



Job crafting

Responsible leadership and job crafting

Executive researcher/lecturer, PhD Ursula Hyrkkänen

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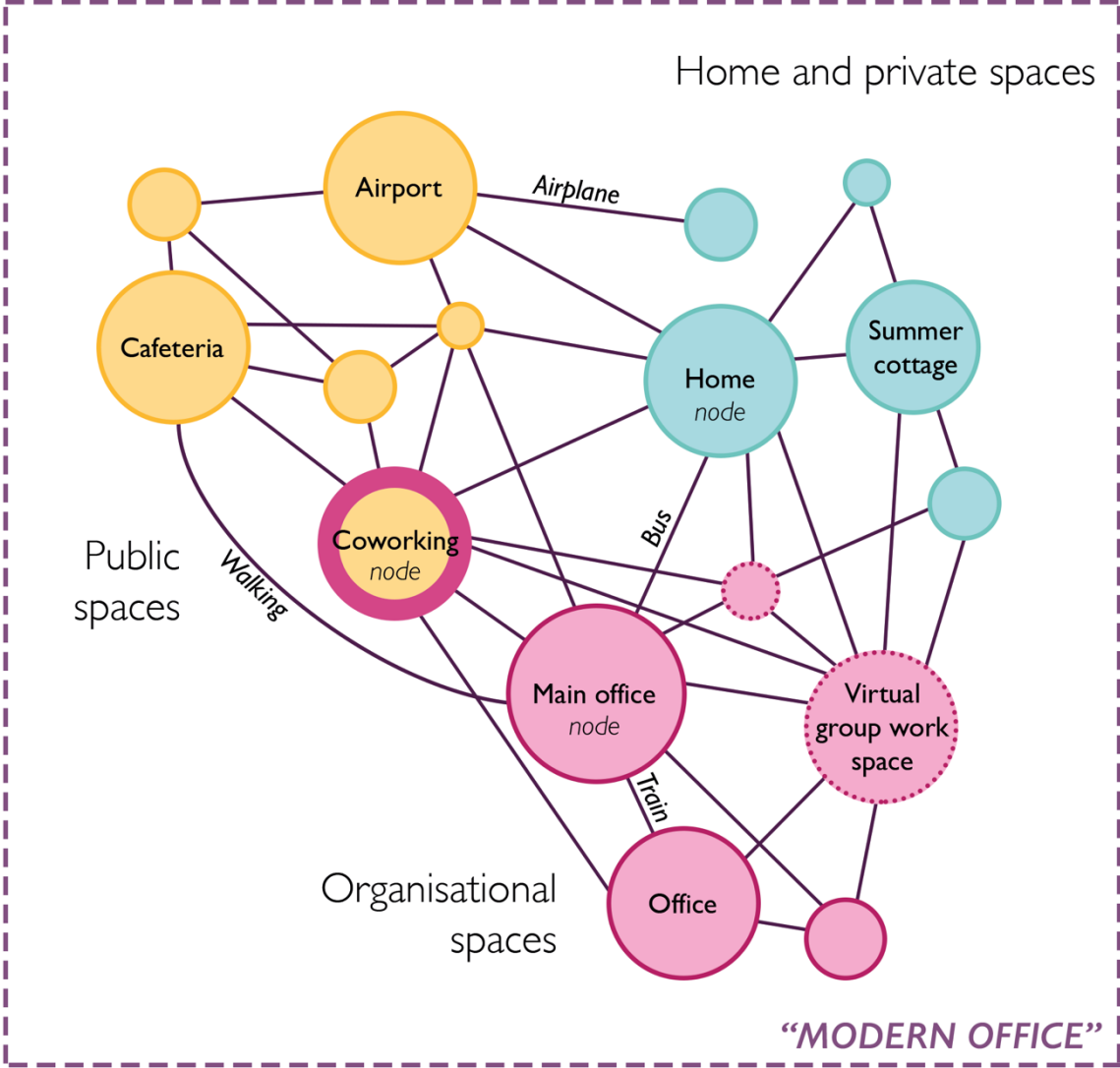
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Poll

- How familiar are you with the concept of job crafting?
 1. Very familiar - I have implemented it in my work
 2. Somewhat familiar - I have heard about it, but don't know the details
 3. Not familiar at all - This is nearly the first-time hearing about it

Crafting the layout of multilocational office, layout of working week

Disturbances
Interruptions
Continuous digital availability
Places for recovery



Seeking the best place for work
Inspiring social relations and collaboration.

The aims of this course, this work-shop

- To understand,
 - what job crafting is,
 - how it relates and affects to well-being at work and job performance
- To analyse,
 - possibilities to promote it in project teams
 - possibilities to involve the idea of job crafting as a factor of responsible leadership

Job crafting increases

- individual and team engagement, well-being at work and motivation at work job performance and job satisfaction
- organizational flexibility and effectiveness
- organisational commitment
- organisational well-being

By enabling and encouraging job crafting, organizations can empower employees to redesign their jobs and thereby attain a number of positive benefits.



What exactly is job crafting?

Job crafting is **self-initiated change behaviour** that employees use intending to **align their job with their preferences, motives, and passions** (Wrzesniewski & Dutton 2001).

Job crafting is **a process where employees try to balance their job resources and job demands with their personal needs and abilities**. They are seeking more resources e.g. social support or more demands e.g. more demanding duties or reducing job demands e.g. avoiding too difficult tasks or difficult social relations. (Tims et al. 2012).

https://www.youtube.com/watch?v=Tv_Ox2xjXho&t=40s



JC is an employee driven behaviour

Two slightly different perspectives

- **Role-based** job crafting (Wrzesniewski et al., 2001)
 - This focuses on **intrinsic motivation to enrich work identity** by altering the scope of the job, i.e., changing the boundaries of the task, relational and cognitive domains of work
- **Resource-based** job crafting (Tims et al., 2018)
 - Focuses on the job **demands-resources (JD-R)** model and explains different ways individuals change their jobs to optimise the balance between job demands and resources.
 - Employees engage in job crafting to change what is required of them in their work by managing the balance between job demands and resources and thus making their work more meaningful, engaging, and satisfying.

Content of job crafting, *what job property is crafted*

- **Three contents** of job crafting:
 1. In **task** crafting, the target is the content of work, e.g., minimising impoverished aspects of the work and maximising the enriched job content.
 2. **Relational** job crafting concerns the social domain of work and refers to alterations with whom one interacts and the quality of interaction with others at work, be it co-workers, superiors, or customers.
 3. **Cognitive** job crafting involves changes in how an individual employee perceives and makes sense of his or her job.

Form of job crafting, *how is a job crafted?*

- Considering how to craft, researchers use terms/verbs:
 - increasing and decreasing (Tims et al., 2012; Petrou et al., 2012),
 - expanding and reducing (contradiction) (Bruning and Campion, 2018; Costantini, Demerouti, Ceschi and Satori, 2019),
 - approaching and avoiding (Bruning and Campion, 2018).

Combining target and form of job crafting: Resource-based crafting

- four independent types of job crafting behaviour:
 - increasing structural job resources (e.g., requesting more autonomy, developing the work processes smoother),
 - increasing social job resources (e.g., asking for feedback, choosing to collaborate with others more skilled than yourself),
 - increasing challenging job demands (e.g., voluntarily taking new responsibilities, more demanding tasks),
 - decreasing (hindering) job demands (e.g., reducing workload, cognitive and emotional demands, avoiding contact with emotionally demanding clients).
- decreasing (hindering) job demands are associated with lower well-being and performance
- increasing challenging job demands may contribute to positive outcomes, e.g., better skills and personal growth.

Combining target and form of job crafting: Approach and avoidance types of job crafting



Approach crafting consists of active efforts toward problem solving and improvement-focused goals, such as seeking opportunities to learn and challenging oneself. It aligns with the job crafting dimensions of **increasing job resources** and **seeking more challenging job demands**.



Avoidance crafting focuses on reducing the parts of work that are stressful, such as avoiding difficult interactions or making mentally demanding tasks easier to perform. It reflects attempts to **reduce hindering job demands**.

Approach crafting

- Consists of active efforts toward problem solving and improvement-focused goals, such as seeking opportunities to learn and challenge oneself.
- The resource-based perspective aligns with the job crafting dimensions of increasing resources and seeking more challenging job demands.
- Approach crafting enhances both employees' work engagement and performance.

Avoidance crafting

- Focuses on reducing the parts of work that are stressful, such as avoiding difficult interactions or making mentally demanding tasks easier to perform.
- It is related to avoidant and prevention-oriented traits.
- From the resource-based perspective, it reflects attempts to **reduce hindering job demands** (Fong, Tims, Khapova and Beijer, 2020; Mäkikangas, 2018; Nielsen and Abildgaard, 2012; Tims et al., 2012; Zhang and Parker, 2019).
- Is linked with more exhaustion, negative employee attitudes and poorer performance.

What triggers approach type of job crafting

- Job resources
 - **work and organisational resources that enhance crafting:**
 - job autonomy
 - decision latitude
 - discretion to craft a job
 - trust in leaders, leaders' trust on employees
 - **social resources that enhance job crafting:**
 - Job crafting is “contagious”. It spreads within the team: when employees craft their work by asking for support and feedback, or by trying to learn new things at work, their colleagues are likely to craft their work in a similar manner.
 - Organisational climate with high social support, openness, a proactivity-oriented organisational culture, and shared organisational identity stimulates job crafting (Lazazzara, 2020).
 - **work environment resources** (Hyrkkänen et al., 2022)

What triggers...?

- **Personal resources** refer to people's beliefs about how much control they have over their environment (Bakker and Demerouti, 2017).
 - proactive personality (Bakker et al., 2012; Demerouti, 2014; Rudolph et al., 2017; Slemp and Vella-Brodrick, 2013; Tims et al., 2012),
 - promotion focus (Petrou 2013),
 - psychological capital (Kim and Beehr, 2018)
 - job-engaged individuals have surplus resources that they are able and willing to invest in job crafting to gain new resources (Hakanen, Peeters and Schaufeli, 2018)

What triggers...?

- Basic psychological needs
 - **Autonomy** - job autonomy stimulates job crafting because it signals to employees that they have the freedom and opportunity to take initiative changes
 - **Competence - feeling “I can”** allows individuals, for example, to adapt to complex and changing environments
 - **Relatedness needs** - feeling of mutual respect, caring, and a mutual reliance on others

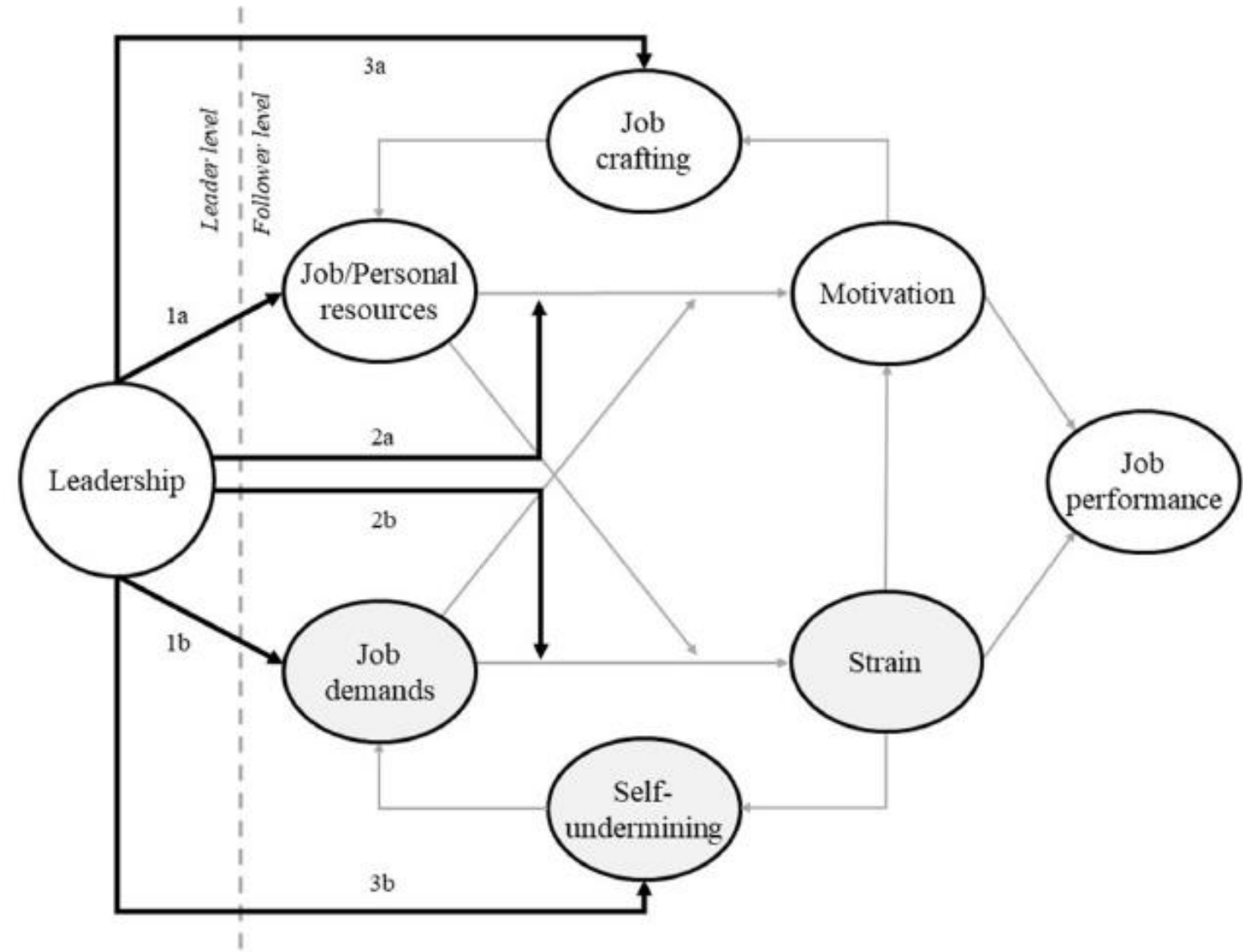


FIGURE 3 | Connecting leadership and Job Demands–Resources (JD-R) theory. Leadership impacts JD-R in three distinct ways.

How me as a project team leader can enhance job crafting?

- <https://www.youtube.com/watch?v=7m82ULQ3G0g> (start from 21.45 minutes)
- Completing the jointly made stories 😊
- As a part of your leadership philosophy...

References

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