Employee's Initiative Behavior: Job Crafting and Its Management Revelation

Deran Bei and Lei Zhao

ABSTRACT

Job crafting is the behavior of employees who spontaneously change their behavior and cognition to match their work with their own preferences and abilities. Job crafting is a concrete manifestation of employee initiative behavior, and its nature is neutral. Job crafting can increase employee’s engagement and satisfaction; but it may also have a negative impact on the growth of employees and the achievement of organizational goals. Based on the existing research results of job crafting, this article summarizes the influencing factors and the impact of job crafting and puts forward the management revelation for employees and organizations to deal with job crafting.

INTRODUCTION

With the development of the era of knowledge economy, the core of human resource management has gradually become a talent as a carrier of knowledge. Organizations want to have sustained development should respect the employee's personality, and give full play to employee's active initiative. The traditional top-down job design ignores the importance of the employees. And job crafting, which is a bottom-up job design at the employee level, becomes a new research perspective in organizational behavior. This article starts from the concept of job crafting, studies the impact factors of job crafting and its positive and negative effects on employees and organizations.
CONCEPT OF JOB CRAFTING AND ITS INFLUENCING FACTORS

The Concept of Job Crafting

In the job design perspectives, the manager is the main work designer, which ignores the importance of employees in job design. However, each employee has its own personality, even in the most restricted and routine jobs, employees can exert some influence on what is the essence of the work, to match the work with their own abilities and preferences. In 2001, Amy Wrzesniewski and Jane Dutton for the first time put forward the "work crafting" concept. Job crafting refers to the physical and cognitive changes individuals make in the task or relational boundaries of their work[1]. They put forward three dimensions of job crafting, namely task crafting, relational crafting, and cognitive crafting. Task crafting involves employees taking on additional or less tasks, changing ways in which tasks are performed, and reducing the scope of their tasks. Relational crafting involves changing the number or manner of interaction with others at work. Cognitive crafting includes employees changing their view of work. Tims, Bakker, and Derkstake the job demands–resources (JD–R) model as the theoretical basis, and they define job crafting as the changes that employees may make to balance their job demands and job resources with their personal abilities and needs[2]. They propose that job crafting consists of four conceptually different dimensions, namely: Increasing structural job resources: It includes the pursuit of work autonomy, the resource diversity, the opportunity for development and learning; Increasing social job resources: It includes social support, the supervisor of superior and feedback; Increasing challenging job demands: It includes actively integrating new projects and increasing the complexity or quantity of work; Decreasing hindering job demands: It includes reducing the interpersonal interactions, tasks.

The Influencing Factors of Job Crafting

Proactive personality is a stable tendency for individuals to take active actions to influence the environment around them. Employees with proactive personality can identify opportunities in the environment and seize the opportunity to bring meaningful changes for themselves and the environment. Results showed that proactive personality was positively related to job crafting [3]. Self-efficacy is the judgment that people perform their own ability to accomplish their goals. When employees think they can successfully change the task or work relationship, they can take on additional tasks. Employees with self-efficacy are more likely to job crafting, because job crafting requires employees to have the ability to change their work or work relationships. Tims and Bakker showed that employees with high self-efficacy were more likely to job crafting. Autonomy is an important characteristic of the working environment. Autonomy allows employees to perceive the trust given by the organization so that employees have the opportunity to enact their ideas or wishes. Therefore high levels of self-efficacy may lead to job crafting.
THE POSITIVE IMPACT OF JOB CRAFTING

Promote Person–job Fit

Person-job fit refers to the match between personal characteristics and job characteristics, which can be differentiated into demands–abilities fit and needs–supplies fit. Through job crafting, employees match job demands with their abilities. Increasing job resources enable employees to get more job support feedback and learning opportunities so that employees can use most of their skills, and develop themselves. Besides, increasing challenging job demands effectively stimulate employees to learn new skills and enable employees to better meet their job requirements. Results indicated that individuals who crafted their job by increasing their job resources and challenging job demands, and by decreasing their hindering job demands reported higher levels of person–job fit the next week [4].

Enhance the Meaning of the Work

The meaning of the work is that the individual evaluates the value of the work based on his or her own ideals and standards. Individual satisfaction with work or life is not entirely dependent on income or individual achievement, but more depends on the individual's understanding of the work. Employees craft their job to better align the job with their competencies, values and purpose and the job. Job crafting can improve the individual's sense of control and competence, and create a positive work identity in the work, consequently, their work becomes more meaningful. The results show that job crafting has a significant positive effect on the significance of work [4].

Improve Employee’s Work Engagement

Through job crafting, employees improve work engagement. Firstly, Employees craft a specific part of a job according to their abilities and preferences to make the task match itself. And they mobilize their job resources and create a challenging work environment that fosters the enthusiasm and absorption that is so characteristic of engagement. Finally, employees through cognitive crafting to change the concept of work to better sense the meaning of work and clear their identity in the work, so as to full of enthusiasm and dedication into the work. Bakker etc. showed that job crafting was positively related to work engagement [3].

MANAGEMENT REVELATION OF JOB CRAFTING

Emphasis on Employee’s Proactive Personality

Employees with proactive personality can actively craft the existing work environments and working relationships. Therefore, the organization should pay attention to and inspire the employee’s proactive personality. At the same time, the organization should actively guide the employee’s behavior. First of all, organizations in the recruitment of employees and talent selection, the initiative should be an important personality as an inspection standard. For example the human resources department can use the personality test method to examine the employees. At the same
time, organizations should attach importance to cultural construction, creating an open and inclusive organizational atmosphere.

**Improve the Employee's Self-efficacy**

Self-efficacy as the subjective judgment of an employee's ability to carry out a certain behavior is positively related to job crafting. So organizations and employees need to take some measures to enhance the employee's self-efficacy. Firstly, successful experience is the most direct way to enhance employee's self-efficacy. Therefore, on the one hand, the organization needs to develop a training program based on the actual needs and capabilities of the employee to improve the employee's working skills. On the other hand, employees should also cultivate the ability of autonomous learning, work fully tap their own potential, and take on more and more challenging tasks.

**Give Employees Autonomy**

Autonomy can allow employees to determine their own behavior according to their own actual situation so that employees and organizations can establish a trust relationship so as to stimulate the job crafting. Organizations should control their employees’ autonomy within a reasonable range based on their different positions and the nature of their work. At the same time, organizations should focus on improving the sense of responsibility of employees so that their own goals and organizational goals fit. In the job design, the organization should fully consider the employee's actual situation and needs, and clearly convey the objectives of the task.

**CONCLUSIONS**

With this theoretical paper we wish to contribute to the employee’s initiative behavior literature and, more generally, to the literature on positive organizational behavior. Instead of focusing on jobs when redesigning them, we argue that the focus should be on the individuals who perform the job. In this way, employees are more likely to be motivated to experience well-being when performing the job because it better fits their individual abilities and needs. Organizations that regularly assess the person-job fit of their employees may, in turn, experience important benefits from these healthy, thriving and motivated employees who individually redesign their own jobs if necessary.

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**REFERENCES**

