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Editorial Note

South Asian Journal of Management Research (SAJMR), is a scholarly journal that publishes scientific research on the theory and practice of management. All management, computer science, environmental science related issues relating to strategy, entrepreneurship, innovation, technology, and organizations are covered by the journal, along with all business-related functional areas like accounting, finance, information systems, marketing, and operations. The research presented in these articles contributes to our understanding of critical issues and offers valuable insights for policymakers, practitioners, and researchers. Authors are invited to publish novel, original, empirical, and high quality research work pertaining to the recent developments & practices in all areas and discipline.

Cross-functional, multidisciplinary research that reflects the diversity of the management science professions is also encouraged, the articles are generally based on the core disciplines of computer science, economics, environmental science, mathematics, psychology, sociology, and statistics. The journal's focus includes managerial issues in a variety of organizational contexts, including for profit and nonprofit businesses, organizations from the public and private sectors, and formal and informal networks of people. Theoretical, experimental (in the field or the lab), and empirical contributions are all welcome. The journal will continue to disseminate knowledge and publish high-quality research so that we may all benefit from it.

Dr. Pooja M. Patil
Editor

South Asian Journal of Management Research (SAJMR)

Volume 14, No. 1

January, 2024

C O N T E N T S

Editorial Note

- Knowledge, Attitudes and Perceptions towards COVID 19 Vaccinations of Healthcare Professionals' Working in the Yeka and Kotebe Health Centers, Addis Ababa, Ethiopia**
Mr. Daniel Fikre 01
Addis Ababa University (AAU), Addis Ababa, Ethiopia, Africa
Prof. Fikre Dessalegn
Ethiopian Civil Service University, Addis Ababa, Ethiopia, Africa
- Enhancing the Fight against Human Trafficking in Mauritius: Insights from the 2023 Round-Table Discussion on the National Action Plan**
Mr. Viraj Fulena 14
Lecturer in law, University of Technology, Mauritius
Mrs. Bhavna Mahadew
Lecturer in law, University of Technology, Mauritius
Prof. Dr. Hemant Chittoo
Professor in Public Policy and Management, University of Technology, Mauritius
- Enigma of Forest Rights in India**
Dr. Pawas Suren 17
Assistant Professor, Rural Management Programme, Xavier Institute of Social Service, Ranchi, India
- India in the Development Assistance Global Landscape: Reflections from the Caribbean Sub Region.**
*Dr. Dianna DaSilva-Glasgow** 29
Senior Lecturer, Department of Economics, Faculty of Social Sciences, University of Guyana, South America
Mr. Dennis Pile
Lecturer 1, Department of Economics, Faculty of Social Sciences, University of Guyana, South America
- Clicks to Carts: Social Media's Influence on Mauritians' Buying Habits**
Dr. Eric BINDAH 40
University of Mauritius, Mauritius
Miss. Leenshya GUNNOO
University of Technology, Mauritius

The Mind behind Success: Unveiling Entrepreneurial Psychology through Expert Insights

Dr. Mamata Mahapatra

Professor, Amity Institute of Psychology and Social Sciences, Amity University, Noida, India

Miss. Surbhi Jain

PhD Scholar (2021-2024), Amity Institute of Psychology and Social Sciences, Amity University, Noida, India

Miss. Deepti Moar

Ph.D. Scholar(2023-2026), Amity Institute of Psychology and Social Sciences, Amity University, Noida, India

65

An Analysis of Mauritius's Covid-19 (Miscellaneous Provisions) Act 2020 in Light of the Post-COVID-19 New Normal and its Implications for Business Excellence

Mrs. Bhavna MAHADEW

Lecturer in law, University of Technology, Mauritius

75

Job Crafting and Job Attitudes: A Study of Individual Outcomes

Mrs. Madhura Mane*

Assistant Professor, MBA Dept. CSIBER, India

Dr. Bindu Menon

Associate Professor, MBA Dept. CSIBER, India

Mrs. Anuradha Gaikwad

Assistant Professor, MBA Dept. CSIBER, India

82

Pervious Concrete for Rainwater Harvesting: A review

Miss. G. D. Mali

Assistant Professor, Department of Civil Engineering, PadmabhooshanVasandraodada Patil Institute of Technology (PVPIT), Budhgaon, Sangli, India

Miss. Geeta Kharade, Mr. Mayur Pawar, Mr. Raviraj Satale,

Mr. Shreyas Kore, Miss. Sonali Katare, Miss. Varsha Patil

B. Tech Students, Department of Civil Engineering, Padmabhooshan Vasandraodada Patil Institute of Technology (PVPIT), Budhgaon, Sangli, India

88

Job Crafting and Job Attitudes: A Study of Individual Outcomes

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Abstract

Job crafting is a dynamic and innovative approach to the modern workplace, where employees actively redesign and personalize their job roles to better align with their skills, interests, and passions. Although Amy Wrzesniewski and Jane E. Dutton first used the term "job crafting" in 2001, the notion that employees may redesign their jobs without consulting management has been present in job design literature since 1987. In 2010, Tims and Bakker proposed that job crafting be framed within the job-demands resources (JD-R) model to cover this broader scope.

Job crafting is a concept that focuses on employees proactively shaping their job roles to better suit their skills, interests, and preferences. Numerous studies have explored the impact of job crafting on work engagement, Job satisfaction, and Organizational citizenship behavior (OCB) and Organizational Commitment (OC).

Review of literature shows that JC positively impacts the job attitudes of an individual.

Hence, the study enunciates the importance of Job Crafting which can be used as an intervention to enhance positive Job Attitudes which in turn enhance productivity of individuals and foster growth.

Keywords : Job Crafting, Work Engagement, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behaviour.

Introduction

Job crafting is a dynamic and innovative approach to the modern workplace, where employees actively redesign and personalize their job roles to better align with their skills, interests, and passions. This concept has gained significant attention in recent years as organizations recognize the importance of fostering employees engagement, satisfaction, commitment and overall responsible behavior of employees. Job crafting empowers individuals to proactively shapes their work experiences, transforming routine tasks into meaningful and fulfilling contributions. In this review study, we will delve into the conceptualization of Job Crafting.

It is well-accepted that Job attitudes play a pivotal role in shaping the overall work experience and are instrumental in determining an individual's job satisfaction. Engagement, organizational citizenship behavior and commitment to their organization (Robbins, Judge, Vohra (2022)). These attitudes encompass a range of feelings and evaluations that employees hold about their jobs, colleagues, superiors, and the workplace environment as a whole. Understanding job attitudes is essential for employers seeking to foster a positive and productive work environment and for employees striving to achieve greater job satisfaction and well-being. Thus, job attitudes have a profound impact on both individuals and organizations. The paper aims to understand the relationship between job crafting and Job crafting as a tool to have positive Job Attitudes thus enhancing workplace happiness and productivity.

Conceptualisation of Job Crafting :

Although Amy Wrzesniewski and Jane E. Dutton first used the term "job crafting" in 2001, the notion that employees may redesign their jobs without consulting management has been present in job design literature since 1987.

The original research was based on employees working at New York hospital. The researchers divided the employees in to two groups; one

In their initial definition, Wrzesniewski and Dutton (2001) restricted job crafting to three categories:

- Task crafting: Task crafting refers to the changes made by employees to modify their job duties and responsibilities to fit their motives, preferences and interests. It means the changes individuals make in what they do, how or when.
- Relational crafting: Relational crafting refers to the changes made by employees in the relationships with other individuals with whom they interact as part of their work.
- Cognitive crafting: Cognitive crafting refers to the meaning that the employees attach to their job. It refers to the evaluation of observations and experiences at work in order to better understand how they align with their goals, interests, motives or preferences.

In 2010, Tims and Bakker proposed that job crafting be framed within the job-demands resources (JD-R) model to cover this broader scope. The researchers proposed that job crafting can be seen as a specific form of proactive behavior in which the employee initiates changes in the level of job demands and job resources. Job crafting may be facilitated by job and individual characteristics and may enable employees to fit their jobs to their personal knowledge, skills and abilities on the one hand and to their preferences and needs on the other hand.

Several research studies have highlighted the antecedents of Job crafting. These studies have mainly considered Organizational factors and Personal factors. Studies have shown relationship between organizational factors like perceived organizational support, job challenges, autonomy, skill-variety, task variety, task complexity, role clarity, relations with supervisor, leadership etc. on job crafting behaviour of employees. While studies focusing on individual or personal factors have attempted to assess the relationships between personal or individual factors like self-efficacy, self-monitoring behaviour, personality type, locus of control, self-esteem etc.

Task interdependence, discretion to craft a job, task complexity (Ghitulescu, 2007), and job challenges (Berg et al., 2010) are additional predictors of job crafting. According to research (Berg et al., 2010; Ghitulescu, 2007), the difficulty of the task and the difficulty of the job are positively correlated with job crafting. This suggests that the demanding nature of the job encourages proactive behavior. However, it should be noted that task interdependence was found to be unrelated to individual crafting and to inhibit collective job crafting (the extent to which teams crafted jobs).

In a qualitative study on a merger (Kira, Balkin, and San's 2012), it was concluded that among other things, in order to deal with the new situation at work, relational crafting (like asking for supervisory support) and task crafting (like prioritizing) were used as coping mechanisms by employees. Demerouti (2014) concluded that Job crafting seems to occur more often among employees with a proactive personality and promotion focus

Similar to this, job crafting episodes have been linked to flexibility (Lyons, 2008). Changes involving new products were found to be negatively correlated with day-level seeking challenges by Petrou et al. (2012), whereas conflict with new clients was positively correlated with day-level seeking resources and challenges.

There are studies that have also studied relationship between demographics like age, level of education, gender, income-level and Job crafting.

Most of these studies have been equivocal. The findings of the studies differ according to the industry on which the studies were based.

Studies have been carried out to further understand the mediating role of Job Crafting in work-family conflict and sustainable creative performance or LMX and work engagement (Radstaak, Hennes 2017) showed the importance of high-quality relationships with supervisors and were unique in examining the association between LMX and job crafting., personality and boredom at work. The results showed that conscientiousness is negatively related to work-related boredom. This relationship is mediated by job crafting (Oprea, B., Iliescu, D., Burtăverde, V. and Dumitrache, M., 2019.), job characteristics and performance by Sen, C. and Dulara, S.(2017) concluded that job crafting provides a pathway towards better performance by giving the employees' the liberty to modify their task procedures and interrelationships at work and hence, job crafting behaviours serve as a pathway between set standards of tasks and procedures and target output to result in better and improved performance. Organization culture and Employee engagement Dasgupta, M. and Dey, A.K., 2021. Mediating role of job crafting in the relationship between

organisational culture and employee engagement. *International Journal of Indian Culture and Business Management*, 22(1), pp.89-109. Inclusive leadership and Innovative work behaviour to name a few.

Individual Outcomes of Job Crafting:

Job crafting is a concept that focuses on employees proactively shaping their job roles to better suit their skills, interests, and preferences. Numerous studies have explored the impact of job crafting on work engagement, Job satisfaction, and Organizational citizenship behavior (OCB) and Organizational Commitment (OC).

The review of literature is based on past research studies that are based on the relationship between Job Crafting and Job attitudes like work engagement, job satisfaction, OCB and OC.

Here is a review of the literature with citations to highlight the effects of job crafting on work engagement:

Tims, M., Bakker, A. B., & Derks, D. (2012) in their study, "Development and validation of the job crafting scale." introduced the Job Crafting Scale and found that job crafting positively influenced work engagement. Employees who engaged in job crafting reported higher levels of work engagement.

Wrzesniewski, A., & Dutton, J. E. (2001) in their seminal work titled "Crafting a job: Revisioning employees as active crafters of their work." provided a foundational understanding of how employees actively shape their work roles. While this study doesn't focus on work engagement directly, it laid the groundwork for subsequent research on the subject.

Lyons, P. (2008) in the paper titled "The crafting of jobs and individual differences." explored the relationship between job crafting and individual differences. It found that job crafting was positively related to work engagement, indicating that employees who tailored their jobs experienced higher levels of engagement.

Slemp, G. R., & Vella-Brodrick, D. A. (2014) in the research through which they developed a scale to measure the extent to which employees engage in job crafting, also revealed a positive relationship between job crafting and work engagement.

Tims, M., Bakker, A. B., & Derks, D. (2013) in their examined how job crafting influenced job demands, job resources, and well-being. It demonstrated that job crafting was associated with increased job resources, which, in turn, led to higher work engagement.

Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012) in their paper titled "Crafting a job on a daily basis: Contextual correlates and the link to work engagement." delved into the daily aspects of job crafting and its impact on work engagement. It found that employees who engaged in daily job crafting experienced higher work engagement.

Job crafting, the process by which employees reshape and redesign their own job roles to better align with their skills, interests, and preferences, has been studied extensively in relation to its impact on job satisfaction.

Though the primary focus of the seminal work by Wrzesniewski, A., & Dutton, J. E. (2001) titled "Crafting a job: Revisioning employees as active crafters of their work." Was the process of job crafting, it indirectly highlighted the potential positive impact on job satisfaction.

Tims, M., Bakker, A. B., & Derks, D. (2012) in their study titled "Development and validation of the job crafting scale." Developed the Job Crafting Scale. The study found that job crafting was positively related to job satisfaction. Employees who had job crafting behaviour reported to have higher levels of job satisfaction.

Lyons, P. (2008) in a study titled "The crafting of jobs and individual differences", explored the relationship between job crafting and individual differences. The study showed a positive association between job crafting and job satisfaction, indicating that employees who tailored their jobs were more satisfied with their work.

Slemp, G. R., & Vella-Brodrick, D. A. (2013) in their study "Optimising employee mental health: The relationship between intrinsic need satisfaction, job crafting, and employee well-being." looked at the

connection between job crafting, intrinsic need satisfaction, and well-being. Job crafting was found to be positively associated with job satisfaction and overall employee well-being.

The research by Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012) titled "Crafting a job on a daily basis: Contextual correlates and the link to job satisfaction." focused on the daily aspects of job crafting and its impact on job satisfaction.

The findings indicated that daily job crafting positively influenced job satisfaction among employees.

The research by Bakker, A. B., & Demerouti, E. (2007) which was not solely centered on job crafting, the model developed by the researchers posits that increasing job resources can lead to improved job satisfaction. Job crafting, by enhancing job resources and reducing job demands, aligns with this model and can contribute to higher job satisfaction.

Job crafting, a process in which employees proactively adjust their job roles to better align with their skills and preferences, has implications for organizational citizenship behavior (OCB). OCB refers to discretionary, extra-role behaviors that benefit an organization. There is a growing body of literature indicating that job crafting positively influences OCB.

A study conducted by Tims, M., Bakker, A. B., & Derks, D. (2015) titled "Daily job crafting and the self-efficacy–performance relationship." investigated daily job crafting and its relationship with self-efficacy and performance. It found that job crafting positively impacted self-efficacy and performance, suggesting that employees who engage in job crafting may be more likely to exhibit OCB.

The research by Van den Heuvel, M., Demerouti, E., & Peeters, M. C. (2015) focused on a job crafting intervention and its impact on job resources, self-efficacy, and well-being. Job crafting was found to increase job resources, self-efficacy, and well-being, all of which can contribute to employees' willingness to engage in OCB.

Although the primary focus of the study conducted by **Petrou, P., Demerouti, E., Peeters,**

M. C., Schaufeli, W. B., & Hetland, J. (2012) was on work engagement, it highlighted the contextual aspects of daily job crafting. Employees who engage in daily job crafting may be more likely to exhibit OCB as they actively shape their roles to better fit their preferences and skills.

While the study by **Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013) titled "Job crafting and meaningful work."** primarily examined the relationship between job crafting and meaningful work, it indirectly suggested that job crafting could lead to more OCB. Meaningful work is often associated with a greater willingness to contribute to the organization, which includes OCB.

Petrou, P., Demerouti, E., & Schaufeli, W. B. (2015) in the study titled, "Job crafting in changing organizations: Antecedents and implications for exhaustion and performance."

Job crafting in changing organizations and its implications for exhaustion and performance. While it didn't explicitly focus on OCB, job crafting's impact on performance suggests a potential positive influence on OCB.

Job crafting, the process by which employees proactively shape and redefine their job roles to better align with their skills, preferences, and passions, has garnered attention in the context of organizational commitment. Organizational commitment refers to an individual's attachment, loyalty, and dedication to their organization. The impact of job crafting on organizational commitment has been explored in several studies.

Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012) in their research titled "Crafting a job on a daily basis: Contextual correlates and the link to work engagement." found that engaged employees are more likely to feel a strong connection to their organization, which is a key component of organizational commitment.

Slemp, G. R., & Vella-Brodrick, D. A. (2013) in their study titled "Optimising employee mental health: The relationship between intrinsic need satisfaction, job crafting, and employee well-being." Found that Job crafting enhanced well-being, which, in turn, contributes to a stronger sense of organizational commitment.

Petrou, P., Demerouti, E., & Schaufeli, W. B. (2015) also suggested that job crafting can influence organizational commitment. When employees have the autonomy to shape their jobs, they may feel a stronger connection to the organization.

Avey, J. B., Luthans, F., & Youssef, C. M. (2010) in their study titled "The additive value of positive psychological capital in predicting work attitudes and behaviors." highlighted the importance of psychological capital, including self-efficacy and optimism, in predicting work attitudes and behaviors. Job crafting can enhance these factors, contributing to increased organizational commitment.

Conclusion:

In summary, the literature consistently suggests that job crafting has a positive impact on work engagement. Employees who take an active role in shaping their job roles to align with their preferences and strengths tend to experience higher levels of engagement. This can lead to increased job satisfaction, motivation, and overall well-being in the workplace.

The existing literature also demonstrates a positive relationship between job crafting and job satisfaction. Employees who actively modify their job roles to better match their preferences and strengths tend to experience higher levels of job satisfaction, ultimately contributing to a more fulfilling and positive work experience.

The past studies that were reviewed indicate that job crafting can positively affect organizational citizenship behavior. When employees take an active role in modifying their job roles to align with their preferences and skills, they are more likely to engage in OCB, benefitting the organization through their discretionary, extra-role efforts.

In case of Organizational commitment too, the existing literature suggests that job crafting has a positive impact on organizational commitment. As employees take a more active role in designing their job roles to match their preferences and skills, they are more likely to experience increased engagement, well-being, and attachment to the organization, ultimately fostering higher levels of organizational commitment.

This review study indicates that Job Crafting has a positive impact on work engagement, job satisfaction, organizational citizenship behavior and organizational commitment. This study thus enunciates the importance of Job Crafting which can be used as an intervention to enhance positive Job Attitudes which in turn enhance productivity of individuals and foster growth.

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