

**Designing Work Organization**  
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**Lecture 55**  
**Job Crafting**

In this particular session, we will talk about the job crafting. What is a job crafting, job design versus the job crafting is there, examples of job crafting, other types of the workplace crafting, look at the job crafting model, how to start crafting your job today, the benefits of the job crafting, limitations to the job crafting, what role can HR play?, what job the crafting needs to work properly?, research papers, book recommendation and references as usual. Here I would like to quote this quote by the marketing coordination. I take on as much of event planning as I can, even though I was not originally part of my job, I do it because I enjoy it, and I am good at it, I have become the go to person for the event planning and I like my job much more because of it. So, first we will try to understand what is a job crafting. So, job crafting can be a great way for the employees to customize their job until it fits them like a glove.

But how exactly can they do it? What role does HR play in this? That is what we will take a look at this session and also shares a few job crafting examples and how to get started. Here goes. So, job crafting refers to the individuals proactively making the small changes to their jobs. If you think about your job like a semi-tailored suit or the dress, the basic design is there for you and you cannot change it.

But what you can do is to make some changes to the size and the dimensions of it, so to make it a better, a more comfortable fit for you. As a result, when you wear it, you feel better and it feels like a better representation of you is there. So, there are the two choices, either you become the suited to your job or you change the job for your size. So, therefore, in that case, you will find out that is how you are making these changes in the size and the dimensions of the particular job. Ultimately, it is a fitness, it is a fitness between the job and your style of working and then as a result, what you find it that is you are able and comfortable for doing a particular job and you, why job crafting is necessary? It is necessary so that you can give your best.

Here I would also like to mention that, a job crafting in a nutshell does the same thing for your job. You are not the redesigning your complete job from the scratch, but what you are doing is taking the job you already have and making changes to it that are the improvements to you and make it a better fit for you as an individual. By doing so, you feel better and you are the more likely to perform better and to be more engaged in what you are doing. From an organizational perspective, the job crafting enables companies to

tap into the power of these experiences and the strengths that their employees have across the organization. Job crafting is the employee driven, it is not something that you tell people to do it is however, something that HR, leaders, and the managers can nurture, encourage and enable.

The power of the job crafting lies in the fact that it allows individuals to actively seek, identify, and find the changes that they want to make in terms of their role. If they feel that it is something that is being imposed on them they are unlikely to feel that the element of autonomy and the motivation that you get from the job crafting when you are driving it to yourself are there. So, job crafting is a relatively new concept and can sometimes be confused with the job design. While both methods aim to improve the people's job for the benefit of both the organization and the employees, the philosophy behind them is that is not exactly the same. The job design is often something that is the top down, the world design itself implies that the jobs are being designed for someone by someone that is the organization.

However, that there is a space for the people to co-create. In terms of the job design, what we often see is that it is either top down (the organization does it) or the bottom up (that is employee does it) and the think job crafting can be the space in between. Coming back to the this idea of the tailored suit. You might design the 90 percent of the role and allow 10 percent of the space for the people to shape in a way that they reflect their talents and interest is there. Now, examples of the job crafting is there, the image shows the job crafting model.

And first we will talk about that is the task that is who is doing that particular task is there and for doing this particular task, what skills are required and accordingly when you are having that is the purpose of doing this particular task, then you are making a relationship that is the why you are doing this particular job is there. It is also important that is where is the this job is to be performed and then these ultimately it will be in the well of the jobs is there. Now for example, we will take certain examples of the job crafting. The heart of this job crafting model is the why of the job crafting, the what of the job crafting is about how people do it and five different ways are there. So, they make the changes to their task and activities.

So, this can be as simple as blocking the half an hour at the start of the your day to reflect on what you want to be achieve that day and start on a piece of the work or a project that is the important to you rather than the dividing the straight into your task are there. So, answering the people, firefighting and losing control over your day. The relationship crafting is there. It is about the how you interact with the other people which can be your colleagues, your customers or anyone you interact with the within your job.

Here again, that is the crafting is about how can you amplify certain relationships, how can you maybe of the reframe certain relationships that are not working for you or perhaps even how can you diminish the certain relationships.

So, they develop their skills. for instance, by the deepening them or they learning the new skills are there. So, purpose crafting is there and this can be about how you think about the value and the purpose of your job or to what extent you are able to show in your job the things that matter to you as in the individual. So, well being crafting is around the how can you make your job healthier for you from a physical and the mental perspectives. The interesting thing when the people job craft is what they find that there may be unintended consequences.

Even employees can probably do experiments that will make their jobs better in unexpected and unknown ways. So, job crafting is about letting people tap into the unknown and the unseen ideas and explore them for their jobs are there. Regularly focusing on the job crafting on the developing a mindset or the mental habit of these always looking for ways to improve the job fit and then the satisfaction. Other types of crafting that can be added to the newer crafting toolkit that includes the environmental crafting. So, refers to the change in where the people work that is from home, in the office or the open or closed space and the aspects of the work environment that is the light, plants, then the ergonomic design etc.

and that can enhance the well being and the performance is there. So, developmental crafting refers to the, refers to acquire more skills and resources and to use the one's full set of the skills regularly to improve well being and the performance is there. Other types of crafting, what other aspects of your job or the workplace can you identify to improve your sense of fit, job satisfaction, manufacturing and the well being is there. So, when we look at the job crafting model, it is to be fair, there are more than one job crafting model. In fact, there are at least the two important frameworks that can being developed and further developed as we can learn from more about the discipline as a whole.

So, these are the job demands resources that is a JDR model and the job crafting model is there. First, we know that a proactive approach is an important precursor for the job crafting, but what else we need to the boost our the chances of success.? From a theoretical perspective, we need to know a bit about the job demands and the resources and the job demands resources model is very useful. The job demands resource model is about the job characteristics. In short, it views all the characteristics of our jobs, psychological, physical, organizational and social aspects- as either demands or the resources.

The job demands requires that we put in the physical or the psychological effort or skills that cost us is something. Emotional strain and the similar or popular examples of the job demands, which can lead to cost like stress burnout and the related stressors when they become extreme. Job resources helps the accomplish our own work goals and we can draw on these facilitators to counter the potentially negative impact of the job demands. So, they can be made available by organizations or they can be personal. Respectively, these are the workplaces resources or the personal resources and first would entail an aspects career prospects, training and autonomy, and examples of these, the second include the this optimization and self-efficacy.

So, following of the JDR model we can do it is in the two ways. Now there are the demands and there are the resources are there, when the demand is low and these resources are low. So, low strain average motivation is there. Whenever the demands are very high and resources are low. So, high strain low motivation will be there.

And when we are having the high demands, and the resources are also high, the average strain high motivation will be there and when we are having the demands are low and the resources are high, low strain high motivation will be there. So therefore, by upping our job resources, we might use relationship crafting for instance, to increase our social resources. Another example is to aid our structural resources, training, autonomy, etc., through task crafting and the second by increasing our job demands to a pleasantly challenging extent and think eustress are the stretch zone challenges rather than the vanilla stress is there. The ultimate goal of the JDR model is to allow for an understanding of how demands and the resources interact to impact our motivation as we discuss here.

To craft your job follow these four steps, decide what you want to change. Second is evaluate how the change will impact you and your work environment. Third one is act to put the positive change in place. And the fourth one is check on the progress, adjust and continue. And let us look at each of these steps in the more detail.

Decide what you want to change by crafting your job. So, you can make the changes in one or more of these following areas to craft the way you work so that it close to your ideal job. For example, the task content, the environment that is improving the way that things are done using the skills that what you already have or using your knowledge to change working methods, so that you can generate better results. The relationships here you might look for the ways to have the most satisfying interactions with the other people during the course of your work each day. In our example, that is these are stiffen might volunteer to mentor the new hires.

The purpose is you can also redefine your existing work to reflect what you see as being the real impact of what you do at the work is there. Now, the second step is that is evaluate how the crafting your job will impact you and your environment. So, next you need to assess the potential impact of these possible changes on your wider work environment. And here you should take into the account your clients, your colleagues and the supervisors or managers and the organization is a whole. Now, here remember that the effective job crafting usually depends on finding a win-win solution.

For example, you have the significant experience in using your organization internal accounting system, you should volunteer is that to train the new hires on these particular system or provide the updates on the system that is the changes for your colleagues. So, what you get out this could be the simple enjoyment because you enjoy teaching people things. So, or a boost to your own self-esteem or more interaction with the people from other departments and what your organization gets from it this is a better trained more effective workplace is there. The step 3 is act to the put the positive job crafting changes in place. So, at this stage the key is to get the rid of any symptom or what psychological call that is learned helplessness.

And this is a phenomenon whereby the employees have become so accustomed to the indifference to their contribution that they believe that no matter what they do nothing will come of it. Even my this PhD my own PhD topic was locus of control and the learned helplessness as predictors of managerial effectiveness. So, when we are talking about this particular learned helplessness, then in that case the employees are not helpless but they have become learned, they learn that is the they are helpless to contribute. And here it is the contribution what they believe that they cannot do just because of the external environmental factors are there. So, you can understand the solution is there and the solution is that the job crafting gives you the chance to turn the situation around by refocusing your job in the way you decide what is going to make you feel better, valued and the more productive is there and you decide to make these necessary changes.

Now here whenever you are making the job what you are feeling the better and then they decide to make the what necessary changes are there and as a result of which that here the decisions must have been the positive outcomes for your organization as the mentioned in the step 2 is there. In step 4 we check on your job crafting progress, adjust and the continue. So, having gone through the steps 1, 2 and 3, it is time to put your job crafting into these practice, check that it is it gives you what you want. Ensure that your boss and clients are happy with what is going on and they make sure that it is really compatible with your wider work environment. If anything checks out, and you feel

good about what is happening, you can let your changes become a habit.

So, benefits of the job craftings are the benefit the giving you the greater enjoyment from what you do at work, helping you to approach your work with more energy and enthusiasm, encouraging real personal development by improving the skills. And of course, here the perfecting the skills of the job crafting can, in itself, lead to a career enhancement opportunities. But, there are the limitations of the job crafting, some limitations to the job crafting organizations are systems. So, changing how we view and do things can impact both the firm and the individual and let us look at the some potential down downsides. Now the drawbacks for the organizations are there, misaligned goals are there.

So essentially, the job crafting aims to benefit the employees, it is neither advantageous nor a pitfall for the company. When an employee's goals are consistent with those of their organization., That alignment is critical in understanding how it plays out in the practice. These are meaning when individual's goal and organizational goals are misaligned, we can see that is negative impacts of the job crafting is there. In other words, if someone is employed to carry out a certain task, job crafting should not be a means of the changing of the job beyond the recognition are there.

, when we are talking about the unequal access. So another potential disadvantage is more about the how we view our jobs in the first instance in order to the job crafting, we first need to see our jobs are alterable and that is we here may feel certain factors are limiting how free we feel add to task or the alter relationships, for instance and these can vary based on our roles. Senior employees felt that they were limited time wise when it came to the crafting and these lower level employees cited not enough autonomy as in the equivalent challenge is there. So, some workers whose task were closely interdependent have been also felt a similar way in the way after all that is how could they change the roles without disrupting other's work. In one respect, this can be seen as a perspective or the adaptability problem or even suggest more support for the proactive personality arguments are there.

Now, for the drawback for the individual when we talk about the job crafting and in the for individuals, it may be tempting to take these crafting a little further understandably. So if we add on task that are the overly demanding or give the ourselves excessive task while we add a task that are the making the costing our roles we risk taking on the too much. So if employees are not sufficiently informed about the risk of the doing so, job crafting can bring with it all the literally increased the dangers of overwork. Under stress, exhaustion, burnout and the unhappiness. In the light of this, some authors argue that the managers should get more involved in their employees the job crafting initiatives.

So, limitations to the job crafting are there is a final argument against the approach that is the job crafting leaves some workers open to exploitation. This potentially can occur in the sense that is employees might be going above and beyond the call of the duty without being the fairly reimbursed by the organization. A study of the zoo workers by the Bunderson and Thompson 2009 for instance showed some crafters were paid less than their co-workers. And this was despite their investing the extra time and the effort into their newly crafted jobs in pursuit of the deeper meaning at work. The first question that needs answering the whether or not an organization you want to look into the job crafting as an HR function it is important to think about what you can do to better support a job crafting initiative and to what extent you are able to let people experiment and tap into their strengths and talent what HRs can do.

Now here we find out that is the HR they can create the opportunities for the people to craft to a thought out and a positive way. So, research has shown that whether you allow it or not, some people will the job craft no matter what, they will be simply do it secretly. So, that however, would not be benefit the organization. Other individuals do not have the confidence and may need a little encouragement to craft their jobs. And this means that the job crafting is not something that can equally be distributive across the organization.

HR leaders can help with the enabling the job crafting conversations within the organization and this can be done through the workshops or the sessions with individual where you encourage them to actively think about how they can make their jobs better and how their jobs can be craft. What role can HR play? So, they can introduce the job crafting conversation and the personalized this conversation through the check-ins and the employee review discussion. So, one organization introduced a different job crafting theme every quarter and one quarter where they talked about the people's task and activities where the people what they liked about their jobs what they did not like. So how much responsibilities they had in their job on a scale from 1 to 10. How much they ideally would like to have? So, these kinds of the initiatives are encouraging people to have these the crafting conversation with their managers and when we talk about the ideally and in plain sight then this means that it can benefit the individual, the team and the performance.

So there is a third way in which companies use the job crafting and that is around team crafting is there. So, you get your team together and they talk about the elements of their jobs and that they like and do not like. Perhaps there are the things that can the person loves doing the another person does not love doing and that can be redistributed. So you are basically swap certain elements of the job that does not mean that things have to be

stay like this this forever. So therefore in that case there is a you can do it for a month or a couple of months and see if it works is there.

So therefore always we have to understand that is whatever the jobs are to be done and then who is to plan doing that job when he is doing that job that is to be taken into consideration. So, years ago employees may have done well by this simply waiting for the directions from a manager and then following them. Factories, in particular, need plenty of the workers who can do exactly what they are told. following the specific instructions for a precise result, over and over again. In this market landscape though the creativity and initiatives are generally what workers need to succeed.

Beyond just waiting for the directions to follow, the best employees make the effort to see the bigger picture and improve their work without waiting for the official approval. So, what job crafting needs to work properly is even the seemingly inflexible jobs can may have the surprising room for change and evolution if you get an employee in place who feels empowered to make the positive changes. And encouraging job crafting at your own workplace requires encouraging what sense of the empowerment. So one way to do that is to be more careful the during the hiring process to look for the self-motivated employees. So you can try to look for the motivation by asking potential hires during these screening process or during the interviews about times they are the taken the initiatives to make a change or start something new at work.

So beyond hiring people who are already self-motivated managers can encourage employees to pursue their own projects at work. They can also continue to make themselves open for employees feedback and listen to employees ideas carefully. If employees get the sense that deviation from the standard procedure that will be frowned upon and they would not have as much incentive you try any job crafting techniques. Finally it is a job of the company leaders to make sure that the each employee is reminded of the impact that their work makes both on clients and customers, users and the community and in the world. And those things make it much easier for the employees to focus on how their individual roles make a difference.

This is a research paper a state of the art overview of the job crafting research and the current trends and the future research directions. In celebrations the purpose of this paper is the that is the founding of the career development international a state of the art overview of the recent trends on the job crafting research was conducted. And since the job crafting was introduced 20 years ago as a type of the proactive work behaviour that employees engage is to adjust their jobs to their needs, skills and preferences. The research has evolved tremendously in this particular paper which shows that the theoretical and the empirical advancement of the job crafting research from the



perspective that is the individual team and the social is there. These particular findings on the job crafting literature through these that may be in the six trends were uncovered that showed that the job crafting research has moved to a more in depth theory taking approaches, broadening scope and examine the team level job crafting and the social relationships.

And the job crafting to other work environments and their evaluation and the reaction to it. These are the overview of the recent trends within the job crafting literature and with the state of recommendations for the how future research on the job crafting could progress and create a scientific impact for the coming years. This is a book titled the job crafting make your job fulfilling and meaningful is there and the authors are the Neil Suhultz and the Robin Suhultz are the publishers of the nine publishing first edition and the ASIN is that is the BO8XTLHCWH. So therefore, in that this particular book you will find that is the how we can earn the employees by crafting of their jobs, new positions more than half the US workers say that they are not emotionally or cognitively connected to their work. According to the latest Gallup poll these particular findings have been observed and these the unengaged 53 percent usually show up from the 8 to 5, but do the minimum required.

So job crafting is about taking tangible actions to re-image and the re-design what do they what we do at work by the changing the task, relationships and attitude while the staying in our current jobs. The main premise is that we can stay in the same role undergoing more meaning out of the our jobs simply by changing what we do and the why the behind it during the week many of us spend a large portion of our working hours at work is there. These are the references which you can refer for the your further detailing and you can find out that is how this job crafting which is emerging is a very high research area and that will help you to understand the more for the employee engagement also. So whenever you are studying about the job crafting you please see that is the goal of this job crafting is making the people very comfortable at the workplace and enhancing their engagement and the more and more the effectiveness at the workplace is there. Thank you. Thank you very much. Thank you.