

Job Crafting and Employee Engagement: A multivariate study

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Abstract

Research on positive psychology states that employees allowed to craft their jobs proactively balance their work, improve their performance and enhance their overall well-being. Job crafting is a reverse pyramid approach. Traditional job descriptions were written by the managers alone; involving the employees in contributing towards their job description increases their level of intrinsic motivation. Many studies have reported that job crafting and employee well-being are correlated. The primary area of the study is to explore the relationship between job crafting and employee engagement in software companies. Using correlation analysis, it is

found that there is a positive relationship between the two variables - job crafting and employee engagement. The secondary objective is to identify the impact of work autonomy, leadership, rewards and recognition (factors of job crafting) on employee engagement using multiple regression; the results are positive. The second part of the study draws some inference on the employee's perception at the top, middle and lower job positions about job crafting and employee engagement using MANOVA.

Keywords: *Job Crafting, Employee Engagement, Leadership, Work Autonomy, MANOVA*

Job Crafting

Dutton & Wrzesniewski (2001) measured how people in subdued jobs were able to cope with what they termed as “devalued work”. They chose hospital janitors. They discovered a subset of the hospital's cleaners who didn't see themselves as part of the janitorial staff at all; rather, they saw themselves as part of the professional staff and as an integral part of the healing team.

Job crafting is a proactive approach. Jobs are crafted and designed before any immediate requirement. It requires forecasting the changes in the internal and external environment and proactively crafting the job to deal with the change (Grant & Ashford, 2008; Griffin, Neal, & Parker, 2007).

Lyons (2008) observed that job crafting is a valuable exercise for sales professionals as it is found to have a positive correlation with self-image, perceived control, and readiness to change. The identity framed as self-image has a strong and positive relation with job crafting.

Berg, Grant, and Johnson (2010) identified the mechanism through which employees craft their jobs in response to having unanswered occupational callings – that is, feeling drawn to pursue an occupation other than the one in which they work. Employees practiced the sort of pleasant psychological states of delight and meaning that they connected with pursuing their unreciprocated callings by incorporating the tasks of their unreciprocated callings into their current jobs. Employees reported a long term regret experience if they did not view their current occupation as their calling whenever employees expressed their short term job crafting intentions (Berg, Wrzesniewski, and Dutton 2010). With the passage of time, employees are promoted or given more responsibility, their job description changes; there is also a substantial amount of change in job crafting. Hence, time as an important parameter was added to study job crafting.

Wrzesniewski (2012) conducted an experiment in a Fortune 500 technology company. A comparison was made between the impact of job crafting versus the dual activity of job crafting along with skills development, on employee happiness. Engagement in job crafting led to short term happiness; on the other hand, job crafting along with skill development led to long term satisfaction.

Tims, Bakker, and Derks (2012) designed a job crafting scale based on job demands resource model (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The scale measures job crafting by assessing the degree to which employees reported increase in social job resources, increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands. Self-rating of job crafting was found to have a positive correlation with colleagues' ratings of work engagement, employability and performance. Job crafting leads to reduced turnover intentions, higher levels of employee performance and engagement (Bakker, Demerouti, & Schaufeli, 2003; Bakker, Demerouti, & Verbeke, 2004; Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007).

Bakker, Munoz & Vergel (2015) conducted a study among 206 employees, dyad groups and working partners to investigate whether the impact of change in the work environment has any effect on an individual's and his colleagues' work engagement. Results were interestingly positive. Crafting of social and structural job resources and the crafting of challenging job demands were positively related to own work engagement; on the other hand, decrease in the job hindrances has no relation with job engagement. There was a shared relationship reported between dyad members' job crafting behaviours – each of the actor's job crafting behaviours were positively related to the partner's job crafting behaviours.

Peters, Arts and Demerouti (2016) established a study among 55 dyads of co-workers working within the same unit framed in the Job Demands Resource Model and examined the crossover of expansive job crafting. They identified two dissimilar behaviours - seeking challenges and seeking resources. There is more crossover of job crafting from actor to partner when the partner is high on empathy. Job crafting was found to have a positive relationship to daily adaptation to changes as measured both by self-reports and peer-reports. Moreover, seeking resources and challenges per day were both positively related to self-rated day-level adaptivity.

Harju, Hakonen and Schaufeli (2016) conducted a study to examine whether job crafting behaviours predict less boredom and more work engagement. The findings suggest that seeking challenging tasks at work enhances employee engagement, prevents boredom and generates other job crafting behaviours.

Employee Engagement

Employee engagement was originated in 1990. Kahn (1990) defined employee engagement as the “harnessing of organization members” through his ethnographic work on summer camp employees and also employees at an architecture firm. Engaged employees are fully active, and draw on their complete selves in an incorporated and alert manner to promote their role performance. They are willing to do this because three precursor conditions are met. Employees feel psychologically safe in the presence of others to apply themselves in their role performances, they have sufficient personal resources available to devote to such performances, and their work is sufficiently meaningful that such personal investment is perceived as worthwhile (Kahn, 1990, 1992). These conditions are called psychological safety, psychological availability, and psychological meaningfulness, respectively. The engagement concept put forward by Kahn (1990, 1992) is of an

integrated, profound, and purposeful use of a person's whole self in his or her role performance. This overlaps with other concepts that depict a cognitive, affective and behavioural connection of the individual employee with the role and organization. Accordingly, some researchers propose that other psychological concepts that connect employees with their work are also part of engagement. These concepts include motivation (Salanova et al 2005), job involvement (Harter et al., 2002; Salanova et al., 2005), job satisfaction (Harter et al., 2002), organizational commitment (Macey and Schneider, 2008), organizational identification (Gonzalez-Roma et al., 2006), proactive behaviours (Macey and Schneider, 2008), and organizational citizenship behaviours (Macey and Schneider, 2008). Thus, in reviewing relevant literature, we include studies investigating these engagement-congruent concepts in relation to leadership.

Figure 1: Components of Engagement



Source: Bob Kelleher

“Engaged performance is achieved by stimulating employees' enthusiasm for their work and directing it towards organization success. This result can only be achieved when employers offer an implicit contract to their employees that elicit specific positive behaviours aligned with organization's goals...” -Hay Group

A high level of employee engagement is related to increase in ROI, earnings per share, high performance, high sales growth and low absenteeism (Banks, 2006; Harter et al., 2002; JRA, 2007; Salanova et al., 2005;

Towers Perrin, 2003). Engaged employees will be an advocate for the company. They will perform well and have an emotional connect with the company. Employee engagement helps in trust building and gaining employee loyalty for a longer period of time.

It is reported by Dale Carnegie Training (2012) that only 29% of employees are fully engaged and 26% are disengaged. Employee engagement has a chain reaction. It starts with a caring and supportive manager/company, which leads to employee engagement, which further leads to employee commitment, trust, loyalty, customer engagement, satisfaction, which eventually will add to overall profits of the company.

There are two most commonly used approaches of employee engagement as a result of job crafting. Kahn's (1990) approach is very prominent. The major influencing factors for employee engagement are psychological conditions (May et al., 2004). A second approach is the job demands-resources model, the availability of constructive job resources like compensation, job security, better working conditions, support from top management, role clarity, autonomy at work and decision making ability (Bakker and Demerouti, 2007; Bakker et al., 2007; Mauno et al., 2007; Xanthopoulou et al., 2007).

Desai et al., (2010) demonstrated the employee engagement level across manufacturing and IT organizations and compared the underlying reasons indicating high or low employee engagement. The level of employee engagement was comparatively higher in the manufacturing organization. The results reveal that the higher level of engagement is due to factors such as care and recognition of employees, free and frank communication with immediate supervisor, empathetic attitude, recognition of one's contributions towards the executive goals, and freedom to participate in the decision making process.

A substantial amount of work attempt is invested by employees that are suitable for performing their work roles and work commitment. The employees' attitude is characterized by vitality, commitment and assimilation at their workplace (Schaufeli et al., 2002). High engagement levels are reflected in the employee behaviour as engaged workers feel attentive, connected, are loyal and sincere towards their work (Kahn, 1992); such employees are loyal towards the organization and have a stable tenure at the workplace (Buckingham & Coffman, 1999; Wagner & Harter, 2006). A happy employee can generate a happy customer.

Sakuraya et al., (2016) identified the importance of job crafting in increasing employee engagement. The job crafting intervention programme not only improved job crafting but also had an influence on employee engagement. It also helped in decreasing psychological distress.

Objectives of the study

1. To identify job crafting and employee engagement factors in IT companies.
2. To identify the relationship and study the impact of job crafting and employee engagement in IT companies.
3. To draw a comparison between top, middle and lower level management with respect to job crafting and employee engagement.

Modelling & Methodology

A standardized 15-item questionnaire on "Job Crafting" by Slemp & Brodrick, 2013 was used for the study. Gallup's 12-point survey was used to study employee engagement.

Power analysis was conducted to identify the correct sample size which represents the population. Hence, 430 employees were chosen for the study. The

response rate is 88%. Three Indian software companies were taken for the study. The data was collected from the top, middle and lower level employees to identify job crafting experiences and levels of employee engagement.

Sample Size: 380 employees from top (52), middle (202) and lower level management (126) across departments. Stratified random sampling was used with top, middle and lower levels as stratas, and employees were chosen in a random manner from each stratum across companies and departments.

A MANOVA model was created to identify the influence of job crafting and employee engagement on different demographic profiles.

A multiple regression model was tested to study the impact of job crafting variables on employee engagement.

Pilot Study

A reliability check through Cronbach's Alpha was conducted for the job crafting and employee engagement questionnaire. The reliability statistic was 73% and 88% respectively. The questionnaire is reliable and hence, is considered for the study.

Analysis & Interpretation

Factor Analysis (Employee Engagement)

KMO and Bartlett's Test

SPSS 19.0 was used to conduct the factor analysis. The factor analysis was conducted on the selected 12 variables of employee engagement. The determinant of the correlation matrix is greater than .000001 and hence, it does not face the problem of multi collinearity.

KMO and Bartlett's Test		
Table 1: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.580
Bartlett's Test of Sphericity	Approx. Chi-Square	586.359
	Df	66
	Sig.	.000

The value of KMO measure of sampling adequacy is 0.580, which indicates that the factor analysis is at a satisfactory level. Thus, it provides a reasonable basis for using factor analysis in the study. The significant level .000 > .50, which means that the data is statistically significant.

The variance of expectation is initially given at 1.000 but after extracting the factor, we find that it is at .538 which means that 53% of its variability is explainable by the factors.

Similarly, variance of equipment after extracting the factor is at .707 which means that 70% of its variability is explainable by the factors.

Opportunity is at .637 which means that 63% of its variability is explainable by the factors. Recognition is at .511 which means 51% if its variability is explainable by the factors. Similarly, variability for other aspects is computed as -- care (.663), opinion (.746), best friend (.557), encouragement (.612), aligned (.715), commitment (.760), discussion (.658), growth (.429).

Four factors result from the analysis as they contain the Eigen value of more than one and together, can explain a total of 53.216% of variation. The first factor explains 15.941% of variation; the second factor explains 13.764% of variation, the third factor explains 11.786% of variation, the fourth factor explains 11.725% of variation.

There are 4 factors which are extracted based on the factor loadings from the rotated component matrix variables. Factor 1 includes care, best friend and discussion and thus, named as **“Supportive workplace”**. Factor 2 includes growth, opportunity, recognition and thus, named as **“Growth opportunity”**. Factor 3 includes aligned, commitment and expectation and thus named as **“Work Commitment”**. Factor 4 includes equipment, encouragement, and opinion and thus named as **“Employee Participation”**.

Factor Analysis (Job Crafting)

4 factors result from the analysis as they contain Eigen value of more than one and together can explain a total of 41.031% of variation. The first factor explains 11.766% of variation, the second factor explains 11.487% of variation, the third factor explains 9.308% of variation, the fourth factor explains 8.469% of variation.

There are 4 factors which are extracted based on the factor loadings from the rotated component matrix variables. Factor 1 includes self-decisions, new things, learner, capacities, capabilities, avoid difficulty, professionally, satisfaction, and thus named **“Autonomy”**.

Factor 2 includes proactive, coaching, managing and organizing, and thus named **“Leadership”**.

Factor 3 includes feedback, connect, seeking feedback, seeking satisfaction, visibility, performance

and thus named **“Continuous Feedback”**.

Factor 4 includes rewards, recognition and thus named as **“Reward & recognition”**.

Correlation Analysis

		EE	JC
EE	Pearson Correlation	1	.408**
	Sig. (2-tailed)		.000
	N	380	380
JC	Pearson Correlation	.408**	1
	Sig. (2-tailed)	.000	
	N	380	380

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 explains that the correlation is at .408 which is close to 0. This means that there is a weak relationship between the two variables - Job Crafting and Employee Engagement. This means that changes in one variable are not correlated with changes in the second variable. Pearson's r value of 0.408 was positive. The value is positive and statistically significant. Since Pearson's r is positive, we can conclude that when employee engagement in the organization (our first variable) increases, the practice of job crafting also increases. Also our p-value is .000 which is less than 0.05 which means that the data is statistically correlated and there is enough evidence to suggest the correlation.

Multiple Regression Analysis

Y= Job Crafting

X1= Autonomy

X2= Leadership

X3= Continuous feedback

X4= Reward & Recognition

Regression Equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + u_i$$

Employee Engagement = $\beta_0 + \beta_1$ Autonomy + β_2 Leadership + β_3 Continuous feedback + β_3 Reward & Recognition

Unstandardized β value for Autonomy = .433 which means Autonomy has a positive impact on Employee Engagement and also it is statistically significant as the p-value=.000<0.005.

Similarly, β value for Leadership = .083 which means leadership has a positive impact on employee engagement, but it is not statistically significant as the p-value=.092>.005.

β value for continuous feedback = -.013 which means leadership has a negative impact on employee engagement but the p-value = .802 > .05 which means it is not statistically significant.

β value for Reward & Recognition = .020 which means Reward & Recognition has a positive impact on EE but the p-value=.685>.05 which means it not statistically significant.

Table 3 shows that autonomy has a positive impact on employee engagement. Employees are allowed to set their own schedules, they can decide how their work should be done, allowing a great deal of freedom to make choices in the workplace.

The next variable, leadership, again has a positive impact on employee engagement which means that leadership is not just restricted to top level employees but everybody in the organization has a right to take

initiative, responsibility, leadership, managing and organizing for various things in the organization. Everybody in the organization is responsible for their own growth and for that they take leadership for different projects, take coaching, shadow people, proactively participate and volunteer themselves.

Continuous feedback shows up a negative impact on employee engagement of 13% which is not a high percentage but which means that continuous feedback does not always have a positive impact on employee engagement; sometimes it negatively impacts employee engagement as feedback cannot always be positive for the employees. While positive feedback helps build employee morale, negative feedback may decrease the level of employee engagement. However, the fact is that feedback is required and cannot be ignored.

Reward and recognition also has a positive impact on employee engagement, which means that providing rewards and recognition to employees builds up their motivation to perform better every time and know they stand to be rewarded for outstanding performance; as a result, they approach their jobs with greater enthusiasm. It makes employees feel more connected to the company. On the other hand, if employees excel, others will notice. That can help others raise their performance in hopes of being recognized as well.

Multivariate ANOVA (MANOVA)

Objective 4: To study the employee perception about job crafting at top, middle and lower positions.

Figure 2: Job crafting & Levels of Management (MANOVA)

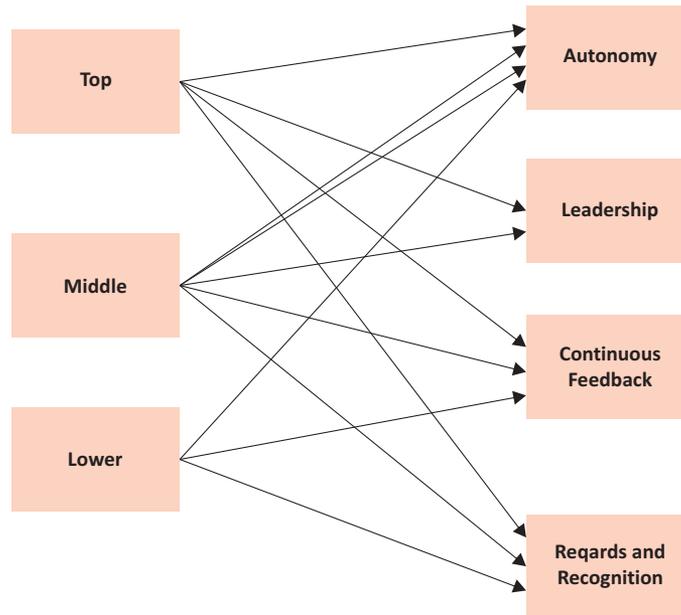


Table 4: Multivariate Tests		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.991	13178.347 ^a	3.000	375.000	.000	.991
	Wilks' Lambda	.009	13178.347 ^a	3.000	375.000	.000	.991
	Hotelling's Trace	105.427	13178.347 ^a	3.000	375.000	.000	.991
	Roy's Largest Root	105.427	13178.347 ^a	3.000	375.000	.000	.991
Managerial positions	Pillai's Trace	.005	.301	6.000	752.000	.937	.002
	Wilks' Lambda	.995	.300 ^a	6.000	750.000	.937	.002
	Hotelling's Trace	.005	.300	6.000	748.000	.937	.002
	Roy's Largest Root	.004	.488 ^b	3.000	376.000	.690	.004

Pillai's trace= .991, P-value=.000 where .000<.005 which means it is statistically significant. Multivariate effect size was calculated as partial Eta squared .991 i.e. 99.1% in the canonically deprived independent variable was account for the managerial positions.

Table 5: Levene's Test of Equality of Error Variances ^a				
	F	df1	df2	Sig.
Autonomy	.835	2	377	.435
Leadership	.024	2	377	.976
Rewards	.024	2	377	.976
Feedback	.774	2	377	.462

In Levene's Test of equality error variance data is said to be significant if the F-value > 0.05 and P-value > 0.05.

Levene's test for the variable Autonomy = $F(2, 377) = .835$

Hence, F-value .835 > 0.05 also, p-value .435 > 0.05 which means that not only this variable has a positive impact on managerial positions but also it is statistically significant.

Levene's test for variable Leadership = $F(2, 377) = .024$. Hence, F-value 0.24 > 0.05 but the p-value .435 > 0.05 which means this variable has a positive impact on

managerial positions directly but it is statistically significant. Levene's test for the variable Rewards and Recognition = $F(2, 377) = .024$.

Hence F-value .024 > 0.005. Also, the P-value .976 > 0.005 which means that this variable also has a positive impact on managerial positions and is also statistically significant. Levene's test for the last variable Continuous feedback = $F(2, 377) = .774$.

Hence, F-value .774 > 0.05. Also the p-value .462 > 0.05 which means it again has a positive impact on managerial positions and also it is statistically significant.

Table 6: Multivariate Analysis

Dependent Variable	Managerial positions	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Autonomy	Top	4.049	.059	3.932	4.165
	Middle	4.062	.025	4.012	4.112
	Lower	4.019	.036	3.949	4.089
Leadership	Top	3.994	.083	3.831	4.157
	Middle	3.984	.035	3.915	4.054
	Lower	3.939	.050	3.841	4.036
Rewards	Top	3.994	.083	3.831	4.157
	Middle	3.984	.035	3.915	4.054
	Lower	3.939	.050	3.841	4.036
Feedback	Top	4.142	.063	4.018	4.267
	Middle	4.113	.027	4.059	4.166
	Lower	4.076	.038	4.001	4.151

From Table 6, the conclusion can be drawn that Mean value for Autonomy = 4.049, 4.062 and 4.019 respectively; the variable autonomy is high at the middle level position which means that middle level employees feel that they practice a high degree of discretion and freedom at work. On the other hand, we can observe that the mean value for top and lower managerial positions is also close to that of the middle

level which means that all the employees on the three different managerial positions feel that they have a high degree of autonomy at their work which allows them to take self-decisions, practice new things at work and also have the required equipment to do the work right.

The mean value of leadership = 3.994, 3.984 and 3.939

respectively for top, lower and middle, and is again close to each other which means that leadership is not just the responsibility of an employee at the top level but employees at even middle and low level feel that they take leadership and initiatives for their work which helps them to craft their growth.

The mean value for continuous feedback = 4.142, 4.113 and 4.046 for top, middle and lower level positions respectively, which shows that top level employees agree that they get continuous feedback of their work which helps them craft their growth and know their scope of improvement.

Similarly the mean value for rewards and recognition = 3.994, 3.984 and 3.939 respectively for top, middle and lower level employees which means that rewards and recognition may vary according to different managerial positions but every employee feels that they are rewarded and recognized for their good performance.

The mean value for middle and lower level positions does not have much difference which means that they also agree that continuous feedback gives them the opportunity to craft their growth, know the loop holes and the scope of improvement.

Employee Engagement (MANOVA)

Table 7: Multivariate Tests ^c						
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.991	9753.535 ^a	4.000	374.000	.000
	Wilks' Lambda	.009	9753.535 ^a	4.000	374.000	.000
	Hotelling's Trace	104.316	9753.535 ^a	4.000	374.000	.000
	Roy's Largest Root	104.316	9753.535 ^a	4.000	374.000	.000
Managerial positions	Pillai's Trace	.009	.405	8.000	750.000	.918
	Wilks' Lambda	.991	.404 ^a	8.000	748.000	.918
	Hotelling's Trace	.009	.404	8.000	746.000	.919
	Roy's Largest Root	.008	.782 ^b	4.000	375.000	.537
a. Exact statistic b. The statistic is an upper bound on F that yields a lower bound on the significance level. c. Design: Intercept + Managerial positions						

Pillai's trace = .991

P-value = .000 where .000 < .005 which means it is statistically significant.

Multivariate effect size was calculated as partial Eta squared .991 i.e. 99.1% in the canonically deprived independent variable accounted for the managerial positions.

	F	df1	df2	Sig.
Supportive workplace	.010	2	377	.990
Growth opportunity	.514	2	377	.598
Work commitment	.496	2	377	.609
Employee participation	.162	2	377	.851

In Table 8, the data is said to be significant if the F-value > 0.05 and P-value > 0.05. Hence, Levene's test for the variable **Supportive workplace**: F (2, 377) = 0.10.

F value .10 > 0.05. Also, the P-value .990 > 0.50. Therefore, it is statistically significant. Similarly, Levene's Test for variable **Growth opportunities**: F (2, 377) = .514.

F-value .514 > 0.05 and P-value .598 > 0.05 which means this variable is also statistically significant.

Levene's test for the variable **Work commitment**: F (2, 377) = .496.

F-value .609 > 0.05 Also, the p-value .609 > 0.05 which means this variable is also statistically significant. Levene's test for the variable **Employee participation**: F (2,377) = .162.

Here, the F-value .162 > 0.05 Also the p-value .851 > 0.05 which means it is statistically significant.

Dependent Variable	Managerial positions	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Supportive workplace	top level	4.057	.079	3.901	4.213
	middle level	4.022	.037	3.948	4.095
	lower level	4.032	.041	3.952	4.113
Growth opportunity	top level	3.935	.077	3.783	4.087
	middle level	4.031	.036	3.959	4.102
	lower level	4.028	.040	3.950	4.106
Work commitment	top level	4.187	.076	4.038	4.336
	middle level	4.112	.036	4.042	4.182
	lower level	4.123	.039	4.047	4.200
Employee participation	top level	4.016	.082	3.856	4.177
	middle level	4.045	.038	3.969	4.121
	lower level	4.032	.042	3.950	4.115

This explains that the mean value for top level, middle level and lower level employees is 4.057, 4.022 and 4.032 respectively for the variable 'supportive workplace'. We can conclude that there is not much difference in the mean values which means that employees at different managerial positions feel that they have a supportive and a positive workplace where they have a best friend at work, they have one-on-one discussions and connect with their managers and peers, their supervisor tends to care about them as a person, etc.

This shows that a supportive workplace is an important variable for all the employees in the organization in any managerial position.

The next variable 'growth opportunity' has a mean value of 3.935, 4.031 and 4.035 respectively for top level, middle level and lower level employees. This shows that top level employees feel that they have less growth opportunity in terms of promotions, recognition, etc. as they are already at such positions where scope of growth is less as compared to someone at a lower level.

In contrast, employees in the middle and lower levels feel that they have ample amount of growth opportunities to decide what they want to do to make their job efficient and thus, get recognition, promotions, etc. The next variable 'Work commitment' has a mean value of 4.187, 4.112 and 4.113 respectively for top, middle and lower managerial positions which again shows less difference in terms of their mean value.

From this, it can be concluded that all the employees in the organization irrespective of their managerial positions are aligned to their work, the company's vision, mission and values, and also know what is expected from them at work, which results in a positive impact for the organizations as well as increases the employee engagement.

The last variable 'Employee Participation' has a mean

value of 4.016, 4.045 and 4.032 respectively for top, middle and lower level managerial positions.

From this data, it can be concluded that middle level employees strongly feel that their opinion counts in the organization. They have the right equipment to do the job as well as they are encouraged to do better, they participate, take initiative in all team and individual activities.

Similarly, the mean values for middle and top level employees do not have much difference which means employees at these positions also feel that their opinions count in the decision-making process as well as they participate in various activities, decision-making, etc.

Conclusion

Job crafting is a very powerful tool that can lead to higher employee motivation which thereby affects employee engagement, which further helps the organization grow. This positive relationship between job crafting and employee engagement has been substantially formulated in this study. This study being an attempt to validate the same, has collated the practical framework under one umbrella view.

The questionnaire helped in understanding the actual responses of employees. Also the reliability test of both the questionnaires shows that the questionnaires are reliable as Cronbach's Alpha for employee engagement is 0.575 and job crafting is 0.639 which signifies that there is enough evidence to prove the statistics. 4 factors have been identified for job crafting and employee engagement which was further used for finding out the relationship between both the variables.

The study shows that there is a positive relationship between job crafting and employee engagement. The more the employees are engaged in the organization more are the opportunities that they get in redesigning their job. Further, the objective was to study the

impact of job crafting on employee engagement; this study concludes that employees who indulge in job crafting tend to be more engaged and thus better performers than those who do not. Employee engagement may increase as a consequence of job crafting because employees can shape their job demands and resources to meet their own preference, needs and to stimulate their growth.

The MANOVA test shows that responses of employees at different managerial positions are positive towards job crafting irrespective of positions in the organization. Every employee has an equal right to craft their job according to their will. Employees seek coaching and satisfaction from their managers. Employees feel the need to receive continuous feedback, which simply means that they control their own growth. They understand that they are solely responsible for their growth. This study helps to understand that job crafting is not practiced at the top level managerial position but employees at the middle and lower levels have the same perception about it.

Similarly understanding employees' perception on different managerial positions shows an extremely positive result. Employees know what is expected of them at work, they are aligned to the organization's mission, vision and values, and they feel that their ideas are given equal importance in decision-making. The concept of EYP- Enabling your potential - is one such concept that helps employees to craft their own future growth and build their career path. It helps the employees to focus on their best abilities, believe in possibilities, come together to create better results and try something new.

However, this study concludes that the employees who are less likely to craft their jobs are also less proactive, take less initiative and have less potential for growth in the organization than compared to individuals who proactively craft their jobs, since they take the initiative in improving current circumstances and identify opportunities for change.

Organizations today have come to realize that at the bottom of each success, big or small, lays in essence an extremely dedicated workforce. Employees that are satisfied and engaged to work towards the goals of the organization are, at the same time, genuinely motivated to be working towards achieving their personal growth.

Managerial Implications

The study presents the idea of job crafting instead of designing job descriptions by the employers. It must be a two-way process where employee involvement is a must in designing i.e. crafting his job. There is a new term coined as "Co Crafting" where the team members are also involved in designing the jobs. Employees can add creativity and innovation to jobs which have monotonous job descriptions. It is an important HR activity which influences the employee engagement, increases motivation and reduces boredom.

Limitations of the study

1. Three Indian software companies were taken for the study which is a limitation. More companies can be added to study job crafting.
2. Sample size is small.
3. The study has its time and resource limitation.

Future Scope

1. The study can be extrapolated across a greater number of companies. A comparison can be made between different jobs across levels.
2. A comparison can be made between Indian and MNC IT companies.
3. More demographic factors can be involved. A gender comparison can be made.
4. The study can be conducted further in the global context.

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