MSc in Human Resource Management

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"Job Crafting and its effects on employees'

Work Engagement and Job Satisfaction"

Instructor : Dr Daina Nicolaou

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Maria Pavlou

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Contents

Introduction

The twenty- first century has been through systemic shock situations that have posed a wide array of challenges for the workplace worldwide such as the September eleven terrorist attacks, the 2007- 2008 global financial crisis as well as, COVID-19 pandemic. COVID- 19 outbreak brought to the surface challenges such as insecurity, instability and continuous changes to work contexts that actually detuned the smooth operation of organizations and societies (Di Fabio & Svicher, 2021). Without a doubt, it is essential for organizations to adapt effective strategies for long- lasting recovery from the current crisis in order to ensure organizational success and survival.

Crisis situations may modify the meanings of existing roles or render some roles meaningless. A period of crisis brings up reclassifications in every aspect of life such as in organizations and at the workplace in general. Thus, a crisis situation requires redefinition to employees' daily tasks and relationships to enhance their meaningfulness. Without a doubt, crisis presents both role challenges and opportunities for employees and it requires improvisation in order to facilitates resilience that may help organizations, teams and individuals recover (Bonnin, et al., 2011). Improvisation may be conceptualized as actions that unfold as stakeholders of an organization draw on available material, affective, cognitive and social resources (Crossan, Cunha, & Cunha, 2002). Improvising is often a term that can replace job crafting, which is stated as the actions employees take to shape and redesign their jobs in order to make them more meaningful (Dwyer & Sahay, 2021).

Job crafting is a term associated with job redesign and motivation as in order to produce better outcomes, jobs should not be simplified but should be designed to motivate individuals. It constitutes one of the most important strategies for organizations' sustainable development as it represents employees' swift and voluntary adaptation to changes at work (Lee & Lee, 2018). According to Wrzesniewski and Dutton (2001), job crafting is the individuals' autonomous modifications to the cognitive, task and relational boundaries of their jobs. Employees tend to proactively alter how they

see their jobs, their social interactions with others as well as, the form or number of their tasks (Lee & Lee, 2018). Job Crafting is among the variables that have the power to influence cognitive and emotional states of an individual at the workplace. It includes behaviours that focus on job development with the aim of change what individuals do in order to align the process of performing duties with preferences, motivations and interests (Golparvar & Rezaie, 2014).

The nature of employment seems to change in a rapid way due to transformations of the work environment such as faster innovations, global competition and lighting from production economies and advancement of information technologies (Hosomi, Jie, & Sekiguchi, 2014). Job Crafting allows employees satisfy their self- determination needs such as autonomy, meaning, competence as well as, impact (Hornung, 2019). Moreover, Job Crafting seems to have an indirect effect on meaningful work, showing a positive association with demands- abilities fit that leads to more meaningfulness. (Di Fabio & Svicher, 2021). It is also a great tool for employees to achieve greater self- determination and meaning at work as well as, well- being through decent work (Bakker & Oerlemans, 2019). Being able to craft your job refers to a bottm-up process that individuals undertake themselves to better match their own aspirations, preferences, needs and circumstances to their jobs (Wrzesniewski & Dutton as cited in Di Fabio & Svicher, 2021).

Given the relationships among job design and learning as well as, job design and performance, Human Resource professionals and researchers should pay attention to changes in job design theories and practices. Human Resource Management is responsible for organizational performance and sustainable development by developing employees' expertise and knowledge (Swanson, 2001). Moreover, Job Crafting has been charactirized as a double- edged sword since it not inherently good or bad. According to Wrzesniewski and Dutton (2001), on the one hand job crafting creates favorable working conditions and leads to better performance, whilst on the other hand when it is poorly done, employees may do less work or pursue their self- interest without considering the goals that the organisation have set. Job Crafting is seen as a form of proactive behaviour through

which employees increase their fit with daily tasks and the work environment by actually changing it. It is an aggregation of employees' actions in order to alter the physical, rational as well as, cognitive task boundaries of a job (Chukwuedo & Ogbuanya, 2017).

Although Job Crafting is approaching great interest and most studies so far have suggested that it leads to desirable outcomes, there is no much literature around this topic as well as, to the process that accounts for Job Crafting's effects. Job Crafting gathers great interest as it is considered an antecedent to organizational change. However, no study has addressed how it can advance decent work (Di Fabio & Svicher, 2021). The present research is important as it analyses a topic that is unprecedented and I will examine its effects both on employees' work engagement and satisfaction as well as, on organization's survive and success.

In the current project I focus on primary research addressed on employees' opinions and views around Job Crafting as well as on secondary research by specialized investigation on the available literature on the topics intended to discuss. To collect primary data, I focused on questionnaires concerning to all employees that form the workplace regardless age, gender and organizational sector. The purpose of the current project is to examine Job Crafting, a phenomenon with a continuous and rapid evolution, especially on the latest years. Apart from the definition, I will try to present Job Crafting's correlation with Work Engagement and Job Satisfaction. Does Job Crafting affect employees' motivation and engagement with their daily tasks? Do they feel more satisfied and loyal to their organizations? I will try to analyse the relationship between Job Crafting and both work engagement and job satisfaction in order to present its consequences and effects on employees and generally, at the workplace.

Literature Review

Many years before the term "job crafting" was coined, many studies had already presented the tendency of employees to make self- initiated changes at work. That significant redesign could be accomplished without any preparation or specific program since it is an ensemble of proactive changes that employees make in their daily job routine in order to resolve problems and optimize the fit between their jobs and their personal needs, abilities as well as, passions. As a result, those changes could have a positive impact and help employees increase their satisfaction since their main purpose is to optimize employees' personal situation through job crafting (Bakker, Derks, & Wingerden, 2017). The term "Job Crafting" captures what the employees actually do to redesign their own jobs in ways that increase their job satisfaction, motivation, engagement and resilience at work. Job Crafting theory elaborates on classic job design in which employees have the ability to customize their jobs in order to better fit their strengths and passions (Berg, Dutton, & Wrzesniewski, 2008). Job crafters are the individuals who actively personalize and modify their job both cognitively, by changing the relationships among job tasks, physically, by changing task boundaries and relationally, by adjusting and varying the relationships they built with other colleagues (Wrzesniewski & Dutton, 2001).

Job crafting as a definition was first introduced by Jane E. Dutton and Amy Wrzesniewski and it is determined as all the adjustments employees make in their task, relational or cognitive boundaries of their work (Bakker et al., 2018). Job crafting is a playful work design that refers to the process of employees proactively creating conditions at work that foster play without changing the job itself as well as, to the process of employees redefining and reimagining their job designs in personally meaningful ways (Bakker et al., 2020). Moreover, some other researchers view job crafting as the job redesign strategy whose purpose is the optimization of job demands and resources that may increase work engagement and meaning (Demerouti & Bakker, 2014 as cited in Bakker et al.,2018). Job crafting give employees the ability to take control of their work, changing their work environment as it enables them to "fit" the job to their needs (Bakker et al., 2018). It is considered as a proactive work behaviour

that involves self-initiated, anticipatory action and may include taking charge, voicing concerns and seeking feedback. Thus, the engagement in such behaviours leads to favourable performance outcomes and employees' retention as engaged employees are more likely to stay in the organization, which reduces costs in a great extent (Parker & Bindl, 2017 as cited in Bakker et al. 2020). The lack of work engagement has been connected with increased percentage of absenteeism as well as, lower levels of innovation, performance and productivity (Purcell, 2014).

According to job crafting, there are two dominant perspectives that remain separate in research, the original theory from Wrzesniewski and Dutton (2001) and the job demands resources perspective from Tims, Bakker and Derks (2012). The original perspective distinguishes three types of crafting, the task crafting, relational crafting and cognitive crafting. Task crafting involves changing the boundaries of tasks by changing the number, scope or type of job tasks that must be done at work. Relational crafting refers to initiating changes in the rational aspects of the job and last but not least, the cognitive crafting that involves altering how one views the job (Parker & Zhang, 2018). The second perspective that comes from Tims et al. (2012), builds on the job demands- resources model that presents job crafting as a model that reduces hindering job demands and increases challenging job demands and job resources (Kooij & Kuijpers, 2020). It comes from work design theory and refers to the changes that employees do in order to balance their job demands with their personal needs (Parker & Zhang, 2018).

Job Crafting consists of three different dimensions, task crafting, relational crafting and cognitive crafting. Task crafting includes adding tasks, emphasizing tasks as well as, redesigning tasks. The idea of adding tasks happens when individuals carry out different tasks that are actually beyond their basic job description and when they involve extra responsibility in order to grow in their job. By emphasizing tasks, employees perform a bigger variety of tasks except basic ones that they experience as meaningful. For example, employees may feel more engaged when they are busy with tasks that are more grateful for, they can perform completely and match better their own interests and preferences

(Berg et al. 2013 as cited in Mattijssen, 2020). Task crafting also includes the redesigning of tasks which happens when employees redesign their current tasks in order to fit them more on themselves.

The second dimension of job crafting is the relational crafting which is subdivided into building, reframing and adapting relationships. By relational crafting employees are able to build valuable relationships with people who give them dignity (Mattijssen, 2020). Employees build stronger bonds with colleagues when they show interest in the other and when they have conversations with each other. Moreover, relational crafting includes the change of the nature and content of a relationship as well as, its empowerment through gaining trust. Last but not least, the third dimension of job crafting which is cognitive crafting includes the expanding, focusing and linking of perceptions. Through job crafting individual's perception can be broadened and it can ensure that employees see their work more as specific tasks which make work more meaningful and valuable (Mattijssen, 2020).

Job crafting involves the changes made by individuals in order to balance the demands and the resources of their job with their own needs and abilities (Borgogni, et al., 2019). According to Tims et al. (2012), job crafting is extended to the theoretical framework of Job Demands- Resources Model (JD-R model) which includes four different job crafting dimensions related to resources and demands that help employees achieve their goals and manage job demands. The first dimension is the increase of structural job resources such as creating opportunities for professional development and autonomy and secondly, the increase of social job resources such as the capability in searching support from supervisors and colleagues or feedback in order to further develop. As third dimension, Tims et al. (2012) stated the increase of challenging job demands that refers to the situations workers have to overcome in order to learn and achieve goals. Last but not least, the fourth dimension of JD-R model is the decreasing hindering job demands that rely to requests that impede worker's goal achievement and personal growth (Tims et al., 2012 as cited in Borgogni et al. 2019).

Job crafting is a powerful way by which individuals can change their daily work structure and it refers to the self- initiated strategies being used by the employees to change aspects of their work to align them more with their personal needs, goals and skills. Job crafting may include seeking support from colleagues, asking for feedback from supervisors as well as, enquiring about training and development opportunities. It is proven that by proactive crafting aspects of their work, individuals experience improved well-being, work engagement and performance. Furthermore, job crafting invlolves implementing changes that affect not only the employees, but the whole department or organization as well, whether or not the employee embraces the change (Gawke et al., 2021). However, in order for job crafting to be effective, it is essential to be supported by the managers as they must rely on individual employees and their proactivity and adaptability (Demerouti et al.,2021). Managers should trust employees' way of thinking and view as well as, believe in their capabilities. The absence of trust and loyalty between those two parts will probably destroy every attend of change implementation.

Job crafting intervension refers to conscious and intentional changes that are being made proactively to one's work. It helps employees improve and maintain job motivation and energy while it differs from other job redesign approaches such as job enlargement or enrichment since it is a form of proactive behavior driven by the employees themselves and not the management of the organization. Individuals craft their work according their own initiative without any arrangement being negotiated with the organization with the final aim of reaching personal work goals. Moreover, job crafting contributes to the empowerment of employees as well as, job autonomy and transformational leadership (Ceschi et al., 2020). Being able to craft daily tasks gives employees the opportunity to acquire higher resources and take on new challenges (Hakanen, Peeters, & Schaufeli, 2018). Moreover, job crafting can function as a coping mechanism that aims to protect individuals' helath when work conditions are perceived as potentially harmful (Ceschi et al., 2020).

Job crafting strategies facilitate the emergence of new work roles that contribute to the retention of employees' well-being during cutback-related or regular organizational changes (Demerouti, Petrou, & Xanthopoulou, 2017). Without a doubt, organizational change seems to be a double-edged sword as even if it is essential for organizational viability, it can affect the workforce negatively and find resistance at the same time. Organizational change and job crafting seem to have commons as studies showed that job crafting behaviour has been effective in increasing change-related outcomes, task and contextual performance as well as, change behaviour (Bakker et al., 2018). The effectiveness of the job crafting intervention in improving attitude towards change and adaptive behaviour is crucial. Attitudes are considered the precursors of behaviour and workers need to be increasingly adaptable to uncertainty in order to operate with effectiveness and safety in changing environments (Arad et al., 2000).

Job crafting is a type of proactive behavior, which refers to the behavior of employees to actively improve their work processes and content. By job crafting, individuals take the initiative to design work content by themselves while they can also change work methods and improve work quality according their own needs. They make their internal interests as well as, they obtain a sense of work significance (Chen et al., 2021). Moreover, job crafting is linked to dispositional gratitude, which is a psychological trait that helps individuals use positive and flexible coping strategies at work as well as, it is an effective predictor of work performance. When employees have high levels of gratitude, they are able to invest the potential of positive emotions and accumulated resources into their work while they can stimulate more organizational citizenship behaviors and creativity (Chen et al., 2021). Job crafting creates grateful employees who have more initiative and enthusiasm as well as, stronger sense of responsibility (Yang & Li, 2018 as cited in Chen et al., 2021). According to Qi et al. (2016), job crafting is correlated to job satisfaction since employees have the opportunity to design their work tasks in a way that make them more motivated and enthusiastic about their work.

Job crafting is an essential tool for employees to feel more engaged and involved in the everyday tasks that work environment requires. Work engagement is an important indicator of employee health and well- being as well as, is associated with several organizational outcomes (Amabile & Kramer, 2011 as cited in Kooij & Kuijpers, 2020). It is commonly agreed that work engagement restricts turnover rates as the employees who feel part of the company are more likely to stay in the organization, as well as, it ensures employees' job satisfaction and loyalty.

I) The Association between Job Crafting and Work Engagement

Work engagement is defined as "a positive, fulfilling, work- related state of mind" (Schaufeli et al., 2006 as cited in Kim et al., 2020) and it seems to have a positive impact not only on employees, but also in organizational outcomes such as job satisfaction, organizational commitment, work performance, financial returns and customer loyalty ((Kim et al., 2020). According to Halbesleben (2010), work engagement is positively related to employees' organizational commitment, well-being as well as, performance whilst is negatively associated with turnover intention of companies' personel. Work engagement is characterized by vigor, dedication and absorption while vigor relies on high levels of energy and mental resilience while working, dedication refers to being strongly involved in one's work and at the same time experiencing a sense of significance, challenge and enthusiasm. Last but not least, absorption stands for being fully concentrated and happily engrossed in one's work (Bakker et al., 2002).

Without a doubt, the absence of work engagement can cause several concequenses to both employees' performance and organization's success. The Impassivity and disinterest of employees about their job can lead to job boredom which is a common experience at the workplace. Job boredom is defined as an unpleasant state characterized by dissatisfaction, low arousal, attention difficulties, as well as, a distorted sense of time. Some job characteristics such as monotony and routine are strong predictors of boredom at work and employees feel disconnected from meaningful and satisfying activities (Cardona et al., 2020). Furthermore, employees' boredom can be increased if they are not utilizing their capabilities to the fullest, perform unchallenging, unsatisfying, and meaningless tasks. Job boredom is associated with poor self-rated health, stress, and depression as well as with an increase in employees' turnover intentions and counterproductive work behaviors. Job boredom seems to decrease employees' motivation and it has negative impact on their well-being (Cardona et al., 2020).

Work engagement captures how employees experience their work as people who are more engaged, have an energetic and effective connection with their work activities and their motivation is more raised. When employees are engaged in job crafting behaviors, they proactively try to aligh their work tasks to their own strengths, interests and developmental aspirations. As a result, they create a challenging work environment that fits and fosters the enthusiasm and absorption which are characteristics of work engagement (Hakanen et al., 2016). When employees actually craft their work according to their strengths, they perform at their personal best that leads to feelings of authenticity and energy (Linley & Harrington,2006 as cited in Kooij & Kuijpers, 2020). Employees put more effort in their work, they take pride and find inspiration in their daily work activities as well as, they immerse themselves in their tasks (Kooij & Kuijpers, 2020).

Job crafting enhance work engagement as it increases the likelihood of experiencing positive attitudes and intrinsic enjoyment of work. By adapting your interests in your own work, you will conclude in a more internal motivated state that can result in elevated levels of work engagement (Thomas, 2009 as cited in Kooij & Kuijpers, 2020). Moreover, employees who engage in interests crafting can shape more personally meaningful work and are more willing to fully engage themselves in their work as they will feel that their roles are congruent with how they like to see themselves (Rich, Lepine & Crawford, 2010 as cited in Kooij & Kuijpers, 2020). Furthermore, job crafting is positively associated with work engagement as it can diminish the stress that is linked to incompetent task performance as well as, it helps workers to accomplish their goals for professional and personal development that leads to self- actualization.

Job crafting is a regulation tool that helps employees grow and learn from new tasks whereas, some studies proposed that engaging in self- regulation processes required lots of energy. According to Crawford (2010), apart from energy, those engagements trigger positive emotions and active, problem- focused coping styles that increase the willingness to invest energy in personal development. Challenging demands are positively associated with work engagement and managers who are more

eager to develop themselves, are also more engaged (Crawford, Lepine, & Rich, 2010). It has been proven that employees who experience work engagement create their own great place to work and thus, organizations benefit from those proactive initiatives that allow individuals moulding their work characteristics (Parker, Williams & Turner, 2006 as cited in Bakker, Beer & Tims, 2016).

Work engagement can be described as a condition where an individual displays maximum work performance related to his/her work. When employees actually feel that are able to regulate themsleves in work, they can be bound with it and become more enthusiastic, comfortable as well as, put out all their abilities (Thamrin & Sari, 2020). According to Bakker & Demerouti (2008), employees with work engagement have much better work performance against employees who do not have work engagement. Moreover, they have more positive emotions such as happiness, joy, enthusiasm as well as, they experience better health as they involve their personal characteristics and resources into their job. High work engagement provides three crucial benefits for employees. First, love and satisfaction for the company and for all the tasks that are related with it as well and second, better commitment. Third, the retention of employees as people who are already bound by work will tend to stay in the company (Saks, 2006).

Job crafting is strongly related to work engagement as it includes proactive behavior and anticipatory action that relies to change and improvement. It is a personal initiative to make changes in work and it prerequisites the involvement of employees as it relies on tasks, relationships at work and on how meaningful is the job for the individuals (Thamrin & Sari, 2020). Furthermore, the correlation between job crafting and work engagement seems to influence employees' work satisfaction as well. According to Saks (2006), an individual who is really engaged with his/her work, has also a good quality of relations and a positive attitude towards his/her role in the organization.

II) The Association between Job Crafting and Job Satisfaction

Job satisfaction is described as a complex concept that can mean a variety of things to different people. According to Locke (1969), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". It represents the extent to which expectations are and match the real awards as well as, it is a worker's sense of achievement and success on the job (Aziri, 2011). According to Spector (1985), job satisfaction is defined as "employee attitudes, including pay, promotion, supervision, fringe benets, contingent rewards, operating procedures, coworkers, nature of work, and communication" (p. 693). Job satisfaction is a link between productivity and personal well-being and is the key ingredient that leads to recognition, income, promotion as well as, the achievement of other goals that concludes to a feeling of fulfillment (Kaliski, 2007 as cited in Aziri, 2011).

In general, job satisfaction refers to the attitudes and feelings people have about their work as positive attitudes indicate job satisfaction and negative attitudes indicate job dissatisfaction (Armstrong, 2006 as cited in Aziri, 2011). Job satisfaction leads to commitment according the organizations whilst on the other hand, job dissatisfaction concludes to higher turnover rates, absenteeism, tardiness as well as, grievances (Aziri, 2011). It can be considered as one of the main factors of organizations' efficiency and effectiveness and it is linked with motivation, loyalty and well-being of employees. Moreover, job satisfaction refers to people's feelings about different aspects of their work such as co-workers, pay, nature of work as well as, supervisory (Botha & Scheers, 2014).

Job satisfaction is an overall assessment of the individual about his/her work and the affective job satisfaction is considered as a positive emotional response to one's work as a whole. It has been proven that the increasing challenging job demands as well as, the decreasing hindering job demands are related to job satisfaction (Kooij et al., 2017 as cited in Garcia-Ael, Topa & Villajos, 2019). Work engagement and job satisfaction have been characterized as potential outcomes of job crafting as

employees with a proactive personality are more likely to display job crafting behaviors, something that leads to higher work engagement. Furthermore, collaborative job crafting behaviors are positively correlated with higher levels of commitment and satisfaction as well as, with performance (Garcia-Ael, Topa, & Villajos, 2019).

According to Chen et al. (2021), job crafting improves the level of employee's job satisfaction as it is positively associated with social support. The more employees receive social support at work, the more likely use to take the initiative to improve their proactive behavior. Moreover, social support creates the conditions for individuals to break out of their old ways they use to work and they develop positive attitudes towards their daily working routine (Chen et al. 2021). Thus, job crafting helps job satisfaction increase as people feel more engaged, involved and happier at the workplace. If employee engagement and job satisfaction are not optimal, it may leads to different consequences such as reduced commitment, lower productivity and increased employee turnover (Fatmawati et al., 2021). Job crafting is an essential process for cultivating work engagement and satisfaction in the workforce. It has been proven that collaborative job crafting is positively related to performance and stronger satisfaction while, it is also positively related to organizational and individual outcomes (Callea et al., 2016).

Job satisfaction is an affective state that indicates the satisfaction an employee has towards his/her job situation and it is a more passive state compared to work engagement that it is characterized as a more active one. Moreover, job resources improve job satisfaction levels of employees as the increasing quality of the exchange relationship among individuals and supervisors leads to higher levels of job satisfaction and organizational citizenship behavior (Crant, Li, & Liang, 2010). Employees need to be supported and enabled to craft their jobs by increasing their challenging job demands and resources in order to increase their job satisfaction and work engagement (Bakker, Beer, & Tims, 2016). Moreover, job crafting enables employees to enjoy their job and bring harmony that concludes to increasing levels of job satisfaction as by enjoying their job, employees become

happier, more satisfied and motivated at the same time. Job satisfaction stimulated by job crafting seems to reduce the levels of employee turnover as employees design their tasks by fitting into their preferences and skills (Alotaibi, Alothman, & Naasani, 2021).

In a nutshell, employees go for job crafting in order to enhance meaningfulness of their jobs, to gain greater control over their roles, and to nurture a positive self-image (Wrzesniewski and Dutton, 2001). Job crafting is also linked to work engagement as when the individual is able to make the job interesting, the more he/she will be engaged. By job crafting, employees initiate changes in their job tasks and thus, they make their own job more meaningful and satisfying (Nambudiri & Sharma, 2020). Moreover, job crafting in combination with work engagement, leads to job satisfaction since employees obtain better working conditions and more resources to achieve valuable work goals that conclude to increasing levels of job satisfaction (Chen et al., 2021).

Methodology

Job Crafting is a self- initiated change behavior of individuals at the workplace in order to align their jobs with their own preferences and motives that enhancing personal outcomes. Employees need to enhance meaningfulness of their jobs, build social networks and gain greater control over their roles (Wrzesniewski & Dutton, 2001). Job crafting is an attempt to change work content, design work tasks and altering the perception of work with or without the involvement of the supervisor or management (Nambudiri & Sharma, 2020). Job Crafting often leads to work engagement as individuals behave proactively in order to initiate changes in their job demands and resources to make their own job more satisfying and meaningful. Furthermore, employees who invest their resources and engage themselves at the same time seem to gain more resources (Hakanen, Perhoniemi, & Tanner, 2008). Furthermore, job crafting includes increasing job demands at the workplace by voluntarily taking up extra projects and pro-actively looking for new opportunities to contribute with (Hakanen, Perhoniemi, & Tanner, 2008).

Job crafting gives employees the opportunity to get engaged and involved with company's operations as well as, it is an essential tool that reinforce employees' work engagement and satisfaction. Without a doubt, job crafting has been strengthened over the last years and its effects have brought significant changes at the workplace. It has been also demonstrated to improve organization's financial performance, organizational commitment as well as, employees' job satisfaction. When the organization allows employees to craft their tasks and roles, it enables them to effectively analyze their jobs and improve both productivity and efficiency (Bakker, 2017). Moreover, through job crafting both employees and employers have the opportunity to work mutually to redesign the reasoning, duty and interactive relations of the job which will lead to a positive impact to the identity and meaning of the labor (Aliem, Alsayed, & Baghdadi, 2020). Job Crafting has a crucial impact on employees' job satisfaction since they can seek control over their environment. Through job

crafting, individuals increase job autonomy; they have stronger sense of control and they are pushed to enhance their situation at work in order to achieve personal meaning (Bender et al., 2021).

In the current project, I present a deeper study according the definition of Job Crafting and its connection with Work Engagement and employees' Job Satisfaction. Job crafting has been linked to work engagement through a motivational process, as motivation and satisfaction are linked to job characteristics. When those job characteristics are being changed in a more favorable way through job crafting, the motivational process can be initiated. Thus, work engagement's levels are increasing due to presence of job crafting (Demerouti, Hulshof, & Le Blanc, 2020). Moreover, Job crafting and employees' job satisfaction seems to be positively correlated since job satisfaction can be improved by job crafting as people can redefine their job to meet their needs and increase the applicability, meaning, and purpose of their work (Chiu, Pan, & Wu, 2021).

In order to gather all the necessary information around the topic, I collected primary data through an investigation on different kind of employees who are currently working in Cyprus. I conducted a research via Google forms questionnaires, to a random sample of 150 employees from different backgrounds, age, fields of studies and salary ranges. The questionnaire has been uploaded on social media and it was addressed to every individual who is currently working in private or public sector or as a self- employer as well. The main idea of this random sample was to analyze and compare the implication of Job Crafting in different working areas, as well as, discover gaps that some categories may present. The data being collected have been analyzed in a great extent and they will be analytically presented in the continuation of the current project.

The purpose of the present study has been separated into two different areas. Firstly, I wanted to figure out whether Job Crafting presence can actually affect employees' engagement with their daily tasks and with the workplace itself. I tried to understand the correlation between job crafting and work engagement and how employees' attitude changes depending on the level of Job Crafting

presence. Secondly, I tried to examine the association between Job Crafting and Job Satisfaction. Job Satisfaction has an important impact on employees' work-life balance and it is directly linked with their productivity. Moreover, people who can adjust their daily tasks into their own preferences and skills seem to be more satisfied and delighted. Thus, through my second hypothesis, I will try to analyze this assumption and examine the correlation between Job Crafting and Job Satisfaction.

The questionnaires are transcribed and open coded to categorize key themes and identify patterns. Each theme is analyzed to gain a deeper understanding of participants' perceptions and motivations as well as, the perceptions of well-being and satisfaction against working environment and conditions. The questionnaire has been separated into five different sections beginning with the demographic characteristics of participants and then it is focusing on work flexibility in order to figure out if employees have the flexibility to adjust their working hours. Next, I focused on job crafting to understand if employees have the opportunity to craft their daily tasks and fit them into their own preferences and interests. Section four and five are focusing on the two hypotheses being discussed in the current project. First, the relationship between job crafting and work engagement and secondly, the relationship between job crafting and job satisfaction. I tried to figure out if job crafting affects participants' engagement and satisfaction according their job as well as, the size of these impacts. Furthermore, the questionnaire being used for the accomplishment of my project includes a separate section focusing on employees who don't have the opportunity to job craft their job. I tried to present the importance of job crafting for those individuals and the possible differences that may occurred if they had the chance to adjust their work. Details of the questionnaires per se can be found in Appendix I, with transcripts of each question.

Findings and Results

According to Wrzesniewski and Dutton (2001), job crafting allows employees to reframe the purpose of the job and experience the work differently by changing job tasks or relationships in different ways. Individuals use information about themselves and their jobs in order to incorporate elements that they find intrinsically meaningful or enjoyable in their work. As a result, they achieve a closer version of their ideal job and a greater congruence with the self-concept (Iliescu, Oprea, & Paduraru, 2020). This project aims to examine the association between job crafting and employees' work engagement as well as, job-satisfaction. For the accomplishment of the current research, I conducted a primary research by creating questionnaires addressed to employees who are active at the workplace. My sample consists of 152 individuals that are currently working either to the public or private sector. My results suggest that implementing job crafting interventions could increase employees' work engagement as well as, their job-satisfaction since it gives them the opportunity to include tasks based on their interests that increase motivation and engagement.

To begin with, there are 152 participants to my research with the gender rate to be approximately equal among the two genders. More specifically, 87 individuals are women, with a percentage of 57.2% and the rest 65 people are men, with a percentage of 42.8%. According age range, the majority of individuals belong to the same category and thus, the results may be affected. As we can see to the chart 1 below, 76 participants are between 18-25 years old, 55 participants between 26-30, 14 participants between 31-40 and only 2 people belong to 51-60 years old group.

Chart 1

Age
152 responses
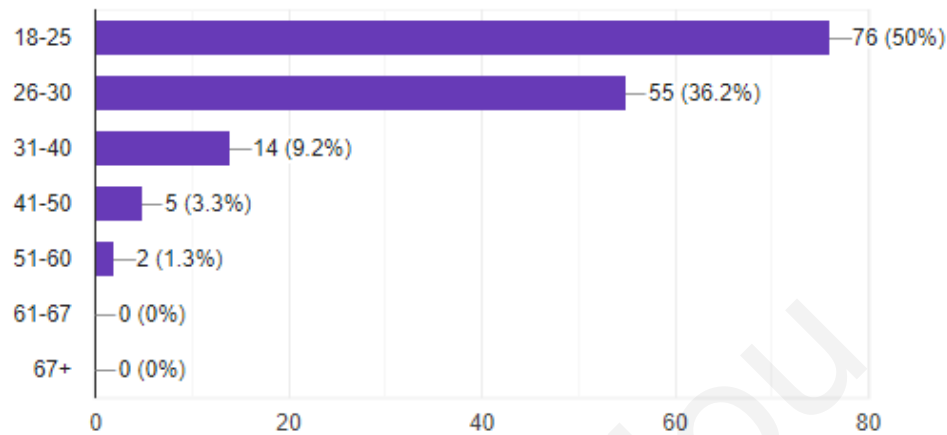
According education level, 44.7% of participants are university graduates and 38.8% possess a master's degree. There are 5 people who are PhD graduates, 13 people are college graduates and 7 more are high school graduates. Moreover, as we can see from chart 2 below, the majority of participants are working to the private sector with a rate of 77.6% and another 13.2% to the public sector. Only 13 people are self- employed and one participant is a student. The monthly gross salary range is between 1001-2000 euros for the majority of employees as 54.6% people mentioned that they belong to this category and another 30.3% to the category of 2001-3000 euros. Moreover, 12.5% of the participants stated that they earned less than 1000 gross salary monthly and 4 people (2.6%), between 3001-4000 euros on a monthly basis.
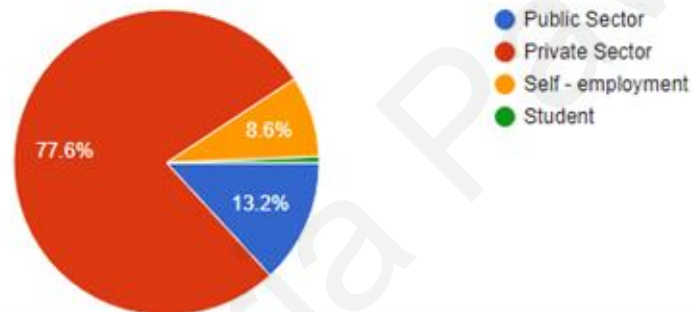
Chart 2

Education Level

152 responses

- High school Graduate
- College Graduate
- University Graduate
- Master Graduate
- PhD Graduate
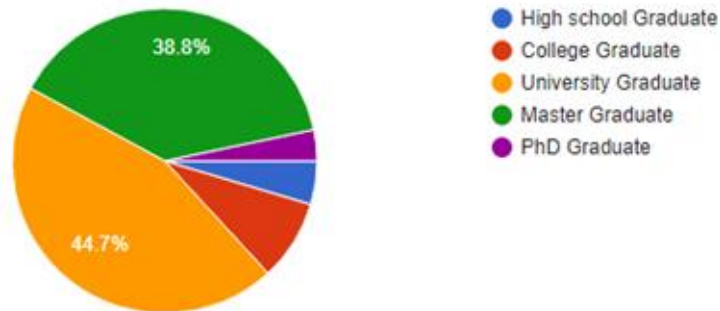
Workplace

152 responses

- Public Sector
- Private Sector
- Self - employment
- Student

The first section of my questionnaire consisted of questions based on the demographic characteristics of participants in order to have a clearer view on the sample. The second section was based on the work flexibility of employees at the workplace. The majority of participants stated that they use to work 8 hours on a daily basis with a percentage of 48% which is reflected to 73 individuals. A percentage of 42.1%, 64 people, mentioned that they work more than 8 hours per day and the rest 9.9%, 15 people, less than 8 hours per day. It is important to mention that the percentage of people use to work for more than 8 hours is extremely high and it may lead to consequences on their satisfaction and work-life balance. On the third chart presented below I examined the flexibility of employees on behalf of working hours as well as, the flexibility in clocking in/out hours at the

workplace. Only 19 people stated that they have absolute flexibility according working hours and other 32 people that they have flexibility on behalf of working hours. It is worrying that 58 participants stated that they do not have flexibility to adjust their working hours according their needs and 43 more people are neutral. Moreover, through the questionnaire I found out that most of the employees do not have the flexibility in clocking in/out hours as a percentage of 38.2% stated that they do not have this opportunity and another 34.9% that they can sometimes adjust to clock in/out hours. Clocking in/out presence is quite common in most organisations abroad. However, it is showed that most companies in Cyprus do not give this opportunity to their employees and thus, employees might feel pressure and less satisfied.

Chart 3
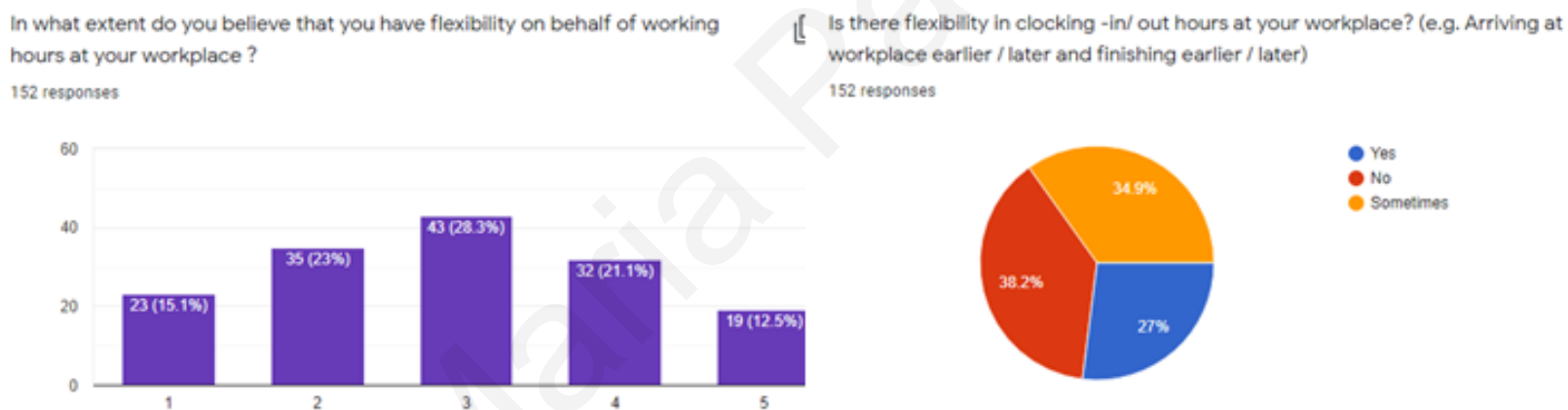
At the third section of the questionnaire I tried to examine the importance of job crafting for employees and the workplace and at the same time, figure out if it actually exists. The results showed that almost half of the participants do not have the opportunity to job craft their daily tasks and adapt them into their own capabilities and preferences. More specifically, a percentage of 56.6% of participants stated that they have the flexibility to job craft their jobs at the workplace whilst, 43.4% mentioned that they do not have this opportunity at all. Organisations in Cyprus seem to not be very familiar with the term of job crafting since the percentage of people who do not have this opportunity,

is extremely high. The questionnaire has been separated into a new section for employees who stated that they do not have the opportunity to craft their tasks in order to examine job crafting's importance and meaning for them. Almost everyone considered that they would like to be able to adjust their responsibilities into their own strengths and preferences as 96.9% of participants agreed with the idea of job crafting presence at the workplace. Moreover, a percentage of 98.5% of employees who cannot adjust into their responsibilities agreed that having the ability to design daily tasks will be important for them.

Job crafting seems to influence in a great extent employees' job satisfaction as well since everyone believe that job crafting can increase their job satisfaction at the same time. On chart 4 being presented below we can see the affection of job crafting on job satisfaction. The majority of participants, 31 people, stated that their job satisfaction can be affected by job crafting in a great extent while 30 more people stated that it can be affected in a remarkable extent as well. The participants who do not have the capability to job craft their job consider that job crafting is connected with work engagement since 80.3% of participants voted with a yes whilst, the rest 19.7% mentioned that job crafting maybe is connected with work engagement. It is important to mention that no one stated that he/she disagrees with this idea whilst as we can see from chart 4, the majority of people (90.9%) believe that job crafting could affect their work engagement in a remarkable and great extent respectively.
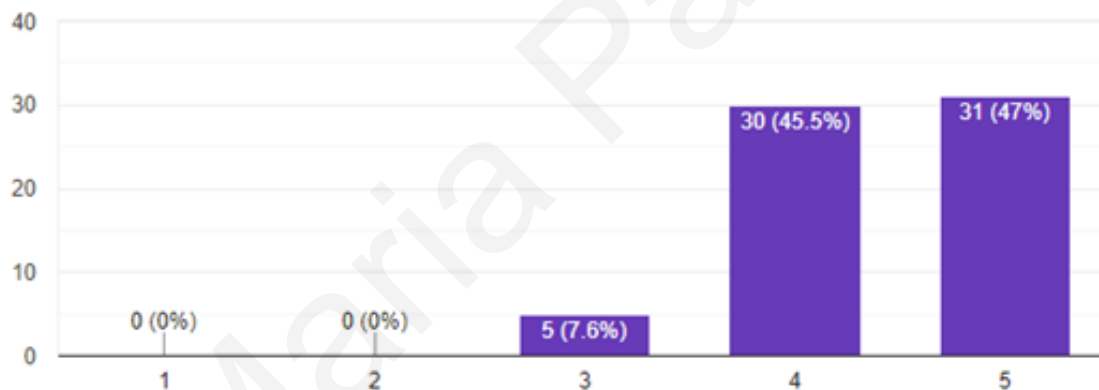
Chart 4

In what extent do you believe that Job Crafting could affect your Work Engagement?

66 responses
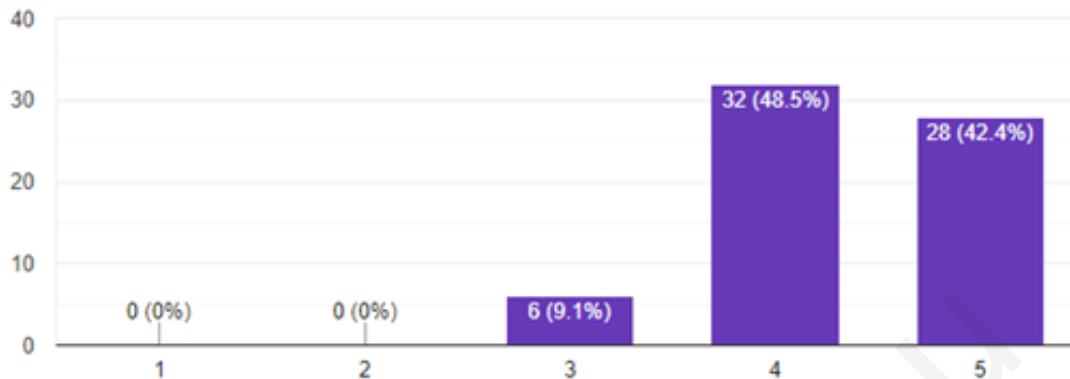
In what extent do you believe that Job Crafting could affect your job satisfaction?
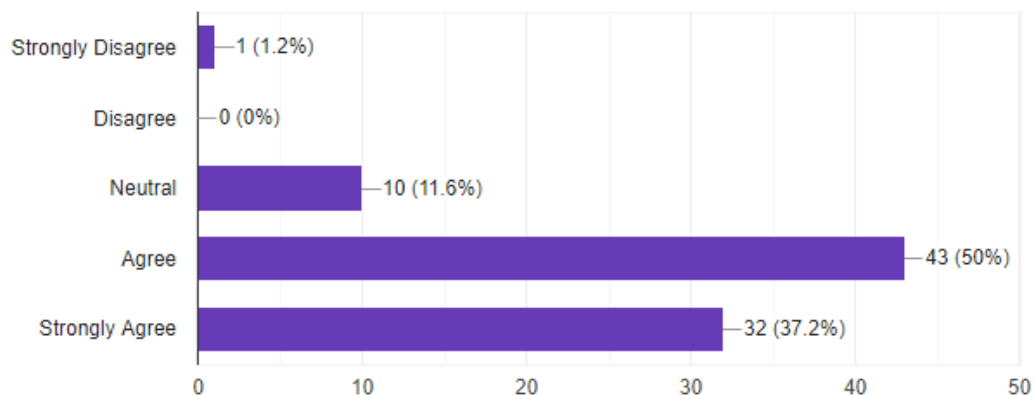
66 responses

The results being analysed above concern employees who stated that they do not have the opportunity to job craft their daily tasks according their own preferences in order to feel more engaged and satisfied at the workplace. As we can see from their responses, job crafting existence is necessary as it can influence their motivation and participation towards organisation's vision and goals. Employees who are engaged are more productive as they feel that they belong and are part of organization' attempts to meet its goals in general. Thus, organizations must adapt all the procedures needed in order to give employees the opportunity to fit into their jobs, craft their daily tasks and responsibilities as well as, take advantage of their strengths and capabilities.

From the sample of 152 participants, 66 people stated that they are not engaged into job crafting since their organizations do not give them the opportunity to adjust their daily routine into their own preferences. However, the rest 86 people mentioned that they can craft their responsibilities in a way that matches their own interests. The majority of employees who are able to job craft their jobs stated that they like the idea as well as, that it is important for them. More specifically, 49 people (57%) strongly agree with the idea of being able to job craft daily tasks according their own preferences whilst another 41.9% agreed with this aspect. Moreover, 85 people believe that having the ability to design daily tasks is important and only one person remains neutral according this state. It is also important to mention that employees tend to feel more engaged according company's vision, mission and goals when they can actually craft their tasks since the majority of participants reply positively to this assumption. From chart 5 being presented below we can see that 32 people strongly agree that they are engaged with organisational goals while 43 more people agree. There are also 10 more people who are neutral according this assumption and one person who does not feel engaged with organizational goals and vision even if he/she has the opportunity to craft his/her daily tasks.

Chart 5

I feel engaged with my company according its vision, mission and goals
86 responses

| Response	Count
Strongly Disagree	1 (1.2%)
Disagree	0 (0%)
Neutral	10 (11.6%)
Agree	43 (50%)
Strongly Agree	32 (37.2%)

It is surprising that almost every employee who participated in the survey and has the flexibility to job craft his/her daily tasks at the workplace believe that he/she is engaged with his/her job. More specifically, from the 86 responses, 41 individuals feel engaged in a remarkable extent while 37 more people in a great extent. There are also 7 more people who are neutral, something that leads to the conclusion that job crafting seems to do not affect their engagement and connection with the organisation. The majority of employees believe that work engagement is important at the workplace as 42 people (48.8%) agreed with the assumption while 38 more people (44.2%), strongly agree. Moreover, from the results being provided we can conclude that work engagement can be affected by job crafting. This assumption is one of the two hypotheses being set at the beginning of the project since my aim was to analyse the relation between job crafting and job satisfaction as well as, job crafting and work engagement. There are 40 participants that agree with this assumption while 42 people strongly agree. Chart 6 presents participants' beliefs about work engagement and if it can be affected by job crafting. The majority of employees, 43 people, strongly agree, 39 people agree, 3 people remain neutral as well as, one person seems to disagree. The following chart analyses what employees believe about the correlation of work engagement with job crafting.

Chart 6

Do you believe that employees' work engagement can be affected by Job Crafting?
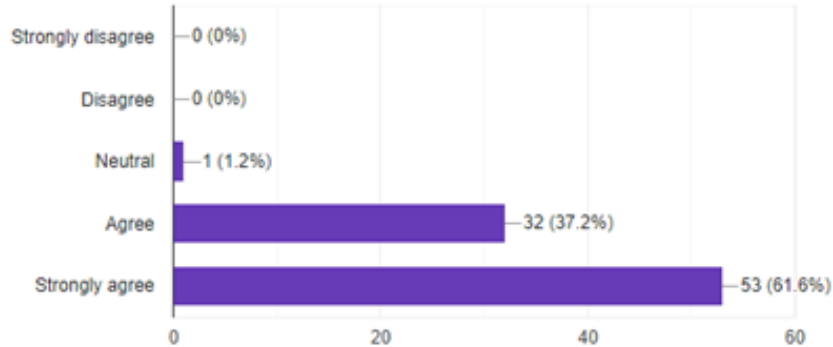
86 responses
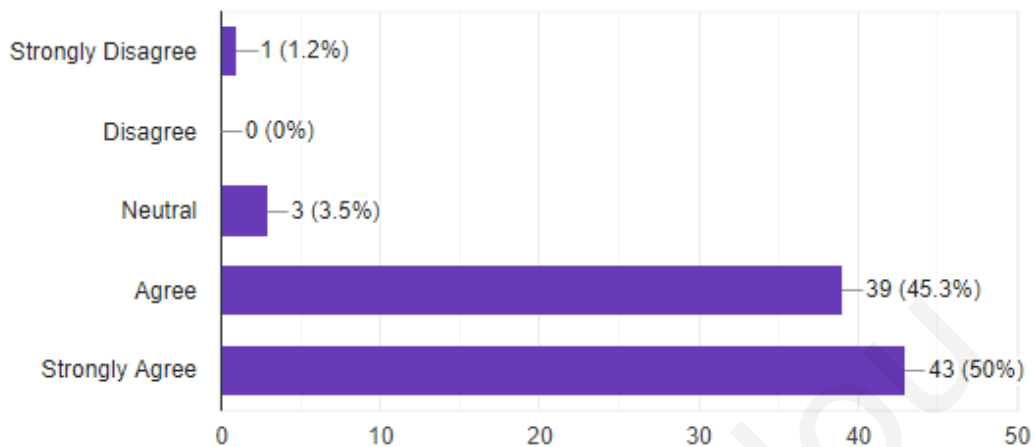
The fourth part of the questionnaire focuses on the relationship between job crafting and job satisfaction. As I mentioned before, from previous sections we can see that work engagement is correlated with job crafting since almost everyone agreed that the ability to craft your daily tasks has a positive impact on work engagement since employees feel inclusive and part of the organisation. On the current section I examine the influence of job crafting on employees' job satisfaction. Participants mentioned that job crafting is important for their job satisfaction since 36 of them agreed and 49 strongly agreed with this assumption. As we can see on chart 7, the 37.2% of people who can craft their daily tasks agree with the idea that job crafting affect their job satisfaction and 53 (61.6%) strongly agree. Almost everyone stated that it has a positive impact on their satisfaction in a great extent while the majority believes that their loyalty to the company can be increased due to the presence of job crafting.
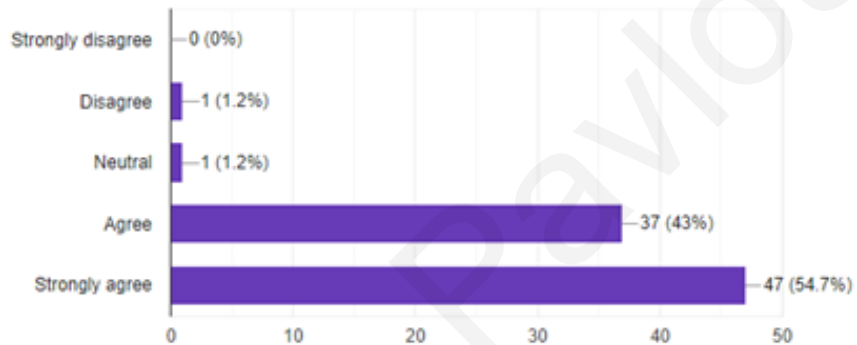
<u>Chart 7</u>

Do you believe that Job Crafting can affect employees' Job Satisfaction?

86 responses

Job Crafting increases my satisfaction and loyalty to the company

86 responses

Job crafting gives employees the opportunity to handle their everyday routine and manage their responsibilities in the way they wish. As a consequence, employees are capable to organise their tasks something that leads to loyal employees who are more willing to stay longer at the workplace. Participants stated that job crafting's presence can reduce turnover intensions since 38 people agreed and 46 agreed with the idea that job crafting reduces turnover levels. It helps them meet their own goals and desires as well as, attain work-life balance which is the division of one's time and focus between working and family or leisure activities. As we can see from chart 8, the majority of participants strongly agreed with the assumption that job crafting is positive correlated with job satisfaction and work-life balance since 33 people agree and 50 more people strongly agree with the question.

Chart 8

I believe that Job Crafting presence needs improvement at my workplace

86 responses
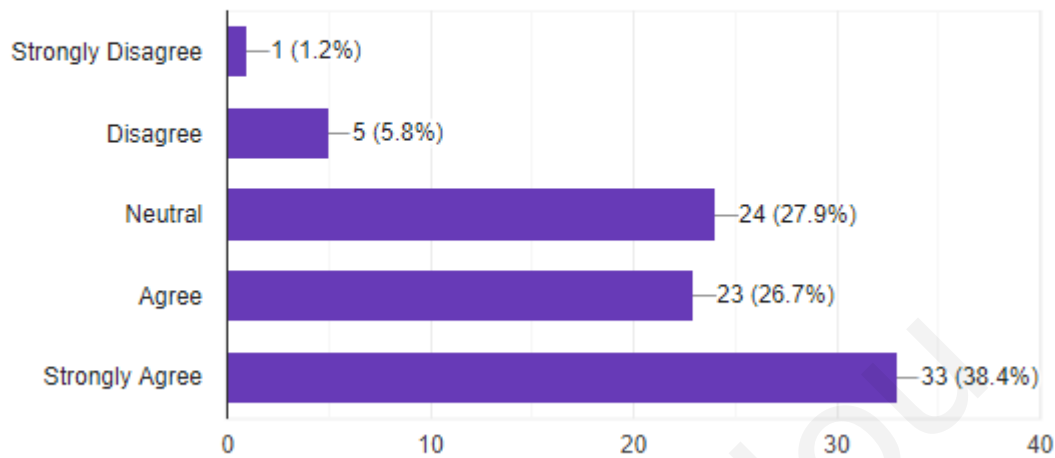
Organizations in Cyprus must take into consideration the importance of job crafting implication in order to keep their employees engaged, satisfied and loyal. As we discussed before, job crafting's presence seems to hold an important role on employees' behaviour and thus, it leads to important benefits for the organizations as well. On the current research, a large part of participants stated that job crafting needs improvement at their workplace since 23 people (26.7%) agreed that job crafting levels must be evolved while 33 people strongly agreed with this assumption. Only 6 people disagreed with this idea, something that may mean that they are satisfied with job crafting opportunities at their workplace while 24 more people (27.9%) remain neutral. It is proven from the results of the questionnaires that job crafting's presence is essential for the survival and success of a company and organizations should focus on its development in order to keep their employees motivated and engaged.

The results being discussed above conclude that job crafting is essential at the workplace as they can positively affect both employees and organizations. It is commonly agreed that the presence of job crafting leads to a positive impact on employees work engagement and job satisfaction as

through the redesign of their daily tasks, they can adjust their own interests and strengths into the daily routine. From the results being presented by the current research, I conclude to the inference that organizations should adapt job crafting into the workplace in order to give employees the opportunity to be part of the company and feel engaged according its mission and goals. Without a doubt, job crafting can grant and contribute to organization's success as satisfied employees create a healthy work environment. It is essential to pay attention into job crafting techniques and give employees freedom to perform as they wish to in order to ensure their commitment and loyalty to the organization.

Limitations of the study

Job crafting is defined as the process by which employees take active steps in addressing and designing their own job experience in a personally meaningful way. An individual's work life and career can be ultimately deconstructed to the day-to-day job tasks they perform, the value and meaning they attach to their jobs as well as, the people they interact with (Debra & Vidya, 2021). Job crafting refers to changes in tasks and how they are performed by employees. Moreover, it occurs when individuals take on additional responsibilities, emphasizing certain job tasks or redesigning job tasks (Brucker & Sundar, 2020). Although job crafting presence evolves in a rapid way and its impact seems to influence both employees and organisations more and more, there is an important lack of literature and evidence around this topic. It is commonly agreed that job crafting's importance is remarkable and evolving over time. However, there is a significant gap between the theoretical and practical view.

According the lack of enough literature around job crafting, I faced some other limitations on the accomplishment of the current project as well. First of all, I focalize on questionnaires that were intended on individuals at the workplace in order to gather their capability to craft their daily tasks according their own preferences, interests and possibilities. Through this procedure, I selected data according employees' views and beliefs as well as, job crafting's impact on work engagement and job satisfaction. However, I didn't manage to get feedback about the reasons and a personal opinion of employees in order to form a complete view on how they understand and classify job crafting's importance at the workplace. I strongly believe that if I also had some interviews with individuals, it will help me understand their point of view and present a more integrated study around this topic. Moreover, due to lack of time I was limited to answers of 150 individuals that are active at the workplace. If I had a bigger sample, some results might be differentiated as I would have a stronger summation of opinions and views.

Furthermore, as shown in questionnaires' results, the majority of participants are employees between 18 to 25 years old and this is a consequence of the way I chose to communicate my questionnaire. I shared it on my personal social media accounts that consist of people in the same generation with me. Thus, the results might be a bit biased since the majority of participants are being part of Millennials and generation Z, which are more familiar with terms like job crafting and technology as well. The results might be different if I had a more diverse sample of participants that belong to other generations with different characteristics and habits.

Conclusions and Suggestions

Job crafting stands for a proactive, modern take on job redesign that empowers employees transform the job they have into the job they want by becoming job redesigners instead of passive recipients of job responsibilites, roles and titles. Job crafting highlights considerable positive outcomes on employees including their well-being, perceptions of meaning and purpose of work, organisational commitment, self and colleague rating of performance as well as, adaptation to organisational change (Budhwar et al., 2020). It is intensively studied that Job crafting leads to work engagement which refers to a relatively stable positive work-related experience characterized by dedication and absorption. Employees tend to experience feelings of meaning and enthusiasm as well as, inspiration about work which can increase employees' job satisfaction and well-being (Makikangas & Schaufeli, 2021).

Job crafting is one of the preferred approaches of organizations to motivate employees as its usefulness seems to encourage employees meet their personal goals and focus on their interests and preferences. Job crafting is a tool that reinforce the empowerment of employees, their development as well as, it seems to operate as a supporter for the individuals at the workplace. Employees can indulge in such work behaviors if they are empowered as well as, they feel more motivated if they have the opportunity of being part in organization's decision- making procedure, seeking their opinion and be praised at the same time. The creation of an inclusive environment provides the required support to the employees to indulge in job crafting behavior and make themselves available in case of a difficulty or a failure from organization's side (Asif, et al., 2021).

Job crafting intervention facilitate the emergence of new work roles that help employees retain their well- being. Individuals craft their job by seeking job resources to deal with both achievement of goals and job demands in order to avoid boredom and maintain motivation at the same time. Thus, organizations must stimulate individuals to craft the proposed change such that it fits their daily work and preferences (Demerouti et al., 2021). Without a doubt, job crafting is an essential

tool that reinforce employees' work engagement and job satisfaction while at the same time it increases their loyalty and retention at the workplace. Although, job crafting presence seems to be weak in Cyprus and it needs to be strengthened if organizations want to keep their employees engaged and interested about firm's vision and goals.

Without a doubt, organizations' contribution is necessary in order to stimulate employees to craft the proposed change such that it fits their preferences and strenghts. First of all, organizations should be more flexible and give the opportunity to employees to redesign their daily responsibilities according their own interests and preferences. Employees should be able to adjust into their jobs by adding their own characteristics that will make daily routine easier and more pleasant. By allowing employees make changes into their tasks, they feel less pressure and controlled which most of the times make employees nervous and less productive. Thus, organizations should give the opportunity and freedom to employees to do their jobs in their own ways and focus on the accomplishment of requirements, not in the way employees used in order to achieve them. Moreover, since individuals feel more satisfied when they have freedom and authority, companies should give them the opportunity to adjust into their working hours by adapting clock – in/out systems that allow employees arrive a bit earlier or later at the workplace and leave later/earlier respectively.

As we discussed before, the existence of job crafting is essential for employees' engagement and job satisfaction. Human Resource Departments of organizations should provide employees with training programs according job crafting's development and benefits in order to help them adapt job crafting behaviors in their daily routine. Through job crafting individuals can adjust tasks according their own interests and preferences, something that will help both employees and organizations meet their targets and goals. It is important to keep employees satisfied as it will lead to positive incomes for the organizations as well. As we figured out from the questionnaires being provided, there are many employees who do not actually know how to use job crafting in a way that can make them more engaged, productive and successful on their organizational roles. By attending training programs, they

will gain all the necessary information arount the topic and thus, they will be able to adapt the knowledge on their everyday working routine. Organizations should encourage the adaption of job crafting by individuals since it will lead to positive income and empowerment for company's success as well.

Moreover, organizations should use a suitable leadership model if they want to motivate employees indulge in innovative work behavior. Suitable leadership is one of the myriad factors that can positively influence employees to adapt innovating work practices and at the same time, give a competitive edge to the organizations (Asif, et al., 2021). In nowadays, jobs tend to be in a continuous evolution since the presence of ongoing change in work. Employees must be innovative and ready to bring changes in their work. Thus, leadership existense is oblicatory in order to spur innovative work behavior. Without a doubt, leadership own a triggering role on employees' innovative work behavior as well as, on the phychological empowerment of employees. Organizations in Cyprus should adapt leadership practices with a focus on serving the personnel and keep the growth and development of employees at the core of their philosophy. When employees' interested are taken into consideration and care, they are more engaged in their work and strive to work for organization's goals. In a nutshell, proper leadership serves the employees and organizations as well as, it is improving employees' well-being and job satisfaction. Moreover, employees' performance seems to be improving, employees' creativity is triggering, while at the same time, organizational productivity noting a remarkable improvement (Asif, et al., 2021).

Recent evidence suggests that job crafting strategies facilitate the emergence of new work roles that help employees increase their work engagement, job satisfaction and retain their well-being. It is showed that job crafting behavior is effective in increasing change-related outcomes such as openness to change and adaptive performance, which are important and essential especially in nowadays where working conditions are changing in a rapid way. Workers need to be increasingly adaptable to uncertainty in order to operate effectively and safe in changing enviornments, something

that can be obtained through job crafting presence (Demerouti et al., 2021). Thus, organizations should prepare employees to be adaptable into changing situations, active proactively and find innovating ideas when a new challenge occurs. It is showed that through job crafting intervention, change- related outcomes are increasing effectively.

The phenomenon of job crafting has recently garnered considerable scholarly interest whereas the literature being accessible highlights the importance and relevance of job crafting in employees' daily working routines and lives. The existing literature states that there is a positive relationship between job crafting and work engagement as well as, between job crafting and job satisfaction, hypothesis that have been also proven in the current research. Employees can either craft aspects of the work environment or craft their own individual characteristics, which center on growth and enhancement of personal resources (Baum & Boehnlein, 2020). Job crafting has a positive impact on employees' work engagement since employees who are highly engaged in their job seem to experience positive emotions and cognitions as they experience feelings of involvment and meaningfulness towards the work they accomplish. They find tasks that are interested and motivated about as well as, they fing meaning in the positions they occupy (Cote, Lauzier, & Stinglhamber, 2021).

Moreover, through job crafting, employees' job satisfaction seems to be increasing since employees have the flexibility and freedom to adjust their personal preferences into their daily working routine. Individuals face optimistic enthusiastic conditions that come from self experience at the workplace (Bhardwaj, Jain, & Mishra, 2021). Job satisfaction represents a feeling that appears as a result of the perception that jobs enable the material and psychological needs (Aziri, 2011 as cited in Loan,2020). Thus, through job crafting employees can be involved in the job structure, make changes and adjust their work and responsibilities into their own preferences and needs.

In a nutshell, it is commonly agreed that job crafting's meaning is extremely important as it can influence employees, engaged them into the organizational structure and make them happier,

characteristics that positively affect both employees and organizations. Firms in Cyprus should focus on job crafting's importance and adapt practices in order to create an organizational environment that focuses on employees well-being and engagement with the company. Job crafting can promote healthy organizational operations in order to reinforce organizational success.

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Appendix

Job Crafting and its effects on Employees' Work Engagement and Job Satisfaction

The present questionnaire constitutes part of a dissertation project in MSc - Human Resource

Management of the Public and Business Administration department at the University of Cyprus.

The 5 minute questionnaire is anonymous and all the data will be used only for research purposes.

Thank you.

* Required

1. Gender *

    Mark only one oval.

    ( ) Male

    ( ) Female

    ( ) Prefer not to say

2. Age *

    Check all that apply.

    [ ] 18-25

    [ ] 26-30

    [ ] 31-40

    [ ] 41-50

    [ ] 51-60

    [ ] 61-67

    [ ] 67+

3. Education Level *

Mark only one oval.

◯ High school Graduate

◯ College Graduate

◯ University Graduate

◯ Master Graduate

◯ PhD Graduate

4. Workplace *

Mark only one oval.

◯ Public Sector

◯ Private Sector

◯ Self - employment

◯ Other: _____

5. Monthly Gross Salary Range *

Mark only one oval.

◯ < 1000 EUR

◯ 1001 - 2000 EUR

◯ 2001 - 3000 EUR

◯ 3001 - 4000 EUR

◯ > 4001 EUR

6. How many hours do you work during the day? *

Mark only one oval.

( ) Less than 8 hours per day

( ) 8 hours per day

( ) More than 8 hours per day

7. In what extent do you believe that you have flexibility on behalf of working hours at your workplace ?*

Mark only one oval.

	1	2	3	4	5	
Not at all	( )	( )	( )	( )	( )	In a great extent

8. Is there flexibility in clocking -in/ out hours at your workplace? (e.g. Arriving at workplace earlier / later and finishing earlier / later) *

Mark only one oval.

( ) Yes

( ) No

( ) Sometimes

( ) Other: _____

Job Crafting at the workplace

9. Do you believe that you have the flexibility to job craft your job at your workplace? (Job crafting is the ability to adjust your job in order to better fit your strengths and passions) *

Mark only one oval.

◯ Yes   *Skip to question 18*

◯ No   *Skip to question 10*

Job Crafting at the workplace

10. I would like the idea to job craft my daily tasks according my own strengths and preferences *

Check all that apply.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

11. Do you believe that having the ability to design your daily tasks is important for you? *

Check all that apply.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

12. Do you believe that Job Crafting would increase your Job Satisfaction at workplace? *

Check all that apply.

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neutral
- [ ] Agree
- [ ] Strongly Agree

13. In what extent do you believe that Job Crafting could affect your job satisfaction?

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

14. Do you believe that Job Crafting is connected with Work Engagement? *

Mark only one oval.

- ◯ Yes
- ◯ Maybe
- ◯ No

15. In what extent do you believe that Job Crafting could affect your Work Engagement? *

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

16. Do you believe that if you could Job Craft your daily tasks, you would stay longer at your workplace? *

Check all that apply.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

17. In what extent Job Crafting could affect your retention at the workplace?

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

Job Crafting and Work Engagement	Work Engagement captures how employees experience their work as people who are more engaged, have an energetic and effective connection with their work activities and their motivation is more raised.

18. I like the idea of being able to job craft my daily tasks according to my own strengths and preferences*

Check all that apply.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

19. I believe that having the ability to design my daily tasks is important for me *
Check all that apply.

☐ Strongly Disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly Agree

20. I feel engaged with my company according its vision, mission and goals *

Check all that apply.

☐ Strongly Disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly Agree

21. In what extent do you believe that you are engaged with your job? *

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

22. Do you believe that Job Crafting is connected with Work Engagement? *

Check all that apply.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

23. Do you believe that employees' work engagement can be affected by Job Crafting? *

Check all that apply.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

24. In what extent do you believe that Job Crafting can affect Work Engagement? *

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

25. Does Job Crafting help employees take initiatives and redesign their daily work tasks?

Check all that apply.

☐ Strongly Disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly Agree

Job Crafting and Job Satisfaction

26. Do you believe that Job Crafting is important for employees' Job Satisfaction? *

Check all that apply.

☐ Strongly disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly agree

27. Do you believe that Job Crafting can affect employees' Job Satisfaction? *

Check all that apply.

☐ Strongly disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly agree

28. In what extent do you believe that Job Crafting can have an impact on employees' Job Satisfaction? *

Mark only one oval.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	In a great extent

29. Job Crafting increases my satisfaction and loyalty to the company *

Check all that apply.

☐ Strongly disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly agree

30. Job Crafting can reduce turnover intensions of employees (Turnover is employees' tendency to constantly change working environments) *

Check all that apply.

☐ Strongly disagree
☐ Disagree

☐ Neutral
☐ Agree

☐ Strongly agree

31. Job Crafting helps me attain work-life balance (Work-life balance is the division of one's time and focus between working and family or leisure activities) *

Check all that apply.

- [ ] Strongly Disagree
- [ ] Disagree

- [ ] Neutral
- [ ] Agree

- [ ] Strongly Agree

32. Job Crafting is positive correlate with Job Satisfaction and Work- life balance *

Check all that apply.

- [ ] Strongly disagree
- [ ] Disagree

- [ ] Neutral
- [ ] Agree

- [ ] Strongly agree

33. I believe that Job Crafting presence needs improvement at my workplace *

Check all that apply.

- [ ] Strongly Disagree
- [ ] Disagree

- [ ] Neutral
- [ ] Agree

- [ ] Strongly Agree

Google Forms