

Connecting Cords: Job Crafting, Work Engagement and Employee Resilience



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Investigation on Job crafting has squirreled an enormous form of awareness which has assisted in comprehending complex diverse organizational settings. Yet the existing studies have hitherto not paid sufficient attention to the multidimensional aspects of Job crafting. This paper proposes two fold objectives. First, it examines cross association of job crafting with work engagement and employee resilience which comforts in job satisfaction. Secondly, it studies new directions of job crafting theories person-environment fit theory for future research exploring employee espousal to the organizational change. Results showed that job crafting interventions have positively mediated with employee motivation and higher job Satisfaction.

Keywords: Job Crafting, Job Autonomy, Job Resource, Job Cognition, Employee Resilience, Work Motivation, Work Engagement, Job Performance.

1. Background of the Study

Employees modify their jobs by categorising the different tasks and prioritising their works known as job crafting (Wrzesniewski and Dutton, 2001). Jobs are assemblages of responsibilities and interactions that are congregated together and apportioned to an individual (Ilgen & Hollenbeck, 1992). Research into the area of job crafting have contributed into development of psychology of organisational setting which supports employee at a large extent. The nature of employment is more demanding due to global competition, knowledge driven economy, rapid and advanced technology. The organisation demands physical as well as emotional commitment. High Job demands and less job resources have positive relationship with Employee burnout. Positive job crafting generates agentic attitude towards doing a job. Job crafting supports individual and organisational and creates person-fit environment. Job crafting supports in responding to the challenges of the task which demotivates employees, (Grant & Ashford, 2008). Social cognitive theory (SCT) is a process of three dimensional aspects where individual cognitive skills, behaviour towards performing jobs and situational factors which hinders motivational aspects, are interwoven. Job crafters changes physical aspects of performing task, interpersonal relationship with team members to reduce conflict or enhance productivity and job cognitive aspects while perceiving or interpreting the task. Job crafting allows employees to develop positive relationship with self and with job they are involved. Crafting own job allows himself/herself to experience identify meaning at work (Shevchuk, I. (2009)). Manufacturing industry is characterised as having high- job demands, high working hours and hazardous job task. Over the years, growth rate of this industry is escalating at global level. Indian manufacturing industry is playing a major role in the development of Indian Economy. Gross value added is growing at CAGR 4.34% (2nd Advanced Annual Income Report, Government of India). During the month April to September (2019), Gross Value added has grew US\$198 billion. As per the report, this industry will support Indian Economy around 25% by 2022 and create more 16% of new employment in India.

The fact that few research has contributed and explored the job crafting dimensions: Job Resources, Job Autonomy, Job Cognition, Work Motivation and Organisational Support with employee resilience and work engagement. This research explores cross-sectional investigation on relationship between job crafting dimensions with employee resilience and work engagement with have impact on job performance and job satisfaction. Job crafting is a subjective initiative, and each individual perceive it differently as per the job demands and available job resource. This research provides significant theoretical evidences on how the job crafting can enhance the job performance and job satisfaction.

Hypothesis Development

1.1 (a) Job Crafting and Employee Resilience

Resilience can be defined as “the attitude towards facing all challenges and recover strength”. (Luthans 2002). Smees (2007), Resiliency is “a vigorous paradigm which is subject to stimulus organisational environmental and personal contexts to perform the tasks” (Smees, 2007). Resilience supports individual to find positive meaning and regulates emotions. A positive designed job creates positive resilience (Van Wingerden et al., (2017). Their research on school teachers suggested a positive relationship between job crafting and positive reaction on teachers’ resiliency. June et al, (2015) conducted their research on 324 hotel employees. Their study found that resilient employees are optimistic and impact positively on organisational citizenship behaviour (OCB). OCBs have positive relationship between job performance and job satisfaction. Two studies with sample size 1032 and 232, conducted by Youssef, C. M., & Luthans, F. (2007), suggested high significant relationship between job crafting and employee resilience while moderate relationship was noted between employee resiliency and positive approach towards organisation.

H1: Job Crafting has positive impact on Employee resilience.

(b) Job Autonomy and Employee Resilience

Job autonomy is conceptualised as autonomy at the extent job allows employees freedom to performance the task. It makes employees feel responsible and accountable for work performance. Job autonomy has positive relationship between job retention and job satisfaction. (Hackman & Oldham, 1986). Job autonomy develops positive impact on vitality of the employees to performance by experimenting into different behaviour. It also develops high level of involvement in job which results into job satisfaction. (Taylor & Westover, 2011). Job autonomy allows employees to work upon job designing. Job autonomy controls the behaviour and reduce occupational stress. (Pearson & Moomaw, 2005). Job autonomy develops positive meaning and knowledge sharing behaviour which allows employees to stimulate resiliency among peers. (Fredrickson, 2000).

H1 (b): Job Autonomy has positive impact on Employee Resilience.

(c) Job Cognition and Employee Resilience

Despite much research in the field of I/O Psychology of Employee resilience, it remains unclear with association of job cognition and employee resilience. Salancik et al (1978) has developed Social information processing theory which has gathered lot of attention in Organisational setting. This theory emphasizes on treated employees as an asset to the organisation. To support this theory, many researchers have tried to explain cognitive resilience. The research shows low or moderate relationship with cognition and employee resilience. Employee resilience has low mediation with stress handling capability and self-efficacy. Well structure mapping of cognitive skills with job design will result in positive resilience. (Sam Parsons et al., 2016). Further, they proposed that situation flexibility of cognitive skill for resilient workers can give better result in stressful situations.

H1(c): Job cognition has positive impact on employee Resilience.

(d) Job Crafting and Work engagement

Work engagement is characterised as "positive, work-related state of mind in employees by *vigour*, *dedication*, and *absorption*" (Schaufeli et al 2002). Positive job crafting and work engagement have positive relationship (Bakker, 2012) Structured job crafting creates proactive behaviour which supports person-fit environment (P-O Fit), which impact on enhancement on work engagement. Job crafters are more engaged individuals, high on self –efficacious and consistent about their jobs. Job crafter patronages

H1 (d). Job crafting has a positive relationship to work engagement

(e) Job Resources*Job Cognition and Work Engagement

As per Effort-Recovery Model, job resources trigger extrinsic motivational role which increase work motivation and work engagement (Meijman & Mulder, 1998). Support from coworkers, good supervisory behaviour and social support. Job resources accomplish the basic human needs for autonomy, competence and relatedness. (White (1959), De Charms (1968), and Baumeister & Leary (1995). The social support will result in work engagement. Job cognition also associates positively with work engagement. (Schaufeli et al 2002). Positive cognitive resilience employees feel more connected, focused, emotionally engaged and integrated while performing their jobs, which consequently elicit individual engagement towards work. (Kahn, 1992).

H1 (e): Job Resources and Job cognition have positive impact on work engagement.

1.2 Work Motivation and Work Engagement

A meta-analysis of motivation crowding theory have two folds' conclusion. One, tangible rewards have positive impact on work engagement. Second, rewards have negative impact on intrinsic motivation. (Karatepe et al, 2011). Intrinsic motivational foster individual growth and extrinsic motivational supports individual to get positive about life perspective. Schaufeli (2009), in his study focused on three dimensions of work engagement *vigour*, *dedication*, and *absorption*". Intrinsic motivation has positive impact on dedication. There is less impact noted between intrinsic motivation and vigour & absorption.

H2: Work motivation have positive impact on work engagement.

1.3 Employee Resilience and Work Engagement

Supporting employee resilience is driver of work engagement (Wefald & Downey, 2009). Former research testified self-efficiency & optimism and high job commitment have positive association. But few literatures were recorded with employee resilience. Studies proves that resilient employees steer and manage work adversities. Broaden-and Build theory debates on resilient employees exhibits more capabilities. (Frederickson, 2008). Waddell (2015) reconnoitred the association between resilience and work engagement in health nurses and supports that both positive emotions and hope which stimulus work engagement.

H3: Employee resilience is positively associated with work engagement.

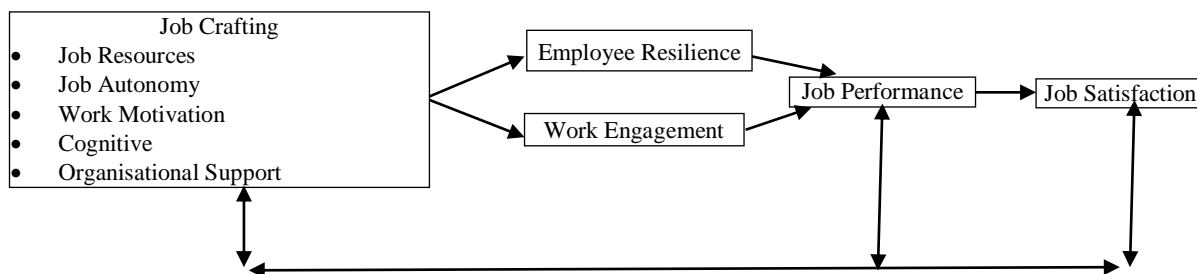
H4: Employee Resilience*Work Motivation and Job Performance

1.4 Job Crafting and Job Performance

Tim et al (2010) found positive relationship between job crafted employees and job performance. Job crafter centrals higher resilience which epitomized job competence, meaning towards work and meaning towards work identity. Warr et al (2012) found that job crafting leads to more rewarding outcomes and enhance more work engagement. Rich et al (2010) reported higher Organisational Citizen behaviour of job crafter. OCB facilitates work engagement and evoke extra-role performance. But it shows negative impact of job craft due to increasing job demands and decreasing job resources which adversely effect on job performance. job crafting upsurge employees’ levels of societal and operational job resources, which channelize job demands and Job performers.

H5: Job crafting impact positively on job performance.

The Research Model



2. Method

Total 569 Samples for this study were chosen from Manufacturing Industry of Selected regions of Gujarat. Out of 800 questionnaire sent, 569 responses were registered which were found valid for analysis. To remove non-response bias, remaining questionnaire were not included in data analysis which were rejected due to missing values or duplication of data. Data collection was carried out with self-administrated questionnaire. A requesting letter stating purpose of the study was sent via mail to all employee on their official email ID. Questionnaire was divided into two categories. First, to understand sample’s demographic characteristics, samples were asked to record their age, marital status, education, work experience and income information. Table 1 depicts demographical analysis of the samples. Gender grouped into two categories: Male (67%), Female (33%), Age grouped into 4 categories,

Less than 30 years(28%), 30 years -40 years(35%), 40 years -50 years(23%) and More than 50 years(14%). Marital Status classified into four groups, Married (31%), Unmarried (44%), Divorced (23%) and Widow (2%). Education were grouped into Graduation (47%), Post Graduation (23%) and others (30%). Job position were classified into three category; Senior level (32%), Middle level (56%), Others (12%). Further work experience were sub grouped into Less than 10 years (54%), 10 years - 20 years (23%), 20 years - 30 years (12%) and More than 30 years (11%). Income was divided into four types; Less than 5 Lakh (23%), 5 Lakh- 10Lakh (54%), 10Lakh- 15Lakh (11%) and More than 15Lakh (2%).

Table 1 Demographic Statistics of the Samples

Sample	Category	%
Gender	Male	67%
	Female	33%
Age	Less than 30 years	28%
	30 years -40 years	35%
	40 years -50 years	23%
	More than 50 years	14%
Marital Status	Married	31%
	Unmarried	44%
	Divorced	23%
	Widow	2%
Education	Graduation	47%
	Post Graduation	23%
	Others	30%
Job Position	Senior level	32%
	Middle level	56%
	Others	12%

Work Experience	Less than 10 years	54%
	10 years - 20 years	23%
	20 years - 30 years	12%
	More than 30 years	11%
Income	Less than 5 Lakh	23%
	5 Lakh- 10Lakh	64%
	10Lakh- 15Lakh	11%
	More than 15Lakh	2%

The job crafting scale is categorised into five sub-dimensions: *Job resources, Job Autonomy, Work motivation, Cognitive skills and Organisational Support*. Each dimensions are measured with 5-point psychometric Likert rating scale ranging from 1 is Strongly Disagree to 5 is Strongly Agree. Employee resilience scale measured with 12 declarative statements ranging from strongly disagree (1) to strongly agree (5). Work Engagement scale was derived from Utrecht Work Engagement Scale (UWES) with 10-item instruments were asked to respondent on score of five-point rating Likert scale (Strongly Disagree to Strongly Agree.)

Table 2 Depicts Reliability and Correlation Analysis Values for all Dimensions used in Research

Dimensions	Mean	SD	CR	AVE	JC	JR	JA	WM	OS	ER	WE	JP	a
JC	4.11	0.77	0.989	0.923	*								0.992
JC Job Resources	4.39	0.56	0.901	0.840	0.897	*							0.901
JC Job Autonomy	4.00	0.89	0.954	0.945	0.711	0.714	*						0.899
JC Work Motivation	3.22	0.81	0.923	0.921	0.710	0.506	0.723	*					0.911
JC Cognitive	4.78	0.54	0.912	0.901	0.709	0.731	0.888	0.870	*				0.789
ER	4.12	0.56	0.911	0.904	0.789	0.850	0.451	0.531	0.511	*			0.956
WE	3.77	0.51	0.905	0.900	0.719	0.585	-0.327	0.444	0.702	0.789	*		0.942
JP	4.98	0.67	0.934	0.912	0.777	0.856	-0.235	-0.231	-0.412	0.665	0.345	*	0.921

[CR= Composite Reliability, AVE (Average Variance Extracted) JC=Job Crafting, WM= Work Motivation, ER=Employee resilience, WE=Work Engagement, JP = Job Performance, α=Cronbach Alpha Value]

The result of table 2 represents correlations among various constructs. α represents Cronbach alpha value for job crafting(0.992), job resources(0.901), job autonomy(0.899), work motivation(0.911), cognitive(0.789), Employee resilience(0.956), work engagement(0.942) and job performance(0.921) which amplify higher internal consistency. The correlationship between different dimensions of Job crafting with Employee resilience, work engagement and Job performance are relative positive and highly significant. To further validates, moderation effects were measured in table 3

Table 3 Hypothesis Decision Table

Hypothesis	Path Coefficient	t	P	Result
Job Crafting → Employee Resilience	-1.786	2.111	0.000	H1:Supported
Job Crafting → Work Engagement	0.675	6.898	0.029	H1a:Supported
Job Autonomy → Employee Resilience	0.121	2.789	0.031	H1b:Supported
Job Cognition → Employee Resilience	0.123	1.907	0.123	H1c: Not supported
Job Resources*Job Cognition → Work Engagement	0.198	2.456	0.000	H1d: Supported
Work Motivation → Work Engagement	0.357	4.223	0.003	H2: Supported
Employee Resilience → Work Engagement	0.342	9.898	0.026	H3: Supported
Employee Resilience*Work Motivation → Job Performance	0.145	8.909	0.025	H4: Supported
Job Crafting → Job Performance	0.232	9.921	0.000	H5: Supported

Table 3 indicates Hypothesis decision table. Job crafting have positive impact (t=2.111, p<0.05) on employee resilience. This suggest that job crafters are achieving resiliency and trying to cop up with challenges of job tasks. Finding suggests that employees at manufacturing industry should craft their jobs which supports in creating positive impact on task they perform. Job crafting also have significant impact on work engagement with t value 6.898 and p<0.05. Job crafters have positive impact on work engagement. If mapped properly, Dedication, vigour and absorption are positively correlate with job resources and job demands supports job performance. Findings further suggest that Job Autonomy have moderate relationship with employee resilience (t=2.789, p<0.05). If organisation increases job autonomy, resiliency among employees can be developed. Job cognition doesn't have association with employee resilience. (t=1.907, p>0.05). The data analysis of the research doesn't support job cognition with employee resilience. Job work of employee at Manufacturing Industry relates to

mechanical job. Cognition skills may effect on employee resilience other jobs of different industries. Job resources and job cognition skills are having positive relationship with work engagement ($t=2.456$, $p<0.05$). Together job resources and job cognition skills are supporting work engagement. Work motivation is significantly related with work engagement. ($t=4.223$, $p<0.05$). Intrinsic and extrinsic motivation of employee moderately impact on work engagement ($t= 9.898$, $p<0.05$). Employee resilience and work motivation positively impact on job performance ($t=8.909$, $p<0.05$). Together employee resilience and work motivation have significantly impact job performance. Job crafting is highly significant related with job performance ($t=8.909$, $p<0.05$). Total of job crafting is highly related with job performance. Job performance

The main aim of this research is to understand relationship between different dimensions of job crafting along with other constructs. The result suggests that organisation should create person-fit environment. Inter-communication between employee and managers supports job crafting. An effective communication system among team can positive stimulus job crafting. Managers should channelize effective job crafting to achieve desirable outcomes. Intrinsic motivation and extrinsic motivation are crucial for developing work engagement which finally results into job performance. Job crafting will tend to add value to the development of organisational setting and beneficial to the society at large.

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