Research on Job Crafting Based on the Theory of Strength Perspective

Yuanyuan He*
School of Economics and Management, Shanghai University, Shanghai, China

*Corresponding author: yuanyuanhe@shu.edu.cn

Abstract. Post-90 employees have gradually become the main force in the workplace, and giving full play to their individual advantages helps them to understand themselves objectively and rationally, reshape their work behavior, and enhance their sense of work identity, sense of value and mission. Integrating the existing results of job crafting, we can find that job crafting based on the theory of strength perspective includes three levels: individual level, group level, and organizational level. While exploring the three levels of job crafting, this paper further constructs a theoretical model and proposes five implementation strategies, which have important theoretical contributions and practical value to the research on strength perspective and job crafting.

Keywords: Job crafting, strength perspective, career planning, post-90s.

1. Introduction
When people's demand was strong and supply was insufficient, scientific management was born; when the number of workers doubled and the scale of production was unprecedentedly expanded, traditional organizational management was born; when people gradually became richer and have a higher level of demand for work and life, the interpersonal movement marked by the Hawthorne experiment became the theme of the times. So in today's world that is changing too fast, how to manage more and more self-employed post-90s? job crafting may give us some inspiration.

Job crafting is a process in which employees restructure their work content, methods, and work relationships according to their own needs, so as to obtain the meaning and sense of identity at work (Wrzesniewski & Dutton, 2001) [1]. The research has shown that job crafting not only enables employees to perceive job meaning and positive identity, reduces job boredom, but also improves job satisfaction, and can also activate creativity, thereby satisfying self-esteem, gaining happiness and achievement. Berg, Dutton & Wrzesniewski (2010) even pointed out that job crafting can be carried out from the three aspects of individual motivation, strength and passion, in which strength is the key [2].

Strength perspective believes that people have the strength and resources to solve problems and have the resilience to survive in difficult environments. Even individuals who are oppressed and tortured in difficult situations have inherent potential advantages that they have never known before. The Strength perspective focuses on tapping the employees' own strengths and helping them to recognize their strengths, so as to achieve the purpose of solving potential problems of employees and
promoting their progress. Job crafting can provide an environment that is more conducive to the use of advantages (Brickson, 2011) [3]. Therefore, based on the strength perspective, the analysis of the three levels of job crafting has important theoretical and practical significance. First, it integrates new concepts in the two important research fields of individual strength and job crafting, embodies the important ideas of positive organizational behavior, positive psychology, and strength perspective, and can theoretically construct new innovation points and research frameworks. Secondly, exploring job crafting has important practical value for personal career development. Finally, job crafting is an important source of self-determination and self-remodeling. By discovering your own advantages, and then redesign your job on this basis. Therefore, the purpose of this paper is to explore the three levels of job crafting, construct a new job crafting model, propose implementation strategies and future research prospects.

2. Concept and model construction

Traditional work design pursues simplification and standardization of work content, and advocates concentrating the work of each position as much as possible in a narrow range, so that employees can accumulate professional skills and continue to improve work efficiency, but its drawbacks are gradually appearing. People are increasingly bored, monotonous and repetitive work, work passion quickly dries up. Many scholars advocate the expansion and enrichment of work design, but it still has not got rid of the passive control situation from top to bottom.

2.1. Concept of job crafting

In response to the above phenomenon, Yale University psychologist Amy Wrzesniewski and Michigan State University psychology and business management professor Jane E. Dutton proposed "job crafting" in 2001. The core connotation is: a series of positive behaviors that employees self-stimulate in order to make their own values, interests, and motivations consistent with their work, which change their work tasks and relationship boundaries [1].

2.2. Example analysis

Under the design framework of job crafting, employees are no longer just passive recipients of various tasks, but can actively adjust them dynamically according to their abilities and interests. For example, in her spare time and within her capacity, a hospital cleaner voluntarily asked to take care of some patients. Through this simple reshaping behavior, on the one hand, she can make full use of her spare time to increase her income and improve living conditions; on the other hand, she can also take the opportunity to learn how to take care of patient and simple medical care skills to improve occupational security (will not be replaced by a robot cleaner), reduce anxiety about future development; at the same time, she can also increase communication opportunities with patients and their families, and meet Maslow's demand for relationship and respect. In addition, if the cleaner takes care of patients professionally and warmly, she can also switch to a job as a "home care worker" or even develop into a well-known trainer in the industry. After follow-up and comparative study, the comprehensive ability of the cleaner has been gradually improved, as shown in the table 1.

| Item          | Before | After |
|---------------|--------|-------|
| Cleaning      | 90     | 85    |
| Nursing       | 20     | 50    |
| Communication | 10     | 60    |
| Total score   | 120    | 195   |

A large number of empirical studies at home and abroad show that through job crafting, employees will gain more control over their work, can redesign their own professional image, and can also
establish the interpersonal relationships they pursue, thus spontaneously increasing their emotional commitment and work engagement. Therefore, this paper will put forward and analyze the three levels of job crafting on this basis.

2.3. Model construction
Advantage-oriented job crafting is a proactive, pro-social, and pro-organizational behavior shown at the individual, team, and organizational levels. Specifically, employees make full use of their own advantages (including character advantages or talent advantages) for job crafting, while serving others and society, but also benefiting oneself. In short, it is different from traditional job conversion. Its breakthrough contribution is to transform employees from passive recipients to active designers and followers of hobbies, so as to fully meet the individual needs of employees for work and enable them to complete their goals and realize themselves in the process of putting their passion and displaying their talents. The model is shown in Figure 1.

![Job crafting model](image)

**Figure 1.** Job crafting model

3. Implement countermeasures
Many post-90s employees are not very clear about their own strengths and development direction. How can managers expect them to carry out active and feasible reshaping behaviors? From this perspective, managers at all levels need to help them with career planning and reshaping their jobs.

First, foresight. Managers should have strong psychological analysis and career planning abilities, have rich experience in identifying and employing people, and accurately identify employees' abilities, expertise and career potential.

Taking medical staff as an example, managers only have a clear understanding of the importance of doing a good job as a nurse (establishing a sense of value), the serious consequences that may be faced after mistakes in work (establishing a sense of crisis), and a major opportunity after active research and continuous improvement (establishing a concept of development). At the same time, understanding the nurse's ability, potential, career planning, etc., can better guide and help the nurse to actively carry out job crafting.

Second, preaching religiously. Changing employee perceptions needs to vary from person to person. Managers should continue to track progress and optimize implementation methods. Temporary
agitation may be able to inspire employees’ fighting spirit that day, but everyone will soon develop "drug resistance". Therefore, managers must take a sincere attitude towards employees, continue to observe changes in their behavior and emotions, then encourage and help them in accordance with local conditions until they regard "pursuing a wonderful life" as their internal beliefs.

Third, coach sharing. Managers must not only change the perception of employees, but also pay attention to observe, analyze and summarize the difficulties of employees in job crafting, and provide targeted cultivation and assistance to reduce their frustration and cultivate everyone to strive for excellence. In addition, the company's human resources department should pay attention to collecting and sorting out successful cases of job crafting, and organize employees in a flexible and practical way to share experiences, exchange insights, and discuss improvement directions.

For example, encouraging hospital nurses and attending doctors to become "medical and nursing partners" (to learn medical skills), to form "mentor and apprentice partners" (to learn nurse skills) with higher-level nurses, and to form "mutual assistance groups" (to promote mutual complementarity) with young people. As long as employees continue to taste the "sweetness of innovation" and "the excitement of independent innovation" in job crafting, a demonstration effect and a herd effect will be quickly formed, and good results will be achieved.

Fourth, actively authorize. Although job crafting transfers the initiative of job design to employees and the corresponding team, the department’s target responsibility is still borne by the manager. Therefore, managers still need to make overall arrangements for the overall goals, strategic pace, and work nodes from the perspective of the department as a whole, and then they can grant employees "full autonomy under the overall framework."

Fifth, continuous improvement. For all work, only by achieving "closed-loop management" can the goals of planning, execution, reflection and improvement be achieved. From the initial planning to the initial attempt to the extensive implementation, various problems will inevitably arise, which will bring severe challenges to the "job crafting project". Therefore, managers should have foresight, good planning, perseverance, and willingness to pay. They must persist in preaching to employees, but also cleverly "train their own boss" to create a good interpersonal environment and resource support for the rare job crafting behavior.

4. Research Outlook

Job crafting can have an impact on individuals, groups and organizations, so how does this impact come about? Or what is the impact mechanism of job crafting? This is a question worth studying in the future. According to existing research, it is speculated that positive emotions may play an important role in the impact of job crafting. Firstly, the advantage is played with positive emotions. Seligman & Martin (2011) emphasized that advantageous applications can bring joy, devotion and passion. Secondly, job crafting also brings positive emotions such as autonomy, meaning, heart flow, etc., which in turn enhances personal job commitment, mental resilience and academic achievement [4]. Elliot & Dweck (2005) research shows that heart flow is an important positive experience. It gets rid of the self-centered mentality and makes people feel that they are one with the universe, and they are full of surprises, awe, joy, and gratitude [5]. Thirdly, positive emotions can open up personal thinking, break the boundaries of physical space, make individuals more open, and increase trust. One practical effect it brings is to increase people's creativity. Therefore, this series of issues and connections are worthy of being continued to research and explore.

5. Conclusions

This paper briefly introduces the background and concept of job crafting based on the theory of strength perspective, and discusses the importance of job crafting with the case of hospital cleaners. Then it analyzes and builds a new job crafting model around the individual level, team level, and organization level, and then proposes five specific measures for managers to help employees reshape their jobs. The purpose is to let employees recognize the characteristics and meaning of work, and redesign their work according to their own interests and abilities, pursue their lofty goals or a more
flexible working style, and then gain self-esteem and realize self-worth through creative work. In short, this thesis expands the theoretical boundary of job crafting and proposes feasible practical schemes that have both theoretical and practical value. The impact mechanism and implementation effects of job crafting need further research and discussion.

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