mainly focus on the impact of job shaping on person job matching, job engagement and job performance[1,5,10], while few studies focus on the impact on career success. Although there are few studies on the relationship between job shaping and career success, there are still some empirical studies on the relationship between job shaping and career success. Based on the JD-R model, some researchers use empirical data to confirm that the job reshaping behavior actively seeking structural and social resources and challenges is closely related to work engagement[2,3]. Employees with high job shape tend to be those who can devote themselves to their work, and high work engagement often leads to career success. In terms of career success, the tendency to shape the work environment has brought many benefits to individuals. People who control their work situation are more likely to understand emergencies in the environment and anticipate changes. They may change their work methods, procedures, and task assignments, and even influence decisions that affect their salaries, promotions, and other organizational rewards.

According to existing research, job shaping has a positive impact on career success[7]. First of all, Job crafting enables individuals to construct the relationship between themselves and their work, and match the characteristics of work with their own needs and abilities[9], so that individuals are more competent for their jobs and better coordinate various tasks in their work, so as to achieve job satisfaction. Second, individuals can change the amount of tasks and the way of completing work through Job crafting, thus increasing the sense of control over work[1]. Thirdly, individuals can redesign the characteristics of work, improve the resources and environment needed for work, and improve individual work motivation and work engagement[8], so as to improve individual job performance. Finally, individuals can also make work more meaningful through Job crafting and make the meaning of work more in line with their own values and beliefs. All of these have improved the individual's job satisfaction, that is, to achieve career success[1].

5. Research Review

As an emerging initiative in recent years, Job crafting has been favored by relevant scholars, who focus more on the impact of Job crafting on organizations and individuals. Existing studies have shown that job shaping has positive effects on both individuals and organizations, but at the same time, relevant studies have shown that job shaping may be ineffective or have negative effects on individuals and organizations. In the future, further research is needed on the impact and benefits of
Job crafting, especially its negative effects, as well as methods and measurements to overcome them.

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