

**JOB CRAFTING AND EMPLOYEE PRODUCTIVITY: A STUDY OF UNIVERSITY OF DELTA AGBOR,
DELTA STATE**

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ABSTRACTS

Job crafting, an emerging concept in organizational behavior, empowers employees to customize and reshape their job roles to align with their skills, interests, and career aspirations. This study aims to provide a comprehensive overview of job crafting, exploring its impact on employee productivity. Through extensive research and analysis, this report examines the theoretical foundations of job crafting, its antecedents and consequences, and practical strategies for implementing job crafting programs in organizations. By fostering employee autonomy and engagement, job crafting has the potential to unlock significant benefits for both individuals and organizations.

INTRODUCTION

According to Tims et al. (2013), the concept of job crafting has recently received much attention in organizational and work psychology, and it is considered as an employee-initiated set of action strategies which refer to the changes made by employees to optimize the sustainability and quality of their workplace, as well as their professional autonomy and effectiveness. The objective of crafting job in organizations is the improvement of work attitudes and behaviors such as job satisfaction, engagement, performance, relations, and resilience and of the overall employee well-being by means of the optimization of the national job requirements. Since the employees find their jobs to be unsatisfactory or unfulfilling because the requirements are so deficient in comparison to their personal passion, taste, needs, and passion, it is not shocking that contemporary study represents job crafting in a job satisfaction setting.

The word "Job Crafting" was first mentioned by Wrzesniewski and Dutton in the year 2000, when they defined the concept as the physical, cognitive, and relational changes that individuals make in the task or relational boundaries of their work. Job crafting, also codified as a proactive change strategy, is an employee-initiated work adjustment process manifesting as self-initiated change behaviors that direct to optimize job-person fit. Job crafting is defined as the 'the physical, cognitive, and relational changes that individuals make in the task or relational boundaries of their work. This concept thus refers to the proactive change that individuals cause to their work and may consist of different types of changes related to different dimensions of their job.

In today's rapidly evolving workplace, employee productivity is paramount to organizational success. However, traditional job design approaches often fail to account for individual differences and preferences, resulting in a mismatch between employee skills and job demands. Job crafting offers a novel solution to this challenge, empowering employees to actively participate in shaping their own roles. This report introduces the concept of job crafting, its theoretical underpinnings, and its potential to enhance employee productivity. Job crafting refers to the process by which employees proactively modify and adapt their job roles to better suit their abilities, interests, and career goals (Wrzesniewski & Dutton, 2001). This involves making changes to various aspects of the job, including tasks, responsibilities, work environment, and relationships. Job crafting is distinct from job enlargement (adding tasks) and job enrichment (adding decision-making authority) as it focuses on empowering employees to customize their roles rather than simply changing job content (Tims & Bakker, 2010). Research has identified several factors that influence employee engagement in job crafting, including:

Job Autonomy: Employees who have greater control over their work environment and decision-making processes are more likely to engage in job crafting (De Smet et al., 2016).

Employee Empowerment: Organizations that foster a culture of empowerment, where employees feel valued and trusted, provide a supportive environment for job crafting (Alarcon, 2009).

Task Complexity: Jobs that offer a moderate level of challenge and variety are more conducive to job crafting than highly routine or overly complex jobs (Kristof-Brown et al., 2005).

Person-Job Fit: Employees who perceive a good fit between their skills and abilities and job demands are more likely to engage in job crafting to optimize their role (Sun & Anderson, 2013). Job crafting has been associated with a wide range of positive outcomes for employees, including: empowering employees to identify and eliminate inefficiencies, automate tasks, and create a more streamlined workflow (Parker et al., 2018). Employees who are able to tailor their jobs to their preferences report higher levels of job satisfaction and engagement (Leana et al., 2011). Job crafting reduces role overload and role ambiguity, contributing to employee well-being and reduced stress (Van den Berg et al., 2011).
Commitment: Employees who actively shape their roles feel a greater sense of ownership and commitment to their organizations (Sun & Anderson, 2013).

Statement of Problem

Many organizations fail to recognize the significance of job crafting, leading to a lack of job satisfaction and motivation among employees, resulting in decreased productivity and ultimately affecting the overall success of the organization. Or, in a more concise form; Organizations' failure to implement job crafting leads to disengaged employees, decreased productivity, and reduced success.

Objectives of the Study

The general objective of the study seeks to determine the degree of relationship that exists between Job Crafting and Employees Productivity; the specific objectives however includes:

1. To determine the extent of relationship that exists between Task Crafting and Employees Productivity in University of Delta, Agbor.
2. To ascertain the extent to which Relational Crafting relates to Employees Productivity of University of Delta, Agbor.
3. To examine the degree of relationship that exists between Cognitive Crafting and Employees Productivity in University of Delta, Agbor.

LITERATURE REVIEW

Concept of Job Crafting

Job crafting, a concept introduced by Wrzesniewski and Dutton (2001), refers to employees' proactive efforts to shape their work roles to better align with their skills, values, and interests. This process involves modifying tasks, responsibilities, relationships, and work environment to create a more meaningful and fulfilling job experience. Extensive research has examined the relationship between job crafting and employee outcomes, including productivity. This literature review aims to provide a comprehensive analysis of the current state of knowledge on the impact of job crafting on employees' productivity.

Task Crafting

Task crafting refers to the process by which employees modify their job tasks and responsibilities to better align with their interests, skills, and values (Wrzesniewski & Dutton, 2001). This practice has gained increasing attention in recent years due to its potential to enhance employee job satisfaction and performance. Job demands-resources theory (JD-R model) provides a theoretical basis for understanding task crafting (Bakker & Demerouti, 2013). The model suggests that employees need sufficient job resources to cope with job demands. Task crafting is one way in which employees can increase job resources, as it allows them to shape their jobs to meet their individual needs.

Types of Task Crafting

Task crafting can take various forms (Wrzesniewski & Dutton, 2001):

Task simplification: involves reducing the complexity or scope of a task.

Task enrichment: entails expanding the duties or responsibilities of a task.

Task sharing: involves collaborating with others to distribute elements of a task.

Boundary spanning: involves creating connections with external stakeholders or departments to gain additional resources or information.

Task crafting can help employees cope with job demands and reduce burnout (Michel, Diefendorff, & Crooker, 2014). By adjusting their tasks to fit their needs, employees can create a more manageable workload.

Task crafting can support organizational change by promoting innovation and adaptability (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Employees who are empowered to shape their jobs are more likely to suggest new ideas and implement changes proactively.

Organizations can support task crafting by: Giving employees the authority to make decisions about their jobs. Making time and resources available for employees to explore task crafting.

Establishing channels for employees to provide feedback and suggestions about their tasks.

Task crafting is a powerful tool that empowers employees to enhance their job satisfaction, performance, and well-being. By giving employees the opportunity to shape their tasks, organizations can unlock creativity, adaptability, and increased employee engagement. It is crucial for organizations to create an environment that supports task crafting and provides employees with the resources they need to succeed.

Relational Crafting

Relational crafting refers to the intentional and strategic actions individuals take to shape and manage their relationships with others in the workplace. This concept gained prominence in the early 2000s and has since become a significant area of study in organizational behavior (Ashforth & Humphrey, 2010). This report provides a detailed exploration of relational crafting, including its antecedents, consequences, and implications for organizations.

Antecedents of Relational Crafting

Several factors can influence relational crafting behaviors. These antecedents include:

Individual characteristics: Traits such as proactivity, social skills, and emotional intelligence contribute to an individual's ability to engage in relational crafting (Jordan & Troth, 2018).

Organizational context: Factors such as organizational culture, structure, and leadership behaviors shape the opportunities and constraints for relational crafting (Eisenberg, 2019).

Interpersonal dynamics: Relationship characteristics, such as trust, conflict, and power imbalances, influence the effectiveness and outcomes of relational crafting (Meyerson & Eylon, 2017). Relational crafting has various consequences for both individuals and organizations. Proactively managing interactions, individuals can improve relationship satisfaction, trust, and support (Dutton, 2010). Positive relationships foster collaboration, knowledge sharing, and a supportive work environment, leading to improved productivity (Gilmour & Magnus, 2017).

Effective relational crafting helps individuals manage interpersonal challenges and maintain work-life balance (Eisenberg & Meiring, 2018).

Employees who engage in relational crafting are more likely to display positive behaviors that benefit the organization, such as helping others and adhering to organizational norms (Hunter, 2017). Organizations can benefit from understanding and supporting relational crafting. Here are some implications:

Employee development: Providing training and resources to help employees develop relational crafting skills can improve employee engagement and performance (Murphy, 2015).

Team collaboration: Encouraging relational crafting within teams can enhance communication, coordination, and innovation (Van Prooijen & Van Der Vegt, 2019).

Workplace culture: Fostering a positive workplace culture that values collaboration and interpersonal relationships can promote relational crafting and its positive outcomes (Gregory & Srodawa, 2016). Relational crafting is a complex and multifaceted concept that plays a significant role in the workplace. By understanding its antecedents, consequences, and implications for organizations, practitioners can leverage this valuable skill to enhance relationships, improve work performance, and foster a more positive workplace culture.

Cognitive Crafting:

Cognitive crafting is a relatively new concept in organizational psychology that refers to the process by which individuals shape their work environment and tasks to better fit their cognitive needs and preferences (Wrzesniewski & Dutton, 2001). This can involve making changes to the physical environment, the social environment, or the tasks themselves.

Cognitive crafting has been shown to have a number of positive benefits for individuals, including increased job satisfaction, job performance, and psychological well-being (Wrzesniewski et al., 2013). It can also help to reduce stress and burnout.

The concept of cognitive crafting is based on the theory of self-determination, which posits that individuals are motivated to seek out environments that support their psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 2000). When individuals are able to satisfy these needs, they are more likely to be engaged and productive at work.

Cognitive crafting is a way for individuals to create a work environment that is more supportive of their psychological needs. By making changes to their environment and tasks, individuals can increase their autonomy, competence, and relatedness. The concept of cognitive crafting has a number of practical implications for organizations. First, it suggests that organizations should provide employees with the opportunity to shape their work environment and tasks. This can be done by giving employees autonomy over their work, providing them with opportunities for professional development, and creating a supportive social environment.

Second, organizations should encourage employees to engage in cognitive crafting by providing them with the necessary resources and support. This can include providing employees with training on cognitive crafting, giving them access to tools and resources, and creating a culture that supports innovation and experimentation.

Third, organizations should measure the impact of cognitive crafting on employee outcomes. This can be done by tracking employee satisfaction, job performance, and other relevant metrics. By measuring the impact of cognitive crafting, organizations can better understand how to support their employees' psychological needs and create a more productive and engaged workforce. Cognitive crafting is a powerful tool that individuals can use to shape their work environment and tasks to better fit their cognitive needs and preferences. It has been shown to have a number of positive benefits for individuals, including increased job satisfaction, job performance, and psychological well-being. Organizations can support cognitive crafting by providing employees with the opportunity to shape their work environment, providing them with the necessary resources and support, and measuring the impact of cognitive crafting on employee outcomes.

THEORETICAL PERSPECTIVE

Several theoretical perspectives have been used to explain the relationship between job crafting and productivity.

Job Characteristics Theory:

This theory suggests that jobs with high levels of skill variety, task identity, task significance, autonomy, and feedback lead to higher employee motivation and satisfaction, which in turn enhance productivity (Hackman & Oldham, 1976).

Self-Determination Theory:

This theory proposes that individuals are motivated by three psychological needs: autonomy, competence, and relatedness. Job crafting allows employees to fulfill these needs by shaping their work roles to increase autonomy, develop their skills, and enhance their sense of belonging (Deci & Ryan, 2000)

Resource Conservation Theory:

This theory suggests that individuals conserve their energy by using available resources to cope with demands. Job crafting enables employees to create a more manageable work environment, reducing stress and increasing their capacity for high-quality work (Hobfoll, 2011).

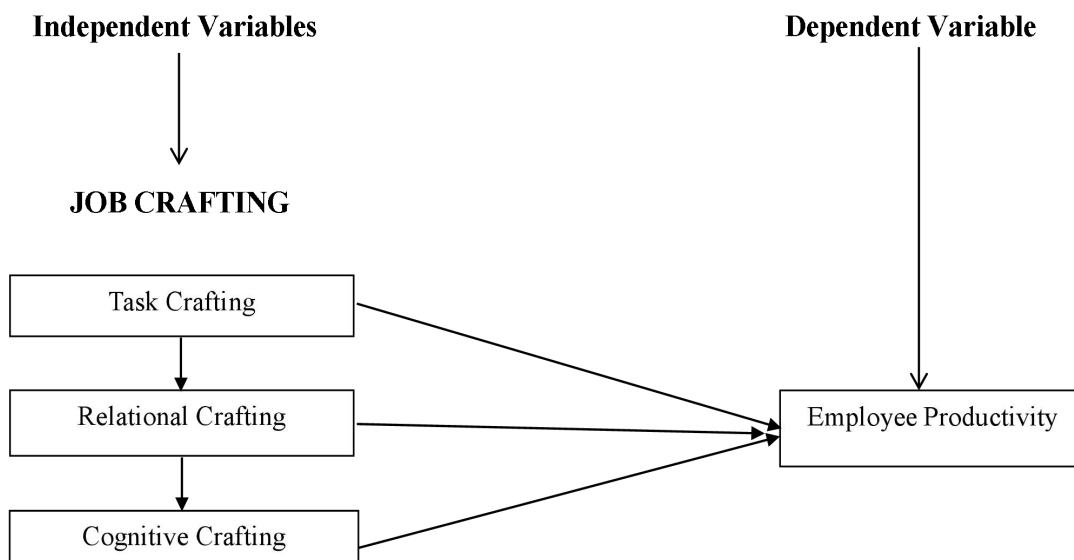
Empirical Findings

Empirical studies have consistently shown a positive relationship between job crafting and employee productivity. For instance: A study by Demerouti et al. (2015) found that employees who engaged in higher levels of job crafting reported higher job satisfaction, less stress, and improved work performance. A meta-analysis by Rosso et al. (2010) revealed a significant positive correlation between job crafting and employee performance, with a higher effect on task performance than contextual performance. A longitudinal study by Bakker et al. (2011) demonstrated that job crafting predicted subsequent increases in employee productivity over . There is a growing body of research that supports the benefits of cognitive crafting. For example, Wrzesniewski and Dutton (2001) found that individuals who engaged in cognitive crafting were more likely to have higher job satisfaction and job performance. They also found that cognitive crafting was associated with reduced stress and burnout. Other studies have found that cognitive crafting can lead to increased creativity and innovation (Anderson & Ones, 2011), as well as improved team performance (Grant & Parker, 2009). Studies have shown that task crafting is positively related to job satisfaction (LePine, Podsakoff, & LePine, 2005). By tailoring their jobs to their preferences, employees feel more engaged and fulfilled with their work. Task crafting can also lead to improved performance (Grant & Parker, 2009). When employees have a say in how they do their jobs, they are more likely to use their strengths and optimize their productivity.

Research has identified several mediating mechanisms that explain the relationship between job crafting and productivity. These include: Job crafting fosters employee engagement by increasing their sense of ownership over their work and empowering them to make positive changes (Schaufeli, Bakker, & Salanova, 2006). Job crafting motivates employees by allowing them to align their work with their interests and values, which enhances their intrinsic motivation and desire to perform well (Wrzesniewski & Dutton, 2001). Job crafting increases employees' perception of control over their work environment, reducing stress and improving their ability to manage challenges (Karasek & Theorell, 1990). Several factors have been found to moderate the relationship between job crafting and productivity: supportive organizational climate that encourages job crafting enhances the positive impact on productivity (Leana, 2016). Employees with high levels of self-efficacy, autonomy orientation, and creativity tend to engage in more job crafting and experience greater benefits (Trépanier, Fernet, & Austin, 2016). Organizational constraints and limited opportunities for job crafting can hinder its positive effects on productivity (Parker & Wall, 2010).

TCRAF = Task Crafting
 RCRAF = Relational Crafting
 CCRAF = Cognitive Crafting
 EPROD = Employee Productivity

2.2.0 CONCEPTUAL FRAMEWORK



Reliability Test

Fig 2.2.0: Conceptual Model

Source: *Researcher’s Conceptualization (2024)*

Item	Obs	Sign	item-test correlation	item-rest correlation	average interitem covariance	alpha
tcrاف	370	+	0.7325	0.4769	.2014075	0.6586
rcraf	370	+	0.7471	0.5623	.2023743	0.6145
ccraf	370	+	0.6550	0.4078	.2380539	0.6819
eprod	370	+	0.4490	0.2661	.3158878	0.7212
Test scale					.2302344	0.7057

Descriptive statistic

variable	mean	p50	max	min	N
tcrاف	4.128	4	5	1	250
rcraf	4.124	4	5	1	250
ccraf	4.272	4	5	3	250
eprod	4.14	4	5	1	250

The descriptive statistics showed high agreement rate with the mean value above 4 for all the items using a sample size of 250.

Skewness/Kurtosis tests for Normality

Skewness/Kurtosis tests for Normality

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	joint Prob>chi2
tcraf	250	0.0000	0.0000	52.38	0.0000
rcraf	250	0.0000	0.0001	50.83	0.0000
ccraf	250	0.3687	0.0282	5.59	0.0611
eprod	250	0.0000	0.0000	50.00	0.0000

The result on Skewness/Kurtosis tests for Normality showed the data are normally distributed.

Correlate

	tcraf	rcraf	ccraf	eprod
tcraf	1.0000			
rcraf	0.4325	1.0000		
ccraf	0.2213	0.1320	1.0000	
eprod	0.5072	0.3985	0.2985	1.0000

The Correlate test shows a positive correlation among studied variables.

Multiple Regression

Source	SS	df	MS	Number of obs =	250
Model	51.5377856	3	17.1792619	F(3, 246) =	40.42
Residual	104.562214	246	.425049652	Prob > F =	0.0000
				R-squared =	0.3302
				Adj R-squared =	0.3220
Total	156.1	249	.626907631	Root MSE =	.65196

eprod	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
tcraf	.350292	.0551517	6.35	0.000	.2416622 .4589218
rcraf	.1840107	.0502823	3.66	0.000	.084972 .2830494
ccraf	.2536224	.0723606	3.50	0.001	.1110971 .3961477
_cons	.8516597	.3486315	2.44	0.015	.1649761 1.538343

Test of Hypotheses

Decision Rule: Reject null hypothesis (H0) if p-value is less than 5% and if not, do not reject null hypothesis. This result is seen below:

Test of Hypothesis One:

From the test of the result in hypothesis one, it was revealed that a positive and statistically significant relationship exist between Task Crafting and Employee Productivity, as shown by the beta coefficient value of 0.350 and p-value of 0.000 at 1% level of significance. This implies that the Task Crafting has a positive high effect on Employee Productivity; hence the null hypothesis one was rejected and the

alternate hypothesis was accepted instead. (coef. =0.350, $p=0.000<0.05$). Hence, there is significant positive relationship between Task Crafting and Employee Productivity.

Test of Hypothesis Two:

From the test of the result in hypothesis one, it was revealed that a positive and statistically significant relationship exist between Relational Crafting and Employee Productivity, as shown by the beta coefficient value of 0.184 and p-value of 0.000 at 1% level of significance. This implies that the Relational Crafting has a positive high effect on Employee Productivity; hence the null hypothesis one was rejected and the alternate hypothesis was accepted instead. (coef. =0.184, $p=0.000<0.05$). Hence, there is significant positive relationship between Relational Crafting and Employee Productivity.

Test of Hypothesis Three:

From the test of the result in hypothesis one, it was revealed that a positive and statistically significant relationship exist between Cognitive Crafting and Employee Productivity, as shown by the beta coefficient value of 0.254 and p-value of 0.000 at 1% level of significance. This implies that the Cognitive Crafting has a positive high effect on Employee Productivity; hence the null hypothesis one was rejected and the alternate hypothesis was accepted instead. (coef. =0.254, $p=0.001<0.05$). Hence, there is significant positive relationship between Cognitive Crafting and Employee Productivity.

CONCLUSION

This study has shown connection between job crafting: enhancing employee productivity, via relational crafting and cognitive crafting practices among employees. All of which are critical in improving team learning, and creativity, novelty and performance. The objective of crafting job in organizations is the improvement of work attitudes and behaviors such as job satisfaction, engagement, performance, relations, and resilience and of the overall employee well-being by means of the optimization of the national job requirements. Job crafting has been associated with a wide range of positive outcomes for employees, including: empowering employees to identify and eliminate inefficiencies, automate tasks, and create a more streamlined workflow.

The result of this study shows that there is significant positive relationship between task crafting and employee productivity, relational crafting and employee productivity, and cognitive crafting and employee productivity.

RECOMMENDATION

The findings on job crafting have significant implications for organizational practice:

- 1.** Organizations should empower employees to customize their work roles through
- 2.** Provide employees with autonomy, flexibility, and support to shape their work.
- 3.** Training programs can be developed to enhance employees' job crafting skills, such as problem-solving, creativity, and communication.
- 4.** Organizations should create a positive and supportive work environment that encourages job crafting by valuing employee input, providing feedback, and rewarding efforts to improve work roles.
- 5.** Establishing a culture of trust, autonomy, and employee empowerment is essential for successful job crafting.
- 6.** Employees should be provided with training on job crafting techniques and access to resources to support their efforts.
- 7.** Organizations should regularly solicit employee feedback on job design and provide opportunities for employees to suggest improvements.
- 8.** Offering flexible work arrangements, such as telecommuting or flextime, empowers employees to customize their work schedules and environments.

9. Recognizing and rewarding employees for successful job crafting efforts incentivizes continued engagement and improvement.

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