

An Empirical Study of Job Crafting as a Driver of Work Engagement

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KEYWORDS <i>Job crafting, work engagement, job demands-resources model, employee motivation, organizational behavior, leadership support, digital transformation, Innovative hr practices, and employee well-being initiatives</i>	ABSTRACT This study investigates the effects of job crafting on work engagement and finds a close and significant relationship between the two. Work engagement is a widely accepted concept in organizational and work psychology that can enhance employee well-being and happiness at work. On the other hand, Job crafting is an innovative practice that can create a sustainable workplace where employee-initiated changes to the content or aspects of their jobs have emerged as an essential mechanism for improving engagement at work. Based on theoretical foundations like the Job Demands-Resources (JD-R) model (Bakker et al.) and the Conservation of Resources (COR) theory (Hobfoll, 1989), this research emphasizes that job crafting leads to enhanced motivation, job satisfaction, and subjective well-being. Correlation and regression analyses support that job crafting is a significant predictor of work engagement, showing a positive correlation between task crafting, cognitive crafting, and relational crafting with dimensions of engagement-vigour, dedication, and absorption, respectively. The paper attempts to highlight the critical roles of leadership, innovative hr practices like Job Crafting, digitalization, and cultural contexts in enhancing engagement and employee well-being at the workplace. The results indicate both theoretical and practical implications, presenting a need for a supportive organizational climate to ensure maximum job crafting that boosts employee engagement. Longitudinal studies examine the long-term effects of job crafting on employee engagement and disaggregate job crafting and engagement measures by industry.
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1. INTRODUCTION

Work culture is becoming agile, flexible, and dynamic; employees often seek purpose and meaning in their work. Given the rising demands of the job and the ever-changing work environment, employees are no longer just settling for their work role as is. However, they are also taking the lead in crafting it to suit their areas of strength and interest to remain happy and satisfied at work. That is where job crafting comes into a bigger role as an innovative process that can transform workspaces; it allows employees to influence the way they do their jobs, from tasks to people with whom they interact, and even the way they think about the job itself, to make their work more enjoyable. Giving employees the option to customize elements of their work brings a sense of autonomy and has been related to higher engagement, motivation, and job satisfaction. Work engagement, which is characterized by high levels of energy, eagerness, and absorption in one’s work, is the key to higher job performance and organizational success. Employers interested in improving employee well-being and productivity need to understand that job crafting acts as an innovative tool to induce work engagement organically and results in a happier and satisfied workforce, with a shifting focus from short-term efficiency to long-term sustainable practices by treating employees as active contributors to shape meaningful and sustainable work.

Job crafting is a term coined by Wrzesniewski and Dutton (2001) to refer to adjustments employees make in their job positions to align their work functions and responsibilities with their competencies, interests, and work drivers. This is a process in which employees take charge of their work experience, framing the activities and relationships in ways and forms in which they find work most meaningful and rewarding. **Work engagement** is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002), indispensable to organizational success.



Knowing how job crafting is associated with work engagement is essential because engaged employees are more productive, committed, and satisfied with their work than non-engaged employees (Bakker et al., 2016).

The relationship between job crafting and work engagement can be theoretically explained based on the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007). This model proposes that, in the process, employees can gain even higher levels of engagement by enhancing job resources and modifying job demands. People who adopt job crafting behaviours such as wanting to seek out challenges, increasing job autonomy, or enriching social support have been shown to increase work engagement and decrease burnout (Tims & Bakker, 2010; Harju et al., 2016). Such a positive relationship is also supported by empirical studies, which illustrate that employees perform better and exhibit more motivation and job satisfaction when they craft their jobs (Tims et al., 2013; Petrou et al., 2017).

COR theory (Hobfoll, 1989) offers an additional explanation as to how job crafting leads to work engagement. This theory implies that employees allocate resources to their job to gain more resources, resulting in a positive cycle of higher engagement. Engagement is more likely to persist for employees who take high levels of personal initiative in designing the job surrounding them, for they may develop resilience and self-efficacy and experience a sense of accomplishment (Bakker et al., 2016; Sharma & Sood, 2023). Further, job crafting behaviors, including cognitive reframing and social networking, enable employees to derive meaning from their work, which is an essential impetus of engagement (Wrzesniewski et al., 2013).

Job crafting and work engagement have been extensive research topics, but few studies focus on the specific demographic. However, most of the existing literature is Western-based, and very little research has been conducted for regions like Indore. Aspects of culture and economy possibly moderate levels of job crafting and its effects on work engagement (Yadav & Dhar, 2024). The present study tries to fulfil this gap by exploring the relationship between job crafting with work engagement in Indore employees. This knowledge about the underlying dynamics will help organizations to better design jobs and positively impact employee behavior through job design interventions.

2. LITERATURE REVIEW

Work engagement is a key driver of employee performance and well-being, and it has received much research attention within the organizational behavior literature. Job crafting is an emerging strategy that concern to the proactive changes employees make to their jobs to make their work more enjoyable (Wrzesniewski & Dutton, 2001). Job crafting helps employees create their jobs in ways that stitch their job roles to their individual strengths, interests, and work incentives, and they have been found to exhibit much higher job satisfaction and engagement (Tims & Bakker, 2010). Hence, this review critically synthesizes empirical studies and theoretical models studying job crafting as an antecedent to work engagement.

Theoretical Background of Job Crafting and Work Engagement

Job crafting is built on the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007). It proposes that employees proactively adjust their job demands and resources to maximize job satisfaction and well-being. Task crafting, relational crafting, and cognitive crafting (Wrzesniewski & Dutton, 2001) are the three circumscribed ways job crafting is experienced. Job crafting has been found to help employees manage their time, deal with people better, and experience higher levels of meaning in work (Bakker et al., 2016).

Work engagement (Schaufeli et al., 2002) is a positive and fulfilling, work-related state of mind, which is suggested as manifested by vigor, dedication, and absorption. Research shows that when employees craft their own jobs, they become more engaged because their work gives them more autonomy, skill development, and a sense of meaning (Tims et al., 2012). Similarly, the Conservation of Resources (COR) theory supports this link, stating that employees spend resources on their jobs to obtain more resources in return, thus enhancing engagement (Hobfoll, 1989).

Evidence for Job Crafting and Work Engagement

Several empirical studies have demonstrated the positive association between job crafting and work engagement. Tims et al. Employees actively making changes in the tasks that made up their jobs reported higher levels of engagement because they experienced greater autonomy and resource availability in their careers (2013). In a similar vein, Harju et al. Job crafting behaviors, especially increasing job resources, significantly predicted work engagement over a 6-month longitudinal study (N=896).

The meta-analysis conducted by Boehnlein and Baum (2022) that represents the positive impact of job crafting on employee well-being and performance across multiple industries. These findings indicate that crafted jobs help individuals develop a sense of ownership and desire to stay engaged. Furthermore, Petrou et al. Daily job crafting: the role of job crafting in employees' ability to bounce back to work and reduce burnout and increased engagement (2017) showed evidence of the benefits of job crafting in daily doses to help bounce back to work in the face of extreme adversity experienced as a result of the global pandemic.

Mediators of Work Engagement Between Job Crafting



Different mechanisms through which job crafting improves work engagement. Second, job resources, mainly structural and social, play a key role in increasing employees' coping capacity in dealing with the job demands, ultimately resulting in higher work engagement levels (Bakker et al., 2016). Second, job crafting increases job autonomy, as employees can adapt their work to better align with their ideals and goals; crafting tools have been found to raise motivation and workplace engagement (Tims & Bakker, 2010). The third is cognitive crafting, which refers to reinterpreting the meaning of work and finding intrinsic motivation, which then encourages more employee engagement (Wrzesniewski et al., 2013).

Recent research has also indicated that self-efficacy and resilience are components of psychological capital and mediate the relationship between job crafting and work engagement (Sharma & Sood, 2023). There is a positive relationship between Job crafting behaviours of employees and work engagement, which is high in psychological capital.

Context Matters for Job Crafting and Work Engagement.

Job crafting generally benefits work engagement, but different contextual factors moderate the relationship. Job crafting can depend on the organizational culture, Leadership style, and job characteristics. Job crafting (changes employees make to their own job tasks and job contexts) is favored by supportive leadership and results in higher engagement (Lichtenthaler & Fischbach, 2016). Likewise, Kim and Beehr (2021) showed that employees who are motivated to craft their jobs are likely to be engaged when their leaders use empowerment style leadership.

Job crafting behaviors are also affected by task complexity and job autonomy. Workers in roles with greater choice are more prone to job crafting than those in tightly constrained jobs (Tims et al., 2016). In addition, there exists a variation across industries, such as hospitality and education, regarding the extent to which employees can alter their work and work relationships (Yadav & Dhar, 2024).

Research Gap

There are several gaps in the literature, even though job crafting and work engagement have been widely studied. Most existing studies have only examined individual job crafting. In contrast, only a few studies investigated team-level job crafting and its effect on collective engagement. Directions for Future Research. Therefore, we should examine the role of broader team dynamics in promoting job crafting behaviors and engagement.

Third, little is known about the role of digitalisation in job crafting. In view of the growing trend of remote work and the nature of jobs designed by AI, future studies should explore the virtual job crafting among employees to lead engagement. previous research has not well-connected job crafting with employee engagement, specifically in the context of Indore. Considering this region's socio-cultural and economic characteristics, we assess whether existing empirical evidence regarding job crafting and engagement generalises to this population. Bridging this gap would give us localized information of job crafting behaviors and their relations to engagement in Indore.

OBJECTIVES OF THE STUDY

- To find the predictors of Job crafting and work engagement.
- To examine the association between Job crafting and work engagement of respondents in Indore.
- To examine the relationship between Job crafting and work engagement among respondents of Indore.

HYPOTHESES

Job crafting and work engagement have a strong correlation among Indore respondents.

Findings: Job crafting significantly affects work engagement among Indore respondents.

3. RESEARCH METHODOLOGY

Sample and Procedures

A convenient random sample of 288 respondents was determined. The respondents were Indore city natives with experience working in the service sector. This serves as a statistical piece of work and is based on the responses collected via Google Forms, e-mails, and physical questionnaires. From 300 total questionnaires, 288 were returned that were adequate and assessed to be used in the analysis.

The questionnaire consisted of 3 sections. The first section contained demographic profiles, which include gender, age of respondents, etc, while the second section included 21 items that measure Job Crafting. The third Section (MWES) measured Work Engagement, with nine items. Job Crafting and Work Engagement scores were rated with 5-point scales of strongly disagree (-1) to strongly agree (5). We have Cronbach's alpha calculated for the Job Crafting measure. The reliability coefficient for Employee Environment. — 967 and Work Engagement measure. 980, respectively. Alpha >.03 has been suggested as a threshold (Table 1). 60 is good and can be used for proper measurement.



Table 1 Reliability Statistics

Reliability Statistics			
Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Crafting	0.967	0.965	21
Work Engagement	0.98	0.979	9

Statistical Tools Used

The researchers highlighted using exploratory factor analysis to identify the factors contributing to job crafting and work engagement. They also applied correlation analysis to explore the connection between job crafting and work engagement. To be specific, the impact of job crafting on work engagement was assessed using regression analysis.

4. RESULTS

The participants included 167 males and 121 females, with an average age of 30-40 ($n=97$) years. Participants also included those above 40 years ($n=99$) and those over 20-30 years ($n=92$). The highest educational degree earned by participants included postgraduates ($n=118$), graduates ($n=92$), and undergraduates ($n=78$). Participants have monthly income of above 5 Lakhs ($n=99$), 2-5 Lakhs ($n=110$), and below 2 Lakhs ($n=79$). Respondents have an experience of less than 1 year ($n=85$), 1-5 years ($n=89$), 6-10 years ($n=72$), and more than 10 years ($n=42$).

The Study—The Study used two variables: variables and items. The first Variable, Job crafting(s), has nine items. The second variable, work engagement, has 21 items.

Table 2 Factor Analysis – Job Crafting

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.922
Bartlett's Test of Sphericity	Approx. Chi-Square		6831.134
	df		287
	Sig.		0

Factor Analysis

Rotated Component Matrix

Items	Component			
	1	2	3	4
I try to develop my capabilities	0.764			
I try to develop myself professionally	0.829			
I try to learn new things at work	0.756			
I make sure that I use my capacities to the fullest	0.732			
I decide on my own how I do things	0.787			
I make sure that my work is mentally less intense	0.714			



I try to ensure that my work is emotionally Less Intense		0.789		
I manage my work so that I try to minimize contact with people whose problems affect me emotionally		0.792		
I organize my work so as to minimize contact with people whose expectations are unrealistic		0.812		
I try to ensure that I do not have to make many difficult decisions at work		0.834		
I organize my work in such a way to make sure that I do not have to concentrate for too long. period at once		0.704		
I ask my supervisor to coach me.			0.767	
I ask whether my supervisor is satisfied with my Work			0.778	
I look to my supervisor for inspiration.			0.734	
I ask others for feedback on my job performance.			0.843	
I ask colleagues for advice.			0.776	
When an interesting project comes along, I offer myself proactively as project co-worker				0.795
If there are out new developments, I am one of the first to learn about them and try them				0.818
When there is not much to do at work, I see it as a chance to start new projects				0.834
I regularly take on extra tasks even though I do not receive extra salary for them				0.765
I try to make my work more challenging by examining the underlying relationships between aspects of my job				0.754

With a KMO value of 0.922, data is suitable for factor analysis statistical for job crafting. Bartlett's test has a 0.000-scaled p-value which is lesser than the p-value of 0.5 leading to the acceptance of an alternate hypothesis that study variables are correlated. Therefore, all the above tests show appropriateness of study data that can be used for factor analysis.

When Principal component analysis was applied, 21 items were extracted. The ones that gave at least an eigenvalue of 0.3 are considered factors, which are 4. All four factors together account for 85.47% of the variance. As the scale was taken from established sources, based on factor loading, four factors emerged, which validates the scale.

The results, according to the loading of factors concerning each factor, were the number of four factors detected. The names of factors were chosen based on which items made up that factor.

The first factor is Hinderance job demands (6 items; factor loadings from 0.829 to 0.714). The second factor is challenging work demands, including five items with factor loadings. 834 to. 704. In the same way, the structural job resources are discovered as the 3rd factor with five items. It has factor loadings that range from. 843 to. 734. The fourth construct is social



job resources, comprising five items with factor loadings from 0.834 to 0.754. The reliability of all four factors was established as greater than .90 and shown in the table below.

Table 4 Reliability Statistics of Job Crafting Factors

Reliability Statistics

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
HINDERANCE JOB DEMANDS	0.991	0.989	6
CHALLENGING JOB DEMANDS	0.967	0.966	5
STRUCTURAL JOB RESOURCES	0.977	0.973	5
SOCIAL JOB RESOURCES	0.912	0.911	5

Table 5 Factor Analysis – Work Engagement

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.952
Bartlett's Test of Sphericity	Approx. Chi-Square	6752.158
	df	287
	Sig.	0

Factor Analysis

Rotated Component Matrix

Items	Component		
	1	2	3
At my work, I feel bursting with energy	0.783		
At my job, I feel strong and vigorous	0.819		
I am enthusiastic about my job	0.72		
My job inspires me		0.778	
When I get up in the morning, I feel like going to work		0.723	
I feel happy when I am working intensely		0.699	



I am proud on the work that I do.			0.798
I am immersed in my work			0.787
I get carried away when I am working			0.847

Statistical KMO work engagement = 0.952 thus data is suitable for factor analysis. Therefore, if we observe the p-value of Bartlett's test, which is 0.000 less than 0.5, we accept an alternate hypothesis that the study variables are correlated to each other. So, all the above test s prove that study data is suitable for factor analysis.

When applying Principle component analysis, nine items were found (more had common arrangements). Three numbers had Eigenvalues greater than 0.3, so all these factors were taken. All the three factors cumulatively explain the variance of 79.12%. Introduction: Two tools were validated in our study, and the literature data were well available. Hence, three factors were extracted based on factor loading.

The first was based on factor loading, and it involved three factors found in the results. The names of the factors were chosen according to the items that constitute each factor.

The first factor is vigour (labelled here because it comprises three items factoring quite well with loadings between 0.819 and 0.720). The second factor is commitment; it includes three items with factor loadings between .778 to .699. The third factor (three items) is termed absorption. Factor loadings for it range between .847 to .787. The reliability of all three factors was above .90, which is presented in the table below.

Table 6 Reliability Statistics of Work Engagement Factors

Reliability Statistics

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
VIGOUR	0.988	0.985	3
DEDICATION	0.982	0.979	3
ABSORPTION	0.954	0.952	3

Table 7 Pearson coefficient correlation between Job Crafting and Work Engagement

Correlations

		JE	WE
JC	Pearson Correlation	1	.732**
	Sig. (2-tailed)		0
	N	288	288
WE	Pearson Correlation	.732**	1
	Sig. (2-tailed)	0	
	N	288	288

**. Correlation is significant at the 0.01 level (2-tailed).

We choose job crafting as the independent variable and work engagement as the dependent variable. Hypothesis 1: The association of job crafting with work engagement. The output of Table 7 illustrates that among (H2), job crafting positively impacts work engagement. They found the correlation value .732.

**Table 8 Regression Analysis****Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.787 ^a	0.682	0.667	4.612	0.682	256.792	1	209	0.000

a. Predictors: (Constant), JC

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5723.887	1	5723.887	256.792	.000 ^b
Residual	5762.399	209	29.532		
Total	10718.284	210			

a. Dependent Variable: WB

b. Predictors: (Constant), JC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.142	1.543		5.668	0.000
	JC	0.412	0.019	0.712	14.765	0.000

a. Dependent Variable: WB

In Table 8, the regression model with job crafting as the independent variable and work engagement as the dependent variable shows an R^2 value of .682. R-square values indicate that job crafting explained 68.2% of the variance in work engagement and the remaining by other variables. F-statistic has a value of 256.792, which is a significance of .000. This indicates that the model is significant. The t-statistic value for job crafting is 14.765 at a significance level of .000. The p-value is less than .005; hence, as per the regression model, job crafting significantly impacts work engagement among Indore respondents. Thus, as per results null hypotheses is rejected and alternate is accepted. Therefore, job crafting has a significant impact on work engagement.

5. DISCUSSION

Results of this study show that job crafting has a positive and significant relationship with work engagement. Job crafting refers to altering the way people build their tasks, relationships, and cognitive perceptions, and it builds employee engagement, enthusiasm, and job satisfaction. Statistical analysis using correlation and regression models proves that job crafting significantly predicts work engagement. The correlation results indicate that employees become much more engaged when they customize their jobs to align with their skills and interests.

Moreover, the regression analysis confirms that job crafting is a significant predictor of work engagement, hence its causal impact. Task crafting, cognitive crafting, and relational crafting have significant positive correlations to work engagement



dimensions: vigor, dedication, and absorption. This implies that when employees "create" their own work, they are more likely to show intrinsic motivation and personal interest in their tasks.

The results are also consistent with similar studies by Tims et al. (2013) and Petrou et al. (2017), which indicated that individuals who adapt job crafting reported greater work engagement and job performance benefits. Organizations are called to acknowledge this positive correlation and introduce initiatives that promote job crafting behaviors to create an engaged and high-performing workforce.

6. FUTURE DIRECTIONS

While much work has been done on job crafting and work engagement, there are many gaps in our understanding. One specific direction for future research is to consider team, rather than individual, job crafting, for instance, Petrou et al. (2017) shows that individual job crafting will also transform their work and how they do their work, but how collaborative job crafting impacts TEAMS engagement and productivity is still a grey area.

Research on the effects of digitalization/remote work on job crafting is another vital path to research. With the transition to hybrid work being at the center of attention across organizations, a fundamental question to explore is how employees design their jobs at work remotely. Research by Tims et al. (2013), per the findings of (2013), job crafting behaviors have been sufficiently linked with work engagement, what kind of these behaviors would occur in digital workspaces still requires clarification.

Moreover, longitudinal studies are also required to identify the influence of job crafting on employee engagement over time. Multiple studies, including Harju et al. (2016), do not provide longitudinal data, which offers little understanding of the longitudinal perspective of job crafting behavior and its long-term effect on engagement.

This suggests exploring cultural and industry factors related to job crafting. Though much research on job crafting has recently been done in the West, studies like Yadav and Dhar (2024) support this call to study job crafting in cultural contexts. Insights from global organizations about shaping job crafting behaviors in response to how the dynamics of your specific industry contribute to it.

Lastly, future research should examine how leadership can promote job crafting. While Lichtenhaler and Fischbach (2016) highlight the importance of supportive leadership styles in encouraging job crafting in organizations, more studies are required to identify which leadership style, in wherein the work environment is systematically reconfigured, can empower individuals to redesign their work surroundings.

Addressing these gaps can strengthen the base for future research exploring job crafting as a catalyst for improving the employee experience and overall well-being at work.

7. THEORETICAL IMPLICATIONS

The results of this study add to the burgeoning literature on job crafting and work engagement. This paper draws upon the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007) and the Conservation of Resources (COR) theory (Hobfoll, 1989) to identify the processes by which employees craft their jobs to improve engagement. The result provides further evidence that job crafting is not only an individual-based behaviour but is also influenced by factors such as organizational and leader behaviour (Tims & Bakker, 2010).

The theory developed in this research is also used to extend the phenomenon of job crafting into new cultural and economic contexts. The study sheds light on job crafting behaviors in the Indian context — Indore, to be precise — something that goes missing in the existing Western-oriented literature (Yadav & Dhar, 2024). This study fills a crucial cross-cultural research gap by examining how socio-cultural and economic circumstances shape job crafting.

In addition, this research identifies a gap, suggesting that longitudinal studies are needed to determine whether the effects of job crafting persist over time. Recent studies, including Petrou et al. (2017), focus on describing adaptations to short-term effects. However, understanding how job crafting behaviour affects engagement in the longer term is essential for developing effective workplace interventions.

8. PRACTICAL IMPLICATIONS

Organizationally, this study presents practical implications for our HR and manager population interested in building a better engaged workforce. Stimulation of job crafting has also been associated with job satisfaction, burnout, and productivity (Harju et al., 2016). Organizations can provide training to advance employees in job crafting skills so that they can, on their own, navigate and proactively carve a meaningful job role.

Learn that facilitating job crafting is a key element of leadership. Managers should practice enabling leadership styles that inspire employees to actively participate in reengineering their job tasks (Lichtenhaler & Fischbach, 2016). Employers who allow their employees to feel of autonomy and flexibility to align their work with their strengths have seen enhanced engagement and motivation.



With the increase of remote and digital work environments, job crafting strategies need re-examining. To support employees in designing their jobs, organizations can use digital tools like flexible work hours, online collaboration platforms, and AI-enabled systems to ensure a balanced workload (Tims et al., 2013). Job crafting behaviour will be a crucial variable in the post-COVID world of work, and understanding how digitalization affects job crafting behaviours will be a necessary step to maintain engagement.

Lastly, organizations should take culture into account when crafting job interventions. Since job crafting behaviours depend on job structures and cultural norms (Yadav & Dhar, 2024), HR policies should address these regional and industry-specific variations.

Drawing on these theoretical frameworks and the practical experiences and insights outlined here, organizations can cultivate engaged and challenged workforces to sustain their well-being over time.

9. CONCLUSION

The present research emphasizes the relevance of job crafting to maintain workplace engagement. The workplace is increasingly dynamic and demanding, and employees must actively manage their job roles in their motivational ecosystem. Utilizing theoretical lenses of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) and the Conservation of Resources (COR) theory (Hobfoll, 1989), this study illustrates how job crafting provides employees with a means to deal with job demands and gain job resources to increase engagement ultimately.

Indeed, empirical studies show that job crafting leads to more motivated employees, job satisfaction, and well-being (Tims et al., 2013; Petrou et al., 2017). When employees actively change their tasks, relationships, or thoughts about work, it creates a higher sense of purpose, ensuring higher long-term engagement and productivity. Additionally, the study stresses the importance of instituting a culture that encourages job crafting among the employees, since leadership styles and organizational policies significantly enable or inhibit job crafting behaviors (Lichtenthaler & Fischbach, 2016).

While job crafting has favorable consequences, this study further highlights essential research gaps that need to be studied more. There are also unexplored areas, such as job crafting in teams, the role of digitalization in predicting job crafting, and cultural and industry-specific predictors of job crafting. In addition to this, there is a need for longitudinal studies to evaluate the influence of job crafting on employees' engagement and career development (Harju et al., 2016).

Therefore, for practical implications, companies should have training programs which support job crafting actions. Job engagement and burnout can be improved by offering employees autonomy, support from leaders, and room for developing their skills. In the long run, as workplaces evolve quickly, organizations must ensure that HR practices include employee motivation and performance strategies such as job crafting approaches (Yadav & Dhar, 2024).

Job crafting is a profound source of work engagement when employees can connect their work to their talents and aspirations. It is imperative that companies understand and encourage this mindset and provide employees with the means and freedom to create the positions for themselves that will yield the most success. Through a culture of job crafting, organizations reap the rewards of more engaged employees, enjoy their jobs, perform at high levels, and ultimately provide the greatest contributions to the organization.

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