

## JOB CRAFTING ANTECEDENTS AND CONSEQUENCES: A LITERATURE REVIEW

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### ABSTRACT

**Introduction:** The organization always strives to improve its employees' ability to continue to be better; employees are required to be effective and efficient and develop every talent and potential.

**Methods:** To analyze the research, this paper conducted a literature review on selected publications.

**Results:** Job Crafting is an employee technique that adjusts the qualities of the job, either physically or cognitively, depending on the employees' preferences, abilities, and needs, thereby making the work done becomes more meaningful.

**Conclusion and suggestion:** Job crafting is the skills of employees who are able to redesign their work on their own initiative, with or without management involvement hence that the work carried out by employees feels easier and more comfortable because there is a balance between demands and work resources with personal abilities or employee needs.

### INTRODUCTION

Technological developments and globalization which are increasingly expanding industrial growth the more increased so that the company seeks to create competitive advantages. One of the main sources for companies to face intense competition Competitiveness is the human resources owned (Woo & Chelladurai, 2012). Job Crafting is a skill of employees who are able to redesign their work on their own initiative, with or without management involvement so that the work carried out by employees feels easier and more comfortable because there is a balance between the demands and resources of the job with personal abilities or employee needs. Job crafting is also defined as employees reimagining their work in a meaningful way personally (Berg, Dutton, & Wrzeniewski, 2013) . According to Slemp and Brodrick (2014), Job Crafting is a way in which employees

have an active role in work by making changes both physically and cognitively. Job Crafting is known to have the aspect of increasing job resources (Increasing Structural Job Resources) to improve performance both at the employee and organizational level, employees can strive to increase structural resources as their diverse resource demands, more autonomy, and responsibility in improving work skills from their leaders to achieve self-development and seek more opportunities for their growth and advancement. The dimensions of Job crafting according to Tims, Bakker, and Derks (Siddiqi, 2015) include :

1. Increasing structural job resources (increasing resources) increases employee performance at the organizational level. Employees can seek to increase structural power such as finding resources, being more independent, and being responsible to superiors. So that it reaches self-development and looks for more opportunities for advancement and employee growth.
2. Decreasing hindering job demands (reducing demands at work) Employees reduce their number of tasks both physically and psychologically by making themselves more comfortable. Avoid working during hours, avoiding some kind of complicated decision, or ignoring people who can affect them emotionally.
3. Increasing social job resources (increasing social relations) This relates to the interest in improving performance, for example, employees can get suggestions and feedback from superiors, subordinates, and coworkers. Thus, it can build social support that is desirable in the work environment.
4. Increasing challenging job demands (increasing ability in terms of challenging) Maintain interest and avoid boredom in one profession. For example, employees may seek to expand coverage or make job tasks more challenging. Take additional responsibilities, show interest in developing new jobs and employees have initiatives related to their duties. Based on the explanation above, it can be concluded that employees can be said to be proactive if it has increasing structural job resources, decrease hindering job demands, increase social job resources, and increased challenging job demands.

## LITERATURE REVIEW

Research that focuses on Job Crafting has been very widely applied. Job Crafting is widely discussed in various fields of science, backgrounds, and different research contexts. According to H. Lee, (2016) in his research stated that there are which is an important role in job crafting in increasing job satisfaction? by doing job crafting employees will be easier to do work, and hence employees are satisfied with their work. Improve work performance and will achieve success company. Employees with a high level of satisfaction will show a sense of satisfaction with aspects of their work. Aspects in work adjusted to

the ability possessed to do the job, get support from superiors, supportive coworkers, promotion levels position, and salary earned according to workload obtained, (Trivikrama et al., 2019). An employee who has a high attachment creates an enthusiastic attitude and is happy at work. This will have an impact on the completion of the assigned task company to them. Employees tend to have high enthusiasm toward their work when they feel they can complete the task well. So that the success obtained will make employees feel satisfied with their work and feel they will get good rewards according to what is assigned to them.

Based on the description above shows the results that Job C rafting has a significant and positive relationship in influencing the level of work engagement and increasing employee job satisfaction. Here Job C rafting can provide influence work engagement, where Job C rafting can balance the factors that affect the level of work engagement to employees, so that employees who have a high level of ability to do Job C rafting where they work, employees feel they have high work engagement as well (Stephani, 2018). Job C rafting is considered a form of proactive habit because employees can change different elements of work for them to adapt accordingly to needs, skills, and including what employees prefer (Peeters et al., 2014). Furthermore, Job C rafting is used not only to take care of the new work system but also to deal with new workforce needs (Peeters et al., 2014).

## RESULT AND ANALYSIS

### The Antecedent of Job Crafting

From various previous studies, several antecedent variables of Job Crafting can be collected. The following table will contain information on several things that are known to act as antecedent variables of Job Crafting :

No	Antecedents of Job Crafting	Writer	Year of publication
1	Job Crafting Questionnaire (JCQ)	Gavin R. Slemp	2013
2	Interaction of approach and Avoidance job crafting	Sepala, Hakanen, Harju	2020

According to Gavin R. Slemp, this research shows work craft items that contain three dimensions, namely task craft, craft relational, and cognitive crafts. EFA and CFA both reveal a three-factor structure that reflects each dimension of the workload, although CFA works best when items problematic are removed from the size. Therefore, the three forms of Job C rafting show a different process where employees can take an active role in shaping their work experience.

There are several implications of this study for the advancement of work craft research. First, alternative general scales can now be used to assess the extent to which employees structure their work. Due to its consistency with the original model of job

crafting conceptualized by Wrzesniewski and Dutton (2001), this would allow researchers to assess the relationship between the three types of job crafting and different employee outcomes. Therefore, the various antecedents and consequences of each dimension of job crafting can now be explored. Second, to our knowledge, no current research has explored whether the three forms of work craft influence outcomes in the workplace and similarly, there is no theory about the underlying mechanisms explaining how they might influence this outcome. The JCQ will enable researchers to address this gap by providing statistically validated tools to advance craftsmanship research, and ultimately, build a sound theory of how the dimensions of craftsmanship affect work outcomes. In conclusion, the JCQ fits into the three-factor structure, supported by the EFA and CFA results. The total scale, as well as its individual dimensions, have demonstrated high reliability of internal consistency. In addition, the measure correlates in the theoretically expected direction with other similar measures that have been validated previously, thus supporting its convergent validity. Therefore, it is expected that JCQ can be used to advance craft research furthermore. At the same time, further assessment should proceed with a diverse sample to provide substantial and cumulative psychometric evidence for this new measure. In the end, with the development of theory-based, practical, and psychometric job-crafting measures, more information about the efficacy and applied utility of Job-crafting intervention can be obtained to improve the quality of employee's work life.

On the other hand, the results of research conducted by Sepala, Hakanen, and Harju showed that the negative effect of avoiding job crafting (in the form of a decrease in the work surface impediments) to future job involvement can be simultaneously reduced using a job crafting strategy approach (in the form of increasing resources and job challenges). Both approach and Job avoidance strategies alone do not predict future job engagement; just using strategies together is effective. Furthermore, the long-term benefits depend on the context in which the crafting strategy job is used: job crafting is an effective strategy among employees who are facing change. Thus, this study shows how to craft avoidance of harmless work for work engagement (combining it with a behavioral approach), and when crafting a profession very useful and beneficial for long-term work engagement (during change). As a result, to effectively deal with change and to keep employees engaged, we recommend that Organizations implementing change provide opportunities to reduce redundancies and simultaneously which can increase resources. To further increase work engagement in these situations, employees need opportunities to reduce redundant overload with new challenges.

### **Consequences of Job Crafting**

The negative impact of low job crafting in employees is: work that hinders or is called workload. This burden can reduce a person's performance which results in a person

withdrawing from work and be cynical. (Maslach et al in Brenninkmeijer & Koning, 2015). The reality that happened in the case published by kompasiana.com explained that local employees working in Japanese companies have bad habits include often arriving late to work; absent without notify before or after especially with regard to status work in charge the answer; demotivated, not knowing or notice work activities (scope of work), lack of initiative; poor teamwork; have a low leadership spirit; as well as lack of discipline and responsibility in working time. Bad habits What happens to employees can reduce performance.

Research on Job Crafting conducted by Paraskevas Petrou, Arnold B. Bakker, and Machteld van den Heuvel conducted in several sectors, namely health care, industry, education, business, government, media sectors, service organization shows a positive influence between Job Crafting against Work Engagement. employees who do Job Crafting in the sense of employees consider work important, making employees more flexible. Employees who do their work independently and realize their potential tend to be able to improve their competence. According to Wrzesniewski and Dutton (2001), there are several factors that can affect an employee's job crafting, namely:

1. Personal control needs. This need is fundamental to being in control in several aspects of work. Employees engage in job crafting to control their work. It is useful for maintaining interest in work and motivation at work.
2. Positive self-image. Employees are motivated to create a positive self-image when working. This is to increase a positive self-image in carrying out work activities. In addition, employees are motivated to protect and enhance their self-image by shaping jobs that match their needs.
3. Social interaction needs. The basic need that employees have is to interact with other people. This serves to create a more positive work identity thereby increasing the meaning of work. In addition, it can increase the appropriate work to be useful for the company.

## **CONCLUSION**

Job crafting can be defined as the skill of employees who are able to redesign their work on their own initiative, with or without management involvement hence that the work carried out by employees feels easier and more comfortable because there is a balance between demands and work resources with personal abilities or employee needs. Tims, Bakker, and Derks (2012), job crafting is a change in employee behavior with the aim of aligning job demands and job resources with their preferences, skills, and needs.

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