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Exploring job crafting: Diagnosing and responding to the ways employees adjust their jobs

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Abstract Recent research has developed an in-depth understanding of how workers change their jobs on their own to improve their performance and well-being, a process called job crafting. This research suggests that managers, coworkers, and organizations need a better understanding of how to manage job crafting to capitalize on its benefits and reduce costs. This article will help organizations diagnose the occurrence of job crafting, recognize the differences between goal-oriented approaches to job crafting as opposed to withdrawal-oriented avoidance job crafting, and identify the seven specific types of job crafting: work role expansion, social expansion, work role reduction, work organization, adoption, metacognition, and withdrawal. We conclude with recommendations for managers, coworkers, and organizations on how to diagnose and manage job crafting.

1. Applied job crafting management

Workers make personal changes to their jobs, often on a daily basis, that can affect their performance and well-being (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012). These changes are part of a larger set of behaviors called job crafting, whereby workers modify their jobs according to personal goals or motives (Tims, Bakker, & Derks, 2012; Wrzesniewski & Dutton, 2001). In general, job crafting can entail changes to tasks or relational and cognitive aspects of a person’s work in a manner that can involve both expansion and reduction.

https://doi.org/10.1016/j.bushor.2019.05.003
(Bruning & Campion, 2018; Tims et al., 2012; Wrzesniewski & Dutton, 2001). A recent university graduate might take the opportunity to expand his/her role in a new job by engaging in additional accounting tasks in order to develop experience in that domain and to support an accounting career in the future. A manager may delegate some administrative tasks to a direct report, leaving room to focus on a critical department initiative. Other workers with minimal flexibility in their jobs might engage in strategic organization of work tasks and materials or employ certain ways of thinking that reduce the impact of negative work events. Each of these actions can be labeled job crafting.

Given the personal nature of these changes, managers and colleagues are often not directly involved in the change process, increasing the possibility that they are unaware or unsure of the changes and their implications. For managers, an understanding of how to diagnose and react to job crafting is important from a performance and retention perspective; for coworkers, it is important from a personal self-management perspective (Bruning & Campion, 2018; Rudolph, Katz, Lavigne, & Zacher, 2017; Tims, Bakker, & Derks, 2015). Despite the availability of practical advice for dealing with workcraft and job crafting (Bateman & Crant, 1999; Wrzesniewski, Berg, & Dutton, 2010), there is little procedural advice available to managers and other workers on how to react to the job crafting of others. The advice available is incomplete given the advancements in the defining characteristics of job crafting as well as the specific types of job crafting and their unique outcomes (Bruning & Campion, 2018; Tims et al., 2012). Herein, we outline how managers and colleagues can diagnose and respond to others’ job crafting in the workplace.

2. Identifying job crafting

Job crafting is defined as “the changes to a job that workers make with the intention of improving the job for themselves. These changes can take structural (i.e., physical and procedural), social, and cognitive forms” (Bruning & Campion, 2018, p. 500). Job crafting activities also have defining characteristics that can serve as the basis of managerial diagnosis and evaluation (Bruning & Campion, 2018). Figure 1 is a managerial checklist that can be used to identify job crafting according to these characteristics. This checklist is derived from the interview checklist and coding used in prior research (Bruning & Campion, 2018; Zhang & Parker, 2019) and can also serve as an external assessment of observed job crafting behavior for research purposes.

2.1. General functions

Wrzesniewski and Dutton (2001) asserted that the tasks and social interactions embedded within people’s work are used to construct, craft, and customize jobs to alter the meaning of work and workers’ identities. This model forms the basis of role crafting and proposes that job crafting is predicted by workers’ needs for control over meaning, positive self-image, and human connection. More recently, Tims et al. considered job crafting through the lens of the job demands resource model of burnout (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) and found that

Figure 1. Checklist for identifying job crafting

<table>
<thead>
<tr>
<th>General Job Crafting Diagnostic Checklist</th>
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<tr>
<td><strong>Self-Targeted:</strong> Job crafting is self-targeted and engaged to benefit the individual craftsman. Job crafting can also benefit the organization or other members.</td>
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<td><strong>Volitional:</strong> Job crafting is a volitional process that involves intentional changes employees makes to their work or work environment.</td>
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<td><strong>Significant Changes:</strong> Job crafting relates to significant and noticeable changes to the work and work environment. This condition ensures that the changes are substantial enough to have an impact.</td>
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<td><strong>Semi-Permanence:</strong> Job crafting involves (semi)permanent changes to the work, distinguishing it from one-time or temporary changes.</td>
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<td><strong>Work Role:</strong> Job crafting represents the changes one makes within his/her work domain. It is different than leisure crafting, which addresses how people change leisure or nonwork activities in the personal domain.</td>
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<td><strong>Identifiable Job Tasks:</strong> Job crafting occurs in jobs with identifiable and specified tasks. There needs to be organizationally defined tasks, guidelines, or job descriptions for a person to redesign the job.</td>
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<td><strong>Independent of Manager Approval:</strong> Job crafting occurs according to the intentions and decisions of the worker regardless of manager approval.</td>
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<tr>
<td><strong>Changes Intrinsic Job Characteristics:</strong> Job crafting involves changing the characteristics of the job that are experienced by the worker.</td>
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individuals craft their jobs to increase job challenge and job resources, as well as to decrease job demands. This model forms the basis of resource crafting and proposes that job crafting is a process whereby workers manage their job demands and resources according to personal work goals and imposed requirements (demands).

Job crafting is a collection of volitional actions taken by an individual. Prior research outlines its two general functions: approach job crafting and avoidance job crafting (Bruning & Campion, 2018; Lichtenthaler & Fischbach, 2016, 2019). Approach job crafting refers to crafting behaviors that are “active, effortful, motivated, and directed towards problem-focused and improvement-based goals” (Bruning & Campion, 2018, p. 501). This type of job crafting is goal-directed and can involve actively managing one’s thoughts to improve a mood or efficiency, organizing aspects of one’s work, or adopting new knowledge and technology in order to be more effective and increase job-related well-being. Avoidance job crafting captures the changes an individual makes that serve “the purpose of evading, reducing, or eliminating part of one’s work” (Bruning & Campion, 2018, pp. 501–502). This type of crafting involves the reduction of task, relational, or contextual components or aspects of one’s work. It is withdrawal-oriented and can include reducing one’s exposure to contextual elements of the work or finding solutions that offload the work onto another person or entity as a way to guard workers against demanding and/or troubling components of their jobs. In summary, approach job crafters may look to expand their on-the-job tasks or the social relationships involved with their jobs, while avoidance job crafters may look to reduce those very same tasks and social relationships.

3. Benefits and costs

Job crafting has been studied using both qualitative and quantitative methods, with each approach providing different managerial insights. Qualitative studies have explored how workers use job crafting to solve work-related problems related to their productivity and work experiences. Topics considered by these studies include: adaptive strategies to circumvent challenges to job crafting (Berg, Wrzesniewski, & Dutton, 2010), pursuing unanswered callings (Berg, Grant, & Johnson, 2010), managing the boundary between work and home life domains (Sturges, 2012), and handling the alignment of work and professional identities when working in a different country (Mattarelli & Tagliaventi, 2015).

Quantitative results suggest that job crafting affects a range of important outcomes. First, it relates to workers’ performance and positive work behaviors (McClelland, Leach, Clegg, & McGowan, 2014; Rudolph et al., 2017; Tims, Bakker, Derks, & van Rhenen, 2013). Approach job crafting helps people better manage work demands while also improving work processes. These results influence both individual and team contexts (Bruning & Campion, 2018; Leana, Appelbaum, & Shevchuk, 2009). Current research shows that approach resource crafting might be most beneficial in improving employees’ work performance.

Second, job crafting can increase workers’ motivation and well-being in myriad ways (Lu, Wang, Lu, & Bakker, 2014; Petrou et al., 2012; Tims et al., 2012). Improving job fit can increase the challenge and meaning of the tasks and social aspects of work. It can also help people become more capable, efficient, and resourceful in doing their work, helping to override the demands that bring about exhaustion or burnout. Research suggests that approach job crafting is generally more effective in improving motivation and well-being than avoidance job crafting, even though workers use both types to improve their work experience (Bruning & Campion, 2018). There do appear to be net motivation and well-being benefits for both role and resource approach job crafting.

Finally, job crafting can either combat or aid work withdrawal, bored behavior, and turnover intentions (Bruning & Campion, 2018; Rudolph et al., 2017). Approach job crafting will motivate and satisfy workers, decreasing the likelihood that they will withdraw and want to leave the organization. Avoidance job crafting may manifest when a person distances himself/herself from work in a manner that reflects work withdrawal and could progress into more problematic forms of withdrawal like neglect and turnover intentions (Bruning & Campion, 2018). It is important for managers to pay close attention to the type of job crafting engaged by workers because of their distinct implications.

4. Seven types of job crafting

Bruning and Campion (2018) presented seven types of job crafting that represent distinct examples of role-resource and approach/avoidance job crafting. Table 1 presents a summary of these types of job crafting with specific examples and outcomes. The managerial checklist in Figure 2 can help diagnose the specific types of job crafting one might observe.
Table 1. Definition, examples, and outcomes of the seven specific types of job crafting

<table>
<thead>
<tr>
<th>Job crafting</th>
<th>Examples</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>1. Work role expansion:</td>
<td>Voicing opinions and concerns or selling issues to more senior members of the organization</td>
<td>Increased work meaning</td>
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<td></td>
<td>Expanding the scope of one’s job to gain resources that will help a person perform his/her work and meet specific work demands</td>
<td>Lower observed strain</td>
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<td>Adding work tasks or personal activities to a person’s work routine that were not originally part of a person’s formally specified job</td>
<td>Increased perceptions of work impact</td>
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<td>Engaging extra activities and ensuring the quality of deliverables beyond the formal expectation outlined in a person’s job description</td>
<td>Increased turnover intentions</td>
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<td>Establishing safety or security protocols for a group that were not formally part of one’s job</td>
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<td></td>
<td>Increased work meaning</td>
<td>Increased job satisfaction</td>
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<td>Increased perceptions of work impact</td>
<td>Increased cognitive engagement</td>
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<td>Increased turnover intentions</td>
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<td></td>
<td>Increased work neglect</td>
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<td></td>
<td>Increased bored behavior</td>
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<td></td>
<td>Increased turnover intentions</td>
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<tr>
<td>2. Social expansion:</td>
<td>Seeking support from coworkers and supervisors for work related activities</td>
<td>Increased work meaning</td>
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<td></td>
<td>Initiating positive social interactions with colleagues, supervisors, clients, or other relevant participants in the organization’s day-to-day business in a way that was not part of one’s formal job requirements</td>
<td>Increased job satisfaction</td>
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<td>Interacting and working with peers, reporting employees, and other non-specified coworkers to collaborate on a task that was not part of one’s formal job requirements or as formally specified in one’s job requirements as a supervisor</td>
<td>Increased cognitive engagement</td>
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<td></td>
<td>Engaging in social networking activities in contexts where these activities were not part of one’s formal job requirements</td>
<td>Increased turnover intentions</td>
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<td></td>
<td>Actively improving one’s communication quality to promote better interactions with colleagues, supervisors, clients, or other relevant participants in the organization’s business activities in a way that was not part of one’s formal job requirements</td>
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<td></td>
<td>Acting in a way to enable collective tasks and group climates that was not part of one’s formal job requirements</td>
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<td></td>
<td>Delegation of tasks within the organization</td>
<td>Increased perceptions of work impact</td>
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<tr>
<td></td>
<td>Having other people take one’s place in meetings and other social activities</td>
<td>Increased bored behavior</td>
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<tr>
<td></td>
<td>Outsourcing of tasks to people outside of the organization or department</td>
<td>Increased work neglect</td>
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<td></td>
<td>Reducing the frequency of meetings</td>
<td>Increased turnover intentions</td>
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<td></td>
<td>Becoming more economical with time spent in meetings</td>
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<td></td>
<td>Reducing or bypassing tasks that were originally part of one’s formal job description</td>
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<tr>
<td>3. Work role reduction:</td>
<td>Delegation of tasks within the organization</td>
<td>Increased perceptions of work impact</td>
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<td></td>
<td>Having other people take one’s place in meetings and other social activities</td>
<td>Increased bored behavior</td>
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<tr>
<td></td>
<td>Outsourcing of tasks to people outside of the organization or department</td>
<td>Increased work neglect</td>
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<tr>
<td></td>
<td>Reducing the frequency of meetings</td>
<td>Increased turnover intentions</td>
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<td></td>
<td>Becoming more economical with time spent in meetings</td>
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<td></td>
<td>Reducing or bypassing tasks that were originally part of one’s formal job description</td>
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<thead>
<tr>
<th>Job crafting</th>
<th>Examples</th>
<th>Outcomes</th>
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| 4. *Work organization:* The active design of systems and strategies to organize the tangible elements of work, which can involve managing behavior and/or physical surroundings | - Designing job tasks, documentation systems, and work templates to have a stable structure and be performed the same way  
- Organizing one's work space to make the work processes more efficient  
- Establishing efficiency enhancement processes to facilitate other peoples' work  
- Multitasking, planning, prioritization, and creating task lists to keep track of tasks and provide more immediate reinforcements for work progress  
- Creating standardized personal work processes and organization strategies to optimize one's efficiency according to one's strengths and competencies  
- Personalized organization strategies to optimize organization according to one's understanding of the content and the work | - Increased job satisfaction  
- Increased efficiency  
- Increased process improvement  
- Increased perceptions of work impact  
- Increased physical engagement  
- Increased cognitive engagement |
| 5. *Adoption:* The active and goal-directed use of technology and other sources of knowledge to alter the job and enhance a work process | - Using new technology to enhance the organization of one's work, to facilitate prioritization, to facilitate communication, or to facilitate collective work  
- Switching technological products to optimize the benefits of technology use  
- Engaging in training on new technology, management skills, or other personally relevant topics that are not formally required or suggested for the job  
- Learning job content that is not formally required or suggested for the job  
- Automating tasks to increase accuracy, reliability, and the efficient use of time  
- Using new technology to proactively provide answers to anticipated questions | - Increased efficiency  
- Increased teamwork  
- Increased process improvement  
- Decreased work/home conflict  
- Increased cognitive engagement |
| 6. *Metacognition:* The autonomous task-related cognitive activity involving organization, sense making, and the manipulation of one's own psychological states | - Maintaining one's positive attitude at work through thinking in a certain way  
- Avoiding negative attitudes at work through thinking in a certain way  
- Making self-allowances to keep from getting discouraged with failure  
- Cognitively making one's self more engaged by thinking in a certain way to increase focus and attention to the environment  
- Actively managing one's attention to different perspectives on certain issues  
- Devising orderly mental approaches or heuristics to improve decision-making  
- Actively finding solutions to work-relevant problems  
- Re-prioritizing tasks and goals when situations or objectives change  
- Actively preparing one's self mentally for a future task, interaction, or other endeavor | - Increased physical engagement |
| 7. *Withdrawal:* The systematic removal of oneself either mentally or physically from a person, situation, or event through changes to the job | - Actively avoiding supervisors, coworkers, customers, clients, solicitors, or other service groups to reduce extra work demands  
- Active and strategic protection of one's freedom and autonomy  
- Physical exit or mental withdrawal from a situation to avoid the demands incurred from the situation  
- Mental withdrawal from the work context to aid focus on a particular task  
- Actively avoiding a specific task to reduce the demands from that task | - Increased efficiency  
- Lower perceptions of work impact  
- Increased bored behavior  
- Increased work neglect  
- Increased turnover intentions |
187 4.1. Work role expansion

Work role expansion involves “the self-initiated enlargement of the incumbent’s work role to include elements of work and related activities not originally in the formal job description” (Bruning & Campion, 2018, p. 507). This type of job crafting has two defining characteristics: It is expansion-based and specifically involves changing the tasks of the job. For example, people can expand the tasks or schedule of tasks associated with their job but they can also add personally relevant content such as exercise, fun, or other personal maintenance activities into their jobs. Work role expansion relates to outcomes of improved work meaning, lower work strain, greater perceived work impact, and higher turnover intentions (Bruning & Campion, 2018). Younger workers typically engage in this type of job crafting. While generally positive in the sense that it improves workers’ motivation and well-being, this type of job crafting does not have a definitive relationship with work performance and even appears to be positively related to turnover intentions. In some instances, workers seeking other employment might engage in these activities to facilitate leaving their current employer.

4.2. Social expansion

Social expansion is described as “occurring within the social domain of work and involves the proactive use of social resources or contributions of resources to another organizational member or collective” (Bruning & Campion, 2018, p. 507). This type of job crafting is expansion-based, and changes the relational aspects of the job. For example, it can address increasing social connections and exchange. It can also involve systematically developing personal networks, improving communication, and contributing to collective tasks and climates. Social expansion is related to outcomes of improved work meaning, improved job satisfaction, lower work strain, greater cognitive engagement, and lower turnover intentions (Bruning & Campion,
2018). This type of job crafting is quite positive as it appears to improve workers’ motivation and well-being, while reducing their turnover intentions. It does not have a definitive relationship with work performance but it also does not have any negative work implications.

4.3. Work role reduction

Work role reduction involves “consciously, proactively, and systematically reducing the work role, work requirements, effort expenditures, or task accountability” (Bruning & Campion, 2018, p. 507). This type of job crafting is reduction-based and specifically changes the tasks of the job via reduction. It can involve individual forms of task reduction like reducing steps in a procedure as well as social forms of reduction like delegation, in which managers might give their tasks to a reporting employee, and surrogacy, in which a worker would get someone else to take his/her place in a meeting or other social function. Work role reduction is related to outcomes of improved perceptions of work impact, increased bore behavior, increased general neglect, and increased turnover intentions (Bruning & Campion, 2018). It appears to occur more frequently in situations that afford greater autonomy and job crafting opportunity, in more complex jobs, and when engaged by younger and more proactive workers. This type of job crafting benefits workers’ sense of influence by allowing them to engage in the activities they feel are most important. However, it also appears to have definite costs that come from the degree to which it involves withdrawal. This type of job crafting might seem to be much more productive than it actually is given its lack of a positive relationship with performance.

4.4. Work organization

Work organization is “the active design of systems and strategies to organize the tangible elements of work, which can involve managing behavior and/or physical surroundings” (Bruning & Campion, 2018, p. 508). It is goal-directed and involves creating additional resource value through a reconfiguration of the current resources available in a job. This type of job crafting comprises organization, prioritization, and implementing structure to work tasks and processes, and relates to outcomes of improved overall work performance, efficiency, and work process improvement, as well as higher perceived work impact, physical engagement, and cognitive engagement (Bruning & Campion, 2018). Work organization is beneficial for both motivation and performance; it also requires relatively minimal job autonomy, job crafting opportunity, and job complexity as workers can engage this type of activity without negatively impacting set routines and processes. Its many performance and motivational benefits can be engaged in a wide range of jobs. Managers should consider work organization a positive form of employees’ work process innovation.

4.5. Adoption

Adoption is “the active and goal-directed use of technology and other sources of knowledge to alter the job and enhance a work process” (Bruning & Campion, 2018, p. 508). It is goal-directed and involves workers bringing new resources into their jobs. Examples include generalized categories of integrating new technology with the job and personal learning. Adoption is related to outcomes of general performance, efficiency, teamwork, and process improvement, as well as lower work-home conflict and higher cognitive engagement (Bruning & Campion, 2018). This type of job crafting also seems to be beneficial for motivation and performance. It appears to be engaged by younger workers and require higher job autonomy, job complexity, and other job crafting opportunities. These conditions suggest that it might be engaged by more competent workers, which would help explain its noticeable relationship with work process improvement. In this regard, adoption has many performance benefits—as well as some motivation and well-being benefits—that would likely occur in more autonomous and complex jobs. Managers should consider this type of job crafting a generally positive form of employees’ work process innovation.

4.6. Metacognition

Metacognition represents “the autonomous task-related cognitive activity involving organization, sensemaking, and the manipulation of one’s own psychological states” (Bruning & Campion, 2018, p. 508). It is goal-directed and specifically involves changes to the job that are cognitive in nature; examples include self-regulation and proactive focus, as well as more general cognitive self-management practices (e.g., problem solving, reprioritization, mental preparation, task mapping). Metacognition is related to improved physical engagement (Bruning & Campion, 2018) and is relatively invisible as it is engaged within the minds of the workers, is quite autonomous, and does not require much opportunity to job craft. It also does not appear to have any significant negative
implications and is related to increased physical work effort and energy, which positively influences a person’s well-being and also supports higher productivity. In this regard, it is a type of job crafting that people working different types of jobs can engage as it does not involve changing what could otherwise be seen as inflexible work routines and processes.

4.7. Withdrawal

Withdrawal involves “the systematic removal of oneself either mentally or physically from a person, situation, or event through changes to one’s job” (Bruning & Campion, 2018, p. 508). It is withdrawal-oriented and specifically involves a person distancing or removing themselves from a task, relationship, or aspect of the work context. For example, this type of job crafting can involve changes to the job that will decrease peoples’ involvement with other people, certain tasks, or demanding and stressful elements of the work context. Withdrawal is related to outcomes of improved work efficiency and lower perceived impact, as well as increased bored behavior, neglect, and turnover intentions (Bruning & Campion, 2018). It also has a negative relationship to proactive personalities and is engaged by older workers with higher organizational tenure. This type of job crafting might have some efficiency benefits but is generally quite negative due to its association with withdrawal. It could serve a specific purpose in some instances in which workers have to focus their energies on a challenging task but it is generally negative when part of a recurring pattern.

5. Guidelines for managing employees’ and coworkers’ job crafting

Based on the description of job crafting presented above, we now present specific guidelines for improving how managers and coworkers can diagnose and influence the job crafting of their employees and coworkers.

5.1. Develop an awareness of job crafting and the tools to evaluate it

The first step in responding to employees’ or coworkers’ job crafting is being aware of when job crafting occurs. A majority or workers craft their jobs and many do so on a daily basis. These activities can have implications for your leadership or your work tasks so it is important to be aware of these changes. Once aware that the changes are occurring, one should be vigilant in observing what changes people are actually making to allow for a more accurate evaluation of their effects. This observation can be facilitated by using the diagnostic checklist provided in Figure 1. When seeking this information, please be aware that job crafting is often a personal activity for people and they might refrain from discussing—or they may even conceal—their job crafting unless you share a trusting relationship. Some forms of job crafting will be more visible than others and thus more easily diagnosed via observation. For example, the types of job crafting that involve a worker doing new tasks or interacting with different people will likely be more readily observed than the types of job crafting that involves a worker changing his/her mentality about a task or being less involved with a certain co-worker. Similarly, workers might be more prone to hide or conceal their avoidance job crafting activities.

The second critical step in responding to the job crafting of others is to evaluate whether or not it is beneficial or detrimental to you or the organization. In this regard, you should consider whether the activities that you, as a manager, observe pose threats to the work of the organization or group or how, as a colleague, they affect your own work. This evaluation will be partly based on your general understanding of the beneficial and detrimental forms of job crafting. It will also be based on your understanding of your own work context as you will need to assess if the activity will be productive or harmful in this particular context. Based on your diagnosis of the specific type of job crafting being engaged according to Figure 2, you can use the outcomes summarized in Table 1 to help guide your evaluation of the general implications of specific types of job crafting that you either observe or hear about. Generally speaking, approach forms of job crafting have more positive benefits than avoidance forms of job crafting. However, understanding of how the observed behaviors fit into your work context should also be considered in this evaluation.

5.2. Support positive instances of job crafting

If you do not evaluate a job crafting activity to be a threat to you or the organization, then you may allow it or even proactively support it. Job crafting has many benefits and some particular forms appear to be consistently positive with minimal drawbacks. Job crafting is at least partially determined by workers’ freedom and motivation to craft their
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434 jobs, so managers and coworkers should accept and encourage good instances of job crafting when they occur. This will help reinforce the positive job crafting decisions workers make and also provide them with performance and well-being benefits. As a general rule, most forms of approach job crafting can be supported. Social expansion, work organization, and adoption all represent job crafting that generally have positive outcomes. The outcomes for metacognition and work expansion also tend to, overall, be more positive than negative. Conversely, you should consider influencing employees and coworkers to engage in less avoidance job crafting unless these activities serve a useful purpose in your particular work context. For example, some jobs can involve workers facing considerable distractions and people working in this type of job might need to engage avoidance job crafting as a strategy for completing more demanding work.

5.3. Consult with employees or colleagues to provide alternatives to detrimental job crafting

457 Often, employees make changes to their jobs that are problematic for themselves or for other people in the workplace. Such problems come from avoidance crafting, although work role expansion can also create problems when a person invests considerable energy on off-task work or develops an intention to leave the organization. In such cases of unwanted approach or avoidance job crafting, managers and colleagues should engage proactive influence tactics to convince them to find a different solution to their problem or find an alternative way of achieving their objectives. Proactive influence tactics are strategies and behaviors used to change the thoughts and actions of employees, lateral colleagues, or even managers (Yukl, 2013).

466 Some proactive influence tactics are more conducive to managing job crafting than others. A combination of tactics can be used to correct the problematic job crafting of an employee or coworker, including:

468 • Rational persuasion: Using logic and evidence to convince a person to think or do a certain thing;

470 • Apprising: Explaining how thinking or doing a certain thing will benefit the person for whom you are making the request;

472 • Inspirational appeals: Aligning your request with the values and ideals of the person for whom you are making the request;

474 • Consultation: Asking for suggestions or assistance that would also involve the other person addressing the problem; and

476 • Collaboration: Offering resources and assistance to the person you are making the request of to help them carry out your request.

478 Each of these approaches and combinations thereof could be effectively used to convince an employee or coworker to engage in more productive job crafting. However, consultation might be the most effective tactic since job crafters often have a meaningful purpose of pursuing goals and avoiding problems. This consultation could involve trying to understand and address the possible reasons that a person engages work role expansion specifically to change jobs or employers. It could also help workers replace work role reduction or withdrawal activities with more productive strategies like work organization or adoption.

5.4. Monitor job crafting and provide feedback

498 Job crafting is an ongoing adaptive process; job crafters often consider feedback as they decide what changes to make in the future. It is important to stay aware of job crafting happening around you, especially in collaborative work. Monitor the environment and your colleagues to see which colleagues’ work has the greatest influence on your own or the broader work of the group. Of course, people tend to present their best behaviors to others, especially when being observed by managers. It is important to act in a way that encourages transparency in how employees craft their jobs. People working in a job crafting-friendly climate are less likely to conceal their job crafting from their managers and colleagues. In general, monitoring and communication aid the awareness and evaluation of job crafting so workers and managers can support beneficial job crafting activities and suggest alternatives to replace detrimental ones. This assessment and feedback could be formally integrated into performance evaluation processes.

5.5. Develop organizational support systems and interventions to manage positive and negative forms of job crafting

521 Job crafting is a special category of employee behavior and as such can be promoted, influenced, and, at times, dissuaded by environmental factors. Organizations can influence positive job crafting and discourage negative job crafting via broad
human resource management systems. Human resource management functions related to job design, selection, and training are each likely to influence the amount and types of job crafting that employees engage in according to motives and opportunities (Bipp & Demerouti, 2015; Kooij, van Woerkom, Wilkenloh, Dorenbosch, & Denissen, 2017; Rudolph et al., 2017; Wrzesniewski & Dutton, 2001). Organizations can also employ more specific support and interventions to help optimize employee job crafting, including:

- Routinely getting employees together to share their experiences with approach job crafting, as well as avoidant job crafting, and foster the sharing of valuable ideas on how to be more efficient and reduce work stress;
- Adopting a tracking system to allow the organization to learn from the valuable work process improvements engaged by the employees;
- Annually updating job descriptions and standard operating procedures to reflect work process improvements, creating a formal mechanism for capturing institutional knowledge (Dyerson & Mueller, 1999; Mueller & Dyerson, 1999);
- Developing training programs to help employees become more effective job crafting problem solvers; and
- Including measures of job crafting as part of job analyses in order to identify the differences in how jobs are performed that may influence hiring requirements, assessment procedures, job skills training programs, performance evaluations, compensation systems, and career progression, as well as the other ways human resource management utilizes job analysis information.

Acknowledgment

We want to thank Nandi Kaul for his thoughtful comments on an earlier version of this article and the Social Sciences and Humanities Research Council of Canada for its support of this research.

References


Exploring job crafting: Diagnosing and responding to the ways employees adjust their jobs

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