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Crafting Your Path to Work Engagement: Exploring the Impact of Job Crafting on Job Satisfaction and Work-Family Conflict

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I.INTRODUCTION

Job crafting is an individually-driven work design process which refers to self initiated, proactive strategies to change the characteristics of one's job to better align the job with personal needs, goals, and skills. Individuals engage in job crafting as a means to experience greater meaning at work, a positive work identity, better work-related well-being, and better job performance. Classic job design theory typically focuses on the ways in which managers design jobs for their employees. As a work design strategy, job crafting represents a departure from this thinking in that the redesign is driven by employees, is not negotiated with the employer and may not even be noticed by the manager. This idea also distinguishes job crafting from other 'bottom-up' redesign approaches such as idiosyncratic ideals (i-deals) which explicitly involve negotiation between the employee and employer.

The term 'job crafting' was originally coined by Amy Wrzesniewski and Jane E. Dutton in 2001, however the idea that employees may redesign their jobs without the involvement of management has been present in job design literature since 1987. Wrzesniewski and Dutton's (2001) initial definition limited job crafting to three forms: Changes made by employees in their jobs tasks (i.e.

task crafting), job relationships (i.e. relational crafting), and meaning of the job (i.e. cognitive crafting). More recent developments have indicated that employees may change other aspects of the job; to cover this broader scope, Maria Tims and Arnold B. Bakker proposed in 2010 that job crafting be framed within the job-demands resources (JD-R) model.

Benefits of Crafting Jobs for Employees

There are several potential benefits that employees can enjoy from crafting their jobs:

Improves job satisfaction:

It can increase job satisfaction by prompting employees to find greater meaning in their work

Develops intrinsic motivation:

Allowing employees to make their work more personally fulfilling can increase levels of intrinsic motivation

Reduces stress:

By taking control of their jobs and making them more suited to their needs, employees may reduce work-related stress.

Improves employee engagement:

Allowing employees to take greater control over their work can lead to increased employee engagement

Promotes better performance:

By improving job satisfaction and intrinsic motivation, it may also lead to better performance at work

Enhances work-life balance:

It has the potential to make it easier to manage both work and non-work commitments

Helps individuals reflect on their careers:

It can be a tool for employees to reflect on their careers

Helps establish goals:

It can help employees to identify and establish goals for their future careers

Factors of Job Satisfaction

Job satisfaction factors refer to an employee's general attitude because of many specific attitudes. There are various factors that affect how satisfied you are with your job. Important ones are addressed below:

Personal factors

They include things like a worker's gender, education level, age, marriage status, personal traits, family history, socioeconomic background, and other similar things.

Factors inherent in the job

Recent research has shown that these factors are important when choosing workers. Instead of being told what to do by their coworkers and bosses, skilled workers would rather be led by their own desire to choose jobs based on "what they have to do." Some of these factors are the work itself, the conditions, and the effects of the internal and external surroundings on the job that management can't change, and so on.

Factors controlled by the management

Management has control over the type of supervision, job security, type of workgroup, pay rate, chances for promotions and transfers, length of work, and sense of responsibility. All of these things have a big effect on the people. These things give the workers a sense of motivation and job happiness.

Work–Family Conflict

Work–family conflict occurs when an individual experiences incompatible demands between work and family roles, causing participation in both roles to become more difficult. This imbalance creates conflict at the work-life interface. It is important for organizations and individuals to understand the implications linked to work-family conflict. In certain cases, work–family conflict has been associated with increased occupational burnout, job stress, decreased health, and issues pertaining to organizational commitment and job performance.

Work–family conflict was first studied in the late 19th century. During this time period, work and income moved from inside the home (agricultural work) to outside the home (factories). Industrialization challenged the current relationship between working and family.

Boundary theory and border theory are the foundations used to study work-family conflict. Boundary theory divides social life into two

interdependent sections, work and family. Individuals have different roles and responsibilities in each section. Since the sections are interdependent, two roles cannot take place at the same time. Individuals have to participate in role transformation between expectations of the workplace and expected roles within the family structure.

Border theory expands this by considering the influences each section has on the other. Border theory attempts to pin down ways to manage conflict and achieve balance between conflicting identities. Individuals may choose to treat these segments separately, moving back and forth between work and family roles (displaying boundary theory) or can decide to integrate the segments with hopes of finding balance.

Causes of Work-Family Conflict

There are various causes of work-family conflict. Some of the causes are:

- Family stress and overload
- Work hours
- Limited autonomy and flexibility at work
- Self-employment and entrepreneurship
- Higher job status and responsibility
- Job burnout
- Parental stress
- Caretaking of aging parents
- Economic downturn

Research Problem

Beyond the research literature and studies, job satisfaction is also important in everyday life. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. In addition, feeling encouraged and set up for career advancement can help employees feel more satisfied with their current role. The job crafting include the need for collaboration, the influence on work engagement, and the impact on psychological capital

Research Objectives

1. To study the job crafting enable better performance of employee in IT firm
2. To study the efficient principles carry out to the IT worker performance
3. To study the effect of quality of work life on job satisfaction while affect the conflict in working condition

Significance of the Study

Job satisfaction also helps with employee retention. When employees are happy with their jobs, absenteeism will be reduced. Employees will stay with the organization, reducing turnover. Professional relationships will strengthen when employees are satisfied with their roles. Typically, employees draw meaning from tasks when they have a tangible effect on the well-being of other people, whether those people are clients, colleagues or both.

Scope of the Study

The backbone of employee job satisfaction is respect for workers and the job they perform. And easy revenue for an employee to discuss problems with upper management should be maintained and carefully monitored. The study was done to know the employee satisfaction in IT industry. Employees are the backbone of every organization so the organization should consider a lot the employees should be motivated and satisfied. So that they can work more and hence to reach the organization is to its great. Job crafting means allowing employees to mold their roles to better fit their strengths and passions. This not only results in a surge in job satisfaction but also in employee loyalty.

Limitations of the Study

1. The respondents were unable to respond due to personal bias.
2. Some information cannot be accessed due to its confidential nature.
3. The respondents are less interested in answering the questionnaire, as it is an interruption to their regular work.
4. Time was the main constraint

Review of Literature

Employees and organizations can benefit from employees who are proactive as organizations depend on their employees' proactivity in order to maintain competitive advantage due to constant changes in the market (Wagner & Hollenbeck, 2015).

Initially, it was hypothesised that job crafting comprises three components: i) increasing job resources, ii) increasing challenging job demands, and iii) decreasing hindering job demands (cf. Tims et al., 2012).

Conversely, Demerouti et al. (2001:501), and Schaufeli and Bakker (2004:296) define job demands as “those physical, psychological, social, or organisational aspects of the job that require sustained physical and psychological effort and are therefore associated with certain physiological and psychological costs”.

Work engagement is classically defined as a “positive, work-related state of mind in employees characterized by vigour, dedication, and absorption” (Schaufeli, Salanova, GonzalezRoma & Bakker, 2002:74). The core components of engagement comprise vigour and dedication (Bakker, Albrecht & Leiter, 2011; Schaufeli & Bakker, 2004), whereas absorption has been considered a more divergent component resulting from having the necessary vigour and dedication in one’s work (see Langelaan, 2007).

Job satisfaction is an affective state and indicates the overall level of satisfaction that an employee has towards his or her job situation (Weiss, 2002). It has also been argued that job satisfaction is a more passive state compared to work engagement, which is considered a more active one (Warr & Inceoglu, 2012).

Singh and Das (2013) observed that for less experienced salespersons, the impact of Job Satisfaction on Performance is weaker than for more experienced sales persons. It was also found that more experienced sales persons’ performance is better explained using Job Satisfaction and customeroriented selling rather than their adaptive selling behaviors. Delic et al. (2014) examined the impact of monetary and nonmonetary incentives on Job Satisfaction and concluded that monetary elements have a significant impact on the overall Job Satisfaction of employees in Banking sector of Bosnia and Herzegovina. Jin et al.(2016) asserted that employees high on active fellowship perceived greater Job

Research Methodology

Research Methodology is the process of systematic investigation of any management problem it deals with research design, data collection method, sampling plan, sampling method. “Research” means a scientific and systematic search for pertinent information on a specific topic. Research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge.

Research Design

The study is to measure effectiveness of the training program through performance appraisal system provided by the employees. Descriptive research is also called statistical research .the main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind situation. Descriptive research is mainly done when a research is mainly done when a research wants to gain a better understanding of a topic.

Sample Design

All the details connected with the sampling process from the determination of sample size down to the collected of data, would be spelt out. The sampling procedure adopted is Convenience sampling.

Sample Size

Due to time and resource constraint the sample size is taken as 150 for the survey from the total population (195) employees.

Methods for Data Collection

Primary data:

The primary data are those, which are collected freshly and for the first time, from the employees directly. It is collected through the following methods. Primary data is known as data collected for the first time through field survey. Such data are collected with specific set objectives. Primary data always reveals the cross section picture of anything studied. This is needed in research to study the effect or impact any policy

Secondary data:

The secondary data are those which have already been collected by someone or else which have been passed through statistical process. Sources of secondary data can be categorized into two broad categorized named published and unpublished statistics. Secondary data refers to the information or facts already collected. Such data are collected with the objectives of understanding the past status of any variable data collected and reported by some source is accessed and used for the objectives of the study.

Data Analysis and Interpretation**Table No. 1 Gender of the Respondents**

GENDER	RESPONDENTS	PERCENTAGE
Male	65	54.2%
Female	55	45.8%
TOTAL	120	100.0%

Source: Primary data

Interpretation

The above table shows that, 54.2% of the respondents are male and remaining 45.8% of the respondents are female Majority 54.2% of the respondents are male

Table No. 2 Age of the Respondents

GENDER	RESPONDENTS	PERCENTAGE
Below 25 years	19	15.8%
25- 30 years	38	31.7%
30- 35 years	25	20.8%
35- 40 years	21	17.5%
Above 40 years	17	14.2%
TOTAL	120	100.0%

Source: Primary data

The above table shows that, 15.8% of the respondents are in the age below 25 years, 31.7% of the respondents are in the age between 25- 30 years, 20.8% of the respondents are in the age between 30- 35 years, 17.5% of the respondents are in the age between 35- 40 years and remaining 14.2% of the respondents are in the age above 40 years, Majority 31.7% of the respondents are in the age between 25- 30 years

Table No.3 Education Qualification of the Respondents

QUALIFICATION	RESPONDENTS	PERCENTAGE
Diploma	15	12.5%
Under graduate	41	34.2%
Post graduate	30	25.0%
IT	29	24.2%

Others	5	4.2%
TOTAL	120	100.0%

Source: Primary data

The above table shows that, 12.5% of the respondents are diploma holder, 34.2% of the respondents are under graduate qualification, 25.0% of the respondents are post graduate qualification, 24.2% of the respondents are IT and remaining 4.2% of the respondents are other qualification. Majority 34.2% of the respondents are under graduate qualification.

Table No. 4 Experience of the Respondents

EXPERIENCE	RESPONDENTS	PERCENTAGE
Below 2 years	19	15.8%
2 - 3 years	40	33.3%
3 - 4 years	32	26.7%
4 - 5 years	15	12.5%
Above 5 years	14	11.7%
TOTAL	120	100.0%

Source: Primary data

Interpretation

The above table shows that, 15.8% of the respondents are experienced in below 2 years, 33.3% of the respondents are experienced in 2 - 3 years, 26.7% of the respondents are experienced in 3 - 4 years, 12.5% of the respondents are experienced in 4 - 5 years and remaining 11.7% of the respondents are experienced in above 5 years. Majority 33.3% of the respondents are experienced in 2 - 3 years.

Table No 11.5 Monthly Income of the Respondents

MONTHLY INCOME	RESPONDENTS	PERCENTAGE
Below Rs.20,000	15	12.5%
Rs.20,000 - Rs.25,000	36	30.0%
Rs.25,000 - Rs.30,000	25	20.8%
Rs.30,000 - Rs.35,000	26	21.7%
Above Rs.35,000	18	15.0%
TOTAL	120	100.0%

Source: Primary data

Interpretation

The above table shows that, 12.5% of the respondents are earning below Rs.20,000, 30.0% of the respondents are earning Rs.20,000 - Rs.25,000, 20.8% of the respondents are earning Rs.25,000 - Rs.30,000, 21.7% of the respondents are earning Rs.30,000 - Rs.35,000 and remaining 15.0% of the respondents are earning above Rs.35,000. Majority 30.0% of the respondents are earning Rs.20,000 - Rs.25,000.

Table No. 6 Principles of Job Crafting

Principles of job crafting	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Re s	Per	Re s	Per	Re s	Per	Re s	Per	Re s	Per
Increasing structural job resources	45	37.5 %	37	30.8 %	21	17.5 %	8	6.7 %	9	7.5 %
Decreasing hindering job demands	40	33.3 %	36	30.0 %	30	25.0 %	9	7.5 %	5	4.2 %
Increasing social job resources	37	30.8 %	42	35.0 %	23	19.2 %	10	8.3 %	8	6.7 %
Increasing challenging job demands	34	28.3 %	46	38.3 %	22	18.3 %	11	9.2 %	7	5.8 %
Align the job with personal needs	44	36.7 %	36	30.0 %	24	20.0 %	10	8.3 %	6	5.0 %

Source: Primary data

Interpretation

The above table shows that, 37.5% of the respondents are strongly agree with increasing structural job resources, 33.3% of the respondents are strongly agree with decreasing hindering job demands, 35.0% of the respondents are agree with increasing social job resources, 38.3% of the respondents are agree with increasing challenging job demands and remaining 36.7% of the respondents are strongly agree with align the job with personal

needs. Majority 38.3% of the respondents are agree with increasing challenging job demands.

Table No.7 Benefits of Job Crafting

Benefits of job crafting	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Res	Per	Res	Per	Res	Per	Res	Per	Res	Per
Improves job satisfaction	44	36.7%	42	35.0%	22	18.3%	8	6.7%	4	3.3%
Reduces stress	40	33.3%	45	37.5%	24	20.0%	6	5.0%	5	4.2%
Improves employee engagement	43	35.8%	41	34.2%	23	19.2%	7	5.8%	6	5.0%
Enhances work-life balance	46	38.3%	37	30.8%	20	16.7%	9	7.5%	8	6.7%
Helps individuals reflect on their careers	42	35.0%	43	35.8%	18	15.0%	10	8.3%	7	5.8%

Source: Primary data

Interpretation

The above table shows that, 36.7% of the respondents are strongly agree with improves job satisfaction, 37.5% of the respondents are agree with reduces stress, 35.8% of the respondents are strongly agree with improves employee engagement, 38.3% of the respondents are strongly agree with enhances work-life balance and remaining 35.8% of the respondents are agree with helps individuals reflect on their careers. Majority 38.3% of the respondents are strongly agree with enhances work-life balance.

Table No.8 Impact of Job Satisfaction on Quality of Work-Life

IMPACT	RESPONDENTS	PERCENTAGE
Employee satisfaction	34	28.3%
Higher motivation increases the productivity of employee	31	25.8%
Organizational effectiveness	22	18.3%
Quality of working life	17	14.2%
Job security	16	13.3%
TOTAL	120	100.0%

Source: Primary data

Interpretation

The above table shows that, 28.3% of the respondents are impact the employee satisfaction, 25.8% of the respondents are impact the higher motivation increases the productivity of employee, 18.3% of the respondents are impact the organizational effectiveness, 14.2% of the respondents are impact the quality of working life and remaining 13.3% of the respondents are impact the job security. Majority 28.3% of the respondents are impact the employee satisfaction.

Table No.9 Workers Interfere with Personal and Working Condition

WORKERS INTERFERE	RESPONDENTS	PERCENTAGE
Work interference with family	25	20.8%
Family interference with work	39	32.5%
Social support	20	16.7%
Job satisfaction	17	14.2%
Relationship with co-workers	19	15.8%
TOTAL	120	100.0%

Source: Primary data

Interpretation

The above table shows that, 20.8% of the respondents are work interference with family, 32.5% of the respondents are family interference with work, 16.7% of the respondents are social support, 14.2% of the respondents are job satisfaction and remaining 15.8% of the respondents are relationship with co-workers. Majority 32.5% of the respondents are family interference with work.

Table No.10 Chi-Square Test

Null Hypothesis

H₀: There is no significance relationship between experience of the respondents and impact of job satisfaction on quality of work-life

Alternative Hypothesis

H₁: There is a significance relationship between experience of the respondents and impact of job satisfaction on quality of work-life

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Experience of the respondents * impact of job satisfaction on quality of work-life	120	100.0%	0	.0%	120	100.0%

**Experience of the Respondents * Impact of Job Satisfaction on
Quality of Work-Life Cross tabulation**

Count		Impact of job satisfaction on quality of work-life					Total
		Employee satisfaction	Higher motivation increases the productivity of employee	Organizational effectiveness	Quality of working life	Job security	
EXPERIENCE OF Below 2 THE years		19	0	0	0	0	19
RESPONDENTS	2 - 3	15	25	0	0	0	40
	years	0	6	22	4	0	32
	3 - 4	0	0	0	13	2	15

	years	0	0	0	0	14	14
Total	4 - 5 years Above 5 years	34	31	22	17	16	120

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.043E2 ^a	16	.000
Likelihood Ratio	257.325	16	.000
Linear-by-Linear Association	106.311	1	.000
N of Valid Cases	120		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is 1.87.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	1.000	.000	32.725 15.525	.000
Measure of Agreement	Kappa	.714	.048		.000
N of Valid Cases		120			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Result

From the output through the Chi-square test, it is obtained that the asymptotic significance is 0.000 which is less than 0.05 (i.e., $0.00 < 0.05$) describes that there is no relationship between experience of the respondents

and impact of job satisfaction on quality of work-life. The value is obtained is less than 0.05 interpreted that null hypothesis (Ho) is accepted.

Findings and Conclusion

Findings

1. Majority 54.2% of the respondents are male
2. Majority 31.7% of the respondents are in the age between 25- 30 years
3. Majority 34.2% of the respondents are under graduate qualification
4. Majority 33.3% of the respondents are experienced in 2 - 3 years
5. Majority 30.0% of the respondents are earning Rs.20,000 - Rs.25,000
6. Majority 38.3% of the respondents are agree with increasing challenging job demands
7. Majority 38.3% of the respondents are strongly agree with enhances work-life balance
8. Majority 28.3% of the respondents are impact the employee satisfaction
9. Majority 32.5% of the respondents are family interference with work

II.CONCLUSION

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance. There was seen to be no impact of WFC on job satisfaction and life satisfaction and job satisfaction does not affect life satisfaction concerning IT employees. The discussion of the results shows that social support is a variable that is different in various cultures. It can be thus implied that one's economic standing and social support play a great role in work-family conflict. Nevertheless, more research needs to be conducted with a larger sample size and more closed sample characteristics to come to any definite conclusion.

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