

CORRELATING JOB CRAFTING AND DIMENSIONS OF EMPLOYEE ENGAGEMENT: IDEALIZATION IMPACT OF DEMOGRAPHIC ATTRIBUTES

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Abstract

The study examined the correlation between job crafting (relationship, task and cognitive crafting) and employee engagement (Vigour, dedication and absorption) with impact of age and work experience among the employees of print media industry located at Chennai, India. Data was collected from 140 employees. Convenience sampling method was used. The data was analysed using SPSS software. The result of multiple regression indicated that employees are highly engaged when job crafting is followed in an organisation. Employees with more aged remained absorbed and dedicated in their work and more experienced employees engaged in relationship crafting and had higher level of engagement. The study also provided some suggestions for Companies in following job crafting.

Keywords: Job crafting, employee engagement, vigour, dedication and absorption.

INTRODUCTION:

The study of employee job alterations and their impact on work outcomes is of interest to organisational researchers (Dhanpat, 2022; Tims et al., 2022). Additionally, companies need workers that are committed to their jobs (Norris & Norris, 2020). Job crafting is a tool that employees can utilise to raise their engagement levels. According to Wrzesniewski and Dutton (2001, p. 179), job crafting is defined as "the physical and cognitive changes individuals make in the task or relational boundaries of their work." According to Tims et al. (2012), job crafting is a method of work design that is started by employees. Job crafting is defined as cognitive and physical adjustments made by an individual in their employment to correspond with personal goals, capabilities, preferences, and values. This definition was first proposed by Wrzesniewski and Dutton (2001). Task, cognitive, and relational crafting are the several forms of job crafting (Wrzesniewski & Dutton, 2001). When doing tasks with vigour, dedication, and absorption as key characteristics, work engagement is characterised by job passion and satisfaction (Bakker, 2017). (Schaufeli et al., 2002). Task design and employee involvement Task, cognitive, and relational crafting are the components of work crafting, according to Wrzesniewski and Dutton (2001). Task crafting describes the proactive ways in which workers change the volume, nature, or scope of their job (Slemp et al., 2015). This involves, for instance, altering one's own work and/or coming up with original ways to do a task. Reevaluating one's role, task, and work constraints is referred to as cognitive crafting. Examples of this include reviewing and shaping the purpose of one's work by changing cognitive boundaries, or concentrating on significant aspects of one's role in a larger context (Bakker & Demerouti, 2018). (Kim et al., 2018). Employees that engage more with colleagues throughout the business and break down boundaries based on their status are said to be relationally crafting (Slemp et al., 2015). Employees choose who they connect with and how they interact with others by creating relational limitations (Wrzesniewski & Dutton, 2001). It is expected that job crafting will improve work engagement in terms of vigour, absorption, and dedication (de Beer et al., 2016). According to Adi (2015) and Vallières et al. (2017), vigour is defined as the ability to overcome obstacles and consistently put effort into one's task through energy and resilience. According to Schaufeli et al. (2002) and Vallières et al. (2017), dedication is defined as having a strong sense of pride and motivation in one's work due to one's passionate involvement in it. Finally, to ensure self-fulfillment, work absorption is defined as being absorbed in one's work (Mäkikangas et al., 2013; Vallières et al., 2017). Workers who participate in job crafting are more likely to find significance in their work (Dhanpat et al., 2019; Geldenhuys et al., 2020; Tims et al., 2016). This is because job crafting occurs when workers feel that they have control over their work, interact with

others, and maintain a positive self-image. Consequently, high commitment and job satisfaction can be increased through job crafting (Cheng et al., 2016). Age, gender, and other sociodemographic characteristics of a person are likely to have an impact on their level of engagement (Sharma et al., 2017). Drawing from their cumulative work experience, older employees could approach their employment in a different way than younger ones (Rudolph et al., 2017). In addition, we also determined the correlation among age and work experience with job crafting.

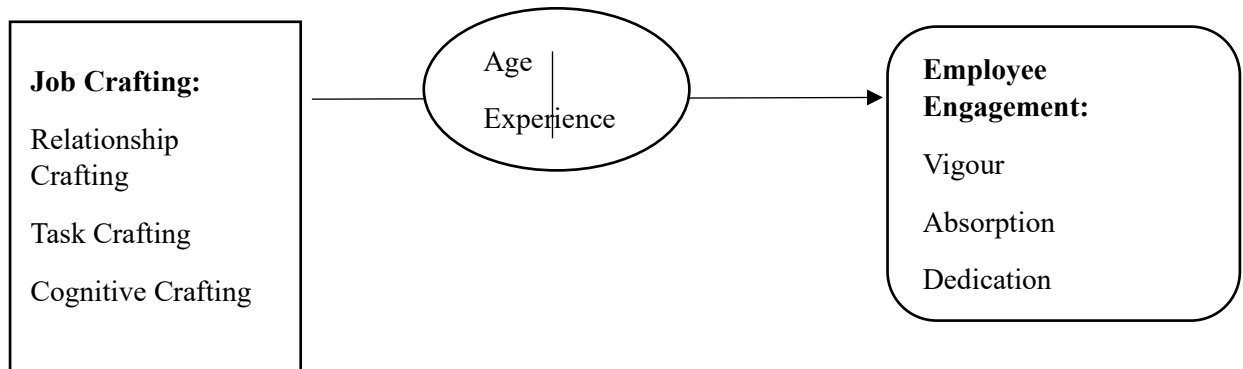


Figure 1: Framework of the Study

Objective of the Study:

The study is aimed to find out the correlation between job crafting and employee engagement in print media companies. The specific research question was how do outlook of job crafting and employee's demographic attributes envisage the employee engagement aspect of print media company employees. Following are the formulated hypothesis:

H1: Job crafting significantly correlated with dimensions of employee engagement.

H2: Job crafting significantly correlated with dimensions of employee engagement also with demographic attributes (age and work experience) of employees.

Positive employee experiences at work are explained by employee engagement, a field of work and organisational psychology that is still developing (Schaufeli et al., 2002). Compared to job satisfaction alone, insight into job constructing predispositions improves our understanding of employee productivity (Markos & Sridevi, 2010).

Descriptive Analysis:

Demographic attributes	Category	Frequency	Percentage
Age	20- 25 years	7	4.8%
	26-30 years	36	25.60%
	31-35 years	42	30.34%
	over 36 years	55	39.20%
	Total	140	
Gender	Male	79	56.4%
	Female	61	43.57%
	Total	140	
Educational qualification	Diploma	16	11.42%
	Under Graduate	78	55.71%
	Post Graduate	37	26.42%
	others	9	6.42%
	Total	140	
Work experience	less than 1 year	23	17%
	less than 5 years	38	27.20%

	less than 10 years	35	24.80%
	More than 10 years	44	32%
	Total	140	
Department	Editing/ Printing	27	19.28%
	HR	29	20.71%
	Finance	15	10.71%
	Marketing/ Sales	11	7.85%
	Customer Service	49	35.00%
	Others	9	6.42%
	Total	140	

Table 1: Demographic attributes of respondents

The table 1, shows the demographic attributes of respondents. When age category is taken majority of employees fall in over 36 years (39.20%) category followed by 31-35 years (30.34%) which is followed by 26-30 years (25.60%) category and least respondents are at 20-25 years (4.8%) category. From gender analysis, it can be seen that majority of respondents are male (56.4%) followed by female (43.57%) respondents. It can be seen that educational qualification high number of respondents are under graduates (55.71%), followed by post graduates (26.42%), diploma qualified (11.42%) and lesser number of respondents (6.42%) are at others category. When work experience of employees is analysed a greater number of respondents (32%) are more than 10 years of work experience followed by less than 5 years category (27.2%), less than 10 years category (24.8%) and lesser number of respondents falls at less than 1 year category (17%). When department of respondents are analysed a greater number of employees are from customer service department (35%) followed by HR department (20.71%), editing/ printing department (19.28%), finance (10.71%), marketing/ sales (7.85%) and lesser number of respondents fall at others category (6.42%).

Hypothesis Testing:

H₀: Job crafting is not correlated with dimensions of employee engagement.

H₁: Job crafting significantly correlated with dimensions of employee engagement.

Correlation Analysis:

	Relationship crafting	Task crafting	Cognitive crafting	Vigour	Dedication	Absorption
Relationship crafting	1					
Task crafting	0.392**	1				
Cognitive crafting	0.355**	0.268**	1			
Vigour	0.418**	0.422**	0.389**	1		
Dedication	0.411**	0.475**	0.319**	0.726**	1	
Absorption	0.384**	0.317**	0.294**	0.550**	0.633**	1
Gender	0.02	0.04	0.02	-0.04	-0.04	0.06

Model	Unstandardised coefficients		Standardised coefficient						
	B	Std. Error	Beta	t	Sig.	R	R square	Adjusted R square	Std. Error of the Estimate
Vigour	0.33			0.64	0.52	0.557	0.31	0.29	0.91
Relationship crafting	0.37	0.11	0.22	3.4	<0.01				
Task crafting	0.34	0.008	0.27	4.24	<0.01				
Cognitive crafting	0.28	0.08	0.23	3.57	<0.01				
Age	0.08	0.09	0.06	0.86	0.39				
Work experience	0.04	0.008	0.04	0.59	0.55				
Dedication	1.71	0.51		3.33	<0.01	0.479	0.23	0.21	0.9
Relationship crafting	0.42	0.11	0.27	3.85	<0.01				
Task crafting	0.19	0.08	0.17	2.46	0.01				
Cognitive crafting	0.15	0.08	0.13	1.93	0.06				
Age	0.01	0.09	0.01	0.1	0.92				
Work experience	0.16	0.07	0.17	2.13	0.03				
Absorption	1.45	0.47		3.06	<0.01	0.558	0.31	0.29	0.84
Relationship crafting	0.34	0.1	0.23	3.42	<0.01				
Task crafting	0.39	0.07	0.34	5.4	<0.01				
Cognitive crafting	0.15	0.07	0.13	22.11	0.04				
Age	0	0.08	0	0.05	0.96				
Work experience	0.08	0.07	0.09	1.19	0.24				

Table 2: Pearson correlation of job crafting and employee engagement dimension

As shown in the table 2, relationship crafting is positively and significantly related to vigour ($r=0.418$, $n=140$, $p\leq.001$), Dedication ($r=0.411$, $n=140$, $p\leq.001$) and absorption ($r=0.384$, $n=140$, $p\leq.001$). Task crafting is significantly and positively related to vigour ($r=0.422$, $n=140$, $p\leq.001$), dedication ($r=0.475$, $n=140$, $p\leq.001$) and absorption ($r=0.317$, $n=140$, $p\leq.001$). The cognitive crafting is positively and significantly related to vigour ($r=0.389$, $n=140$, $p\leq.001$), dedication ($r=0.319$, $n=140$, $p\leq.001$) and absorption ($r=0.294$, $n=140$, $p\leq.001$). It shows a significant relationship between job crafting and dimensions of employee engagement. This, tends to rejection of null hypothesis.

Hypothesis 2:

H_0 : Job crafting is not significantly related with dimensions of employee engagement also with demographic attributes (age and work experience) of employees.

H_1 : Job crafting significantly related with dimensions of employee engagement also with demographic attributes (age and work experience) of employees.

Multiple Regression Analysis:

Table 3: Multiple regression analysis for job crafting and dimensions of engagement

Impact of job crafting on employee engagement

The findings of the multiple regression analysis of the relationship, task, and cognitive crafting components of job crafting on the various forms of employee engagement (vigour, absorption, and dedication) are shown in Table 3. According to the findings, task crafting was the factor that most significantly influenced the variance in both vigour ($\beta = 0.37$, $p < 0.001$) and absorption ($\beta = 0.42$, $p < 0.001$). The second-largest variance in devotion was found in task crafting ($\beta = 0.34$, $p < 0.001$). Relationship crafting also had the lowest beta values of vigour ($\beta = 0.28$, $p < 0.001$), absorption ($\beta = 0.15$, $p < 0.001$), and dedication ($\beta = 0.15$, $p < 0.001$), indicating that it offered the least variance. While cognitive crafting is the second-largest variance for vigour ($\beta = 0.34$, $p < 0.001$) and absorption ($\beta = 0.19$, $p < 0.001$), it is the biggest predictor for dedication ($\beta = 0.39$, $p < 0.001$). Relationship crafting produced the least amount of variation across all cases. These findings show that the variables of employee engagement (vigour, absorption, and dedication) were positively predicted by job crafting. Predicting the job crafting from employee engagement, to determine whether work crafting aspects predicted vigour, absorption, and dedication while adjusting for employee age and tenure, a multiple regression analysis was performed. Age was never a predictor of vigour, dedication, or absorption; however, tenure was a predictor of absorption but not of vigour or dedication ($\beta = 0.42$, $p < 0.001$). The focus and immersion someone feels when working on a job is referred to as absorption (Callea et al., 2022). Therefore, the idea that work experience predicts absorption could imply that those with greater experience have mastered the capacity to get totally involved in their task. This could result from a number of things, like a better comprehension of the assignment or more self-assurance in one's skills (Bakker & Leiter, 2017).

DISCUSSION:

We found that greater job crafting levels are correlated with greater degrees of energy, absorption, and dedication from employees. To be more precise, cognitive crafting predicted dedication, whereas task crafting best predicted vigour and absorption. Letona-Ibañez et al. (2021) found comparable strong associations between employee engagement and job crafting aspects in their earlier study. The results could be explained by the fact that cognitive crafting, which promotes work meaning (Dhanpat et al., 2019), includes employees actively and intentionally changing their activities and roles (Zhang & Parker, 2019). Additionally, cognitive crafting means that workers alter how they view their jobs, which results in workers being more committed (Slomp & Vella-Broderick, 2013). Additionally, our results indicate that older employers are more focused on their work, even though no meaningful associations were found with younger workers. In the sample population, respondents who were older than 36 made up the majority (39.2%). They constituted the most seasoned and senior group inside the organisation. Individuals between the ages of 26 and 30 (25.6%) and 31 to 35 (30.4%) made up the next largest group. Finally, only 4.8% of the sample group were respondents who were between the ages of 20 and 25. These results corroborate earlier studies' conclusions that elderly workers are more engaged in their work (Douglas & Roberts, 2020; Pitt-Catsouphe & Matz-Costa, 2008). Due to their longer work experience and more life and work experience, older employees continue to be more engaged in their work than their younger colleagues, which contributes to their job satisfaction (Douglas & Roberts, 2020). According to our findings, workers who had more substantial job experience also exhibited greater vigour, dedication, and absorption in their profession, as well as relationship crafting. Based on an analysis of the tenure distribution in the print media business, the majority of respondents (32.0%) had more than ten years of experience, making them the respondents with the greatest tenure. However, those with fewer than five years of experience made up the group with the least amount of tenure—they made up 27.2% of the sample. Furthermore, 24.8% of the participants reported working in the print media field for fewer than

ten years. As a result, the study shows that while a significant number of respondents had relatively little experience in the print media industry, the majority of respondents had a significant amount of expertise. Niessen and colleagues (2016) found significant relationships between task and cognitive crafting and tenure, but not between relationship crafting and this study. Longer employees are probably going to have more insight into organisational procedures and systems, as well as the ability to create positive working relationships. Furthermore, our results demonstrate that workers with more years of experience exhibit more engaged workers. Research demonstrates that employee engagement can be significantly predicted by tenure (Cao & Chen, 2019; Aboshaiqa et al., 2016). Job designing is crucial for assuring engaged personnel, as previous research have shown (Dubbelt et al., 2019; Frederick et al., 2020; Letona-Ibañez et al., 2021). Workers who actively construct their jobs to suit their personal requirements and skills are more likely to stay motivated in their jobs (Bakker et al., 2012; Letona-Ibañez et al., 2021). As a result, there's a greater chance that they'll be committed, vigorous, and focused on their work. This supports the notion that job crafting has a positive relationship with engagement, particularly with the aspects of employee engagement found in the current study. Rudolph et al. (2017) have mainly demonstrated this through a meta-analysis. Task crafting helps employees stay focused, energised, and committed to their work.

Suggestions:

To boost employee engagement, managers can encourage employees to participate in task, cognitive, and relationship crafting. Managers can specifically give staff members the chance to change their assignments, try out new methods for solving problems, and forge closer bonds with stakeholders and coworkers. Workers who craft their jobs are likely to find purpose in what they do (Dhanpat et al., 2019). More employment experience may make a person more inclined to get engrossed in their work, which could increase employee engagement. Therefore, giving staff members the chance to switch jobs or pursue other career development possibilities that enable them to obtain more expertise in various organisational departments may be beneficial to managers and companies. Managers can also motivate employees to look for mentorship and learning opportunities in order to improve their job knowledge and skills. According to Dhanpat's (2022) findings, it is recommended that businesses implement job crafting interventions in order to foster employee engagement and enhance their overall well-being. The degree to which these variables affect employee engagement over time should be studied by researchers, together with any potential moderating impacts of other variables like personality traits, organisational culture, or other sociodemographic characteristics. Employees and organisations are likely to benefit from such self-initiated behaviours (Rudolph et al., 2017).

CONCLUSION:

It's crucial to comprehend proactive behaviour. According to the study, the print media employees who engaged in job crafting showed increased energy, absorption, and dedication at work. Additionally, a correlation between the job crafting characteristics and the employee engagement dimensions was found in the study. It was found that the strongest indicator of vigour and absorption was task crafting. Employees should therefore take an active role in modifying the job boundaries.

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