

## Examining the Relationships between Job Crafting, Work Engagement, and Job Satisfaction

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### ABSTRACT

In today's evolving work environments, understanding how job crafting, work engagement, and job satisfaction interrelate is vital for optimizing employee performance and well-being. Job crafting involves employees actively modifying their roles to better fit their skills and interests, which can influence their engagement levels and overall job satisfaction. Work engagement, marked by vigor, dedication, and absorption, reflects how invested employees are in their roles. It is a key determinant of job satisfaction. This study aims to uncover the connections between these variables, exploring how proactive role modifications affect engagement and satisfaction. The participants (n=250) of the study were banking professionals. It was found that job crafting was positively correlated to work engagement and job satisfaction. Since, job crafting behaviour is an effective way to achieve successful adaptation to organizational changes and maintain work-life balance to perform better at workplace. Hence, it enhances work engagement and job satisfaction by allowing employees to personalize their roles, aligning their tasks with their strengths and interests. This study provides valuable insights for organizations seeking to enhance job design and create a supportive work environment and ultimately improving employee satisfaction and performance. Understanding these dynamics offers practical implications for fostering a more engaged and contented workforce.

**Keywords:** *Job Crafting, Work Engagement, Job Satisfaction, Job Demand, Banking Professionals*

In today's rapidly evolving economic and technological landscape, workplaces are increasingly characterized by uncertainty, complexity, and a diverse range of employee backgrounds. These factors make it increasingly challenging for organizations to design job roles that effectively address the needs of every individual employee (Grant & Parker, 2009). As a result, traditional methods of job design, typically driven by top-down approaches from management, may fall short in meeting the diverse needs of employees. In response, researchers have called for the creation of more adaptable work environments that empower employees to proactively modify their tasks and roles to better fit their personal skills and interests (Grant & Parker, 2009). This shift emphasizes the significance of job crafting—a concept wherein employees actively shape and redesign their job roles to align

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with their own strengths and aspirations (Tims & Bakker, 2010; Tims, Bakker, & Derks, 2012; Wrzesniewski & Dutton, 2001).

Job crafting marks a pivotal shift in work design theory, moving away from the traditional top-down models to a more bottom-up approach. This new perspective highlights the proactive role employees can play in altering their work experiences, thus gaining considerable recognition in recent years (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2010; Grant, Fried, Parker, & Frese, 2010). Research indicates that employees are not mere passive recipients of their roles but are actively engaged in defining and modifying their job boundaries to enhance their work experiences (e.g., Slemp, 2017; Slemp & Vella-Brodrick, 2014; Wrzesniewski & Dutton, 2001).

The practice of job crafting allows employees to make meaningful changes to their roles, which can lead to better alignment with their personal strengths and aspirations (Wrzesniewski & Dutton, 2001). This proactive behavior has been linked to various positive outcomes across different sectors. In the private sector, job crafting has been associated with increased job satisfaction and higher motivation (Wang, Demerouti, & Bakker, 2016). Similarly, in the public sector, job crafting has been shown to improve employee engagement and job performance (Audenaert et al., 2019a; Bakker, 2015; Luu, 2018a, 2019).

The rationale behind this study lies in the need to further understand how job crafting influences key employee outcomes such as work engagement and job satisfaction. Given that the desire for meaningful work is a fundamental driver of employee motivation and self-evaluation, examining how job crafting impacts these outcomes is essential for developing more responsive and supportive work environments. By investigating these relationships, this study aims to provide valuable insights into how organizations can foster a work environment that supports employee well-being and performance. Understanding the dynamic interplay between job crafting, work engagement, and job satisfaction not only enhances theoretical knowledge but also offers practical implications for improving job design and employee satisfaction in various organizational contexts.

### **Job crafting**

The notion of job crafting was initially proposed by Dutton and Wrzesniewski in 2001, refers to the proactive adjustments employees make to their work tasks and relationships to better align their roles with their personal values, strengths, and passions (Berg, Dutton & Wrzesniewski, 2013; Wrzesniewski & Dutton, 2001). Unlike traditional job design, which is typically determined by managers, job crafting empowers employees to take an active role in shaping their work experiences. This dynamic approach allows individuals to create a more personalized and meaningful work environment.

Two primary approaches to job crafting have emerged over time: the role-based approach and the resources-based approach. Wrzesniewski and Dutton's role-based approach identifies three main categories of job crafting: (1) altering the quantity, nature, and/or contents of job tasks (task crafting); (2) modifying the nature and/or quantity of social interactions at work (relational crafting); and (3) altering one's perspective of the job (cognitive crafting). Tims and colleagues (2012) established job crafting within the Job Demands—Resources model (JD-R; Demerouti et al., 2001). Hereby, they defined four job crafting dimensions, which are (1) increasing structural job resources (e.g. facilitating more autonomy in decision-making or growth in oneself); (2) increasing social job resources (e.g.

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assembling support from coworkers); (3) increasing challenging job demands (e.g. creating additional tasks or obligations) and 4) decreasing hindering job demands (e.g. reducing the cognitive or emotional strain).

While both approaches aim to improve work experiences through proactive changes, they differ in focus and methodology. The role-based approach often employs qualitative research methods to explore how employees modify their tasks, relationships, and perceptions. In contrast, the resources-based approach, grounded in the JD-R model, typically uses quantitative research methods to assess the impact of changes in job resources and demands on work outcomes.

A growing body of research supports the positive effects of job crafting on job performance, work engagement, and job satisfaction (Bakker, Tims, & Derks, 2012; Laurence, 2010; Lyons, 2008; Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Tims, Bakker & Derks, 2013). Employees who involve themselves in job crafting often experience higher levels of work engagement and job satisfaction as they tailor their roles to better fit their strengths and interests. This alignment not only makes work more fulfilling but also enhances overall job satisfaction.

In summary, job crafting represents a significant shift in how employees interact with their work roles. By proactively modifying their tasks, relationships, and perceptions, employees can create more engaging and satisfying work experiences. Both the role-based and resources-based approaches provide valuable insights into job crafting, highlighting various ways it can be implemented and measured. The growing body of research underscores the benefits of job crafting, reinforcing its importance as a tool for improving employee performance and well-being.

### **Work engagement**

The concept of work engagement refers to the relationship between an employee and their job. It denotes the degree of the employee's attachment to the job. Work engagement was initially defined by Kahn (1990) as a motivational concept in which employees' cognitive, emotional, and physical energies are directed toward their work. According to Schaufeli et al. (2002) work engagement is "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Work engagement is a multidimensional variable that encompasses three dimensions: vigor, dedication, and absorption (Law et al., 1998; Rich et al., 2010). Firstly, vigour is determined effort, mental resilience, and tenacity in the face of difficulties, secondly, dedication is sense of significance, enthusiasm, incentive, pride, and challenge, and lastly absorption, on the other hand, is being fully engrossed in one's task (Schaufeli et al., 2004). Work engagement has garnered attention because engaged employees are highly energetic, self-efficacious, happily and thoroughly engrossed in their work and describe their tiredness as pleasant because they enjoy the working environment. These traits significantly impact organizational performance and growth (Bakker et al., 2016).

Job crafting is an example of proactive behaviour, studies has shown that taking proactive steps can help an individual mobilize (and increase) job resources, reduce burdensome job demands, and increase challenging aspects of a job, all of which contribute to increased work engagement (Bakker et al., 2012; Petrou et al., 2012; Tims et al., 2012; Tims de et al., 2013). According to Veerle Brenninkmeijer and Marleen Hekkert-Koning (2015), work engagement is positively correlated with structural job resources and social resources. Tims

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et al. (2015) revealed that job resources and challenging job demands are drivers of higher levels of work engagement. Several studies have shown a favorable correlation between job crafting and work engagement (Van Wingerden et al., 2017), whereas other research reported a negative correlation between crafting hindering job demands and work engagement (Petrou et al., 2012).

### **Job satisfaction**

Job satisfaction refers to the amalgamation of positive or negative feelings that employees experience towards their work. When individuals talk about employee attitudes, they typically mean satisfaction with their work, which is defined as a favorable opinion of a job that comes from an evaluation of its characteristics (Robbins and Judge, 2014). Job satisfaction is a result of a combination of psychological, physical, and environmental factors that enable an individual to experience contentment with their work (Messina, 2018). Individuals who have a high degree of job satisfaction maintain favorable attitudes towards their employment, whereas those who are unsatisfied with their job maintain unfavorable attitudes towards it (Pranit, 2010). Numerous studies have shown that low job satisfaction can lead to reduced commitment, lower productivity, and increased employee turnover intention (Bakker & Demerouti, 2007; De Beer, Rothmann. & Pienaar, 2012), which are detrimental for an organization's productivity and talent retention.

The act of job crafting involves employees redefining their own roles in a manner that promotes job fulfillment, engagement, resilience, and thriving in work. In one study it was found that job crafting is a self-initiated approach in which employees modify their own job demands and job resources to achieve and/or optimize their personal (work) objectives and job satisfaction (Tims et al., 2012, Li, Yang & Weng, 2021). The empirical evidence also supports the correlation between job satisfaction and the various dimensions of job crafting. Particularly, job satisfaction was substantially associated with an increase in challenging job demands and a decrease in hindering job demands (Tims et al. 2013). In the same direction, the research conducted by Leana et al. (2009) in 62 childcare centers has shown that collaborative job crafting behaviors are positively correlated with performance, as well as with higher levels of satisfaction and commitment.

### **Objectives**

On the basis of available research literatures following objectives have been proposed:

- To examine the difference between public sector and private sector employees on Job Crafting
- To examine the relationships between job crafting and work engagement.
- To examine the relationships between job crafting and job satisfaction.

### **Hypotheses**

The following hypotheses are formulated in the study:

- There will be no significant difference between public sector and private sector employees on job crafting.
- Employees' perceptions of job crafting will be positively related to work engagement.
- Employees' perceptions of job crafting will be positively related to job satisfaction.

## METHODOLOGY

### *Participants:*

Participants of this study were banking professionals working in different public and private sector banks located in Bihar (India). The sample comprises of 250 participants (Public sector banking - 48% Private sector banking - 52%) from urban areas of Patna and Muzaffarpur. Various demographics characteristics included in the study. The age of participants ranged from 25 to 60 years (age- 25 to 35 = 26.4%, 36 to 45 = 23.2%, 46 to 55 = 26.4% and 56 and above= 24%). In terms of gender distribution, there were 52.8% male participants and 47.2% female. Regarding marital status, the majority of the participants were married (married= 88%, single = 12%), As far educational qualifications 55.2% were graduate while 38.4%= post graduate, and 6.4% were having other educational qualifications. The participants belonged to various designation level (Clerical staff = 26.4%, Assistant Manager = 33.6%, Field officer = 20.4 and Branch manager = 19.6%) Concerning their salary 26% participants were earning 50000 Rs. and below, 36.4% were earning 51000 to 60000 Rs., 22% were earning 61000 to 70000 Rs. while 15.6% were earning 71000 and above. The employees having work experience of at least 5 years were participated in this study.

In the present research correlational design was used. However, to analyze the data an independent sample t-test (between public sector and private sector employees) was used.

### *Measures*

- **Job crafting scale:** Job crafting was measured with the job crafting scale developed by Tims et al. (2012). The dimensions of the scale are Increasing structural job resources (e.g., “I try to learn new things at work”;  $\alpha = .83$ ), Increasing social job resources (e.g., “I ask others for feedback on my job performance;  $\alpha = .80$ ), Increasing challenge job demands (e.g., “When an interesting project comes along, I offer myself proactively as project co-worker”;  $\alpha = .81$ ), and Decreasing hindrance job demands (e.g., “I make sure that my work is mentally less intense”;  $\alpha = .77$ ). Each dimension of the scale includes five items, except Decreasing hindrance job demands which consists of six items. Items were rated on a 5-point scale, ranging from 1 (“never”) to 5 (“very often”)
- **Work engagement Scale:** Work engagement was assessed by 17- item Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002). This scale includes 17 items. The items of the UWES are grouped into three subscales that reflect the underlying dimensions of engagement: vigor, dedication, and absorption. The internal consistencies (Cronbach’s alpha) of this scale typically range between .80 to .90 (Schaufeli & Bakker, 2004).
- **Job Satisfaction scale:** Job Satisfaction was measured by the Job Satisfaction Survey (JSS) developed by Spector (1985). It is a 36 item survey including nine subscales (Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Coworkers, Nature of Work and Communication). The internal consistency (Cronbach Alpha) reliability for this scale is .89. Cronbach alpha coefficient for each dimension of the scale ranged from .63 to .88 on the JSS (Yelboga, 2009).

## RESULTS

The statistical package for social science (SPSS) version 27 was used to analyze the data. In the first step of the analysis, mean, standard deviations and t-values were computed to find

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out the differences between public sector and private sector bank employees on all the measured variables under study. Correlation coefficients have been computed to examine the extent of relationship between job crafting, work engagement and job satisfaction. Further, to examine the role of job crafting on work engagement and job satisfaction, linear regression analysis was performed with the predictor (job crafting) and criterion variable (work engagement).

Results in terms of mean, S. D. and t -value for job crafting among public sector and private sector bank employees are presented in table 1.

**Table 1. Mean, S.D. and t- value for job crafting of public sector and private sector bank employees**

	<b>Banking Sector</b>	<b>N</b>	<b>Mean</b>	<b>S.D.</b>	<b>t</b>	<b>df</b>	<b>P</b>
<b>Job crafting</b>	<b>public</b>	121	88.7603	4.55526	6.159	248	<.001
	<b>Private</b>	129	85.2481	4.45995			

The job crafting between public and private sector banking employees was examined using an independent sample t-test. The mean of public sector employees 88.76 (SD = 4.56) while the mean score for private sector employees 85.25 (SD = 4.46). This difference was statistically significant  $t = 6.159, p < .001$ . The null hypothesis is rejected since this suggests that public sector employees are engage in job crafting more than private sector employees. The results regarding the association of job crafting, work engagement and job satisfaction are summarized in table- 2.

**Table 2. Correlation of job crafting with work engagement and job satisfaction**

	<b>Job crafting</b>	<b>Work engagement</b>	<b>Job satisfaction</b>
<b>Job crafting</b>	1	.637**	.662**
<b>Work engagement</b>	.637**	1	.537**
<b>Job satisfaction</b>	.662**	.537**	1

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

The table 2 presents Pearson correlation coefficients among job crafting, work engagement and job satisfaction. All correlations are found positive and statistically significant at the  $p < .01$  level. Job crafting shows a strong positive correlation with work engagement ( $r = .637$ ) and job satisfaction ( $r = .662$ ). Thus, hypothesis 2 and 3 are fully supported.

Table 3 shows the results of a linear regression analysis with job crafting as the predictor and work engagement as the outcome variable. The model shows a significant positive relationship, with  $R = .637$  and  $R^2 = .405$ , indicating that Job crafting significantly predicts work engagement. A large portion (40.5%) of the variation in engagement can be explained by job crafting.

**Table 3. Result of linear regression analysis using job crafting as a predictor and work engagement as a criterion**

Criterion Variable: <b>Work engagement</b>							
Model	Variable	R	R Square	Adjusted R Square	Beta	F Ratio	Sig.
1	<b>Job crafting</b>	.637	.405	.403	.637	169.068	<.001

Table 4 shows the results of linear regression analysis with job crafting as the predictor and job satisfaction as the criterion variable.

**Table 4. result of linear regression analysis using job crafting as a predictor and job satisfaction as criterion**

Criterion Variable: <b>Job satisfaction</b>							
Model	Variable	R	R Square	Adjusted R Square	$\beta$	F Ratio	Sig.
1	<b>Job crafting</b>	.662	.438	.436	.662	193.437	<.001

The F statistic (193.437,  $p < .001$ ) indicates that the prediction model is statistically significant, suggesting that job crafting as a whole is significantly related to the job satisfaction, explaining 43 percent of the variance in job satisfaction ( $R = .663$ , adjusted  $R^2 = .438$ ), which reflects a generally high positive correlation.

## **DISCUSSION**

The results indicate a significant difference in job crafting between public and private sector bank employees, with public sector employees ( $M = 88.76$ ,  $S.D. = 4.56$ ) scoring higher than their private sector counterparts ( $M = 85.25$ ,  $S.D. = 4.46$ ),  $t = 6.16$ ,  $p < .001$ . The findings highlight a meaningful variance in job crafting behaviors between the two sectors, possibly due to differing work environments or job autonomy. This suggests that public sector employees may experience greater autonomy or engage more in proactive behaviors to shape their work roles. This aligns with Wrzesniewski and Dutton's (2001) concept of job crafting, which highlights the role of individual agency in modifying job tasks. Studies also shows public sector roles often offer more stability and supporting such behaviors (Petrou et al., 2012)

The correlation analysis reveals significant positive relationships between job crafting, work engagement, and job satisfaction. Job crafting is strongly correlated with work engagement ( $r = .637$ ,  $p < .01$ ) and job satisfaction ( $r = .662$ ,  $p < .01$ ), indicating that employees who actively shape their work roles tend to be more engaged and satisfied. These findings supported by the research of Tims et. al. (2013), who found that job crafting enhances personal resources and motivation, leading to improved work outcomes. Similarly, work engagement is positively linked to job satisfaction ( $r = .537$ ,  $p < .01$ ), consistent with Schaufeli and Bakker's (2004) model emphasizing the motivational benefits of engagement. The present study highlights the significant predictive role of job crafting in shaping both work engagement and job satisfaction among employees in the banking sector. The regression analysis revealed that job crafting explained 40.5% of the variance in work engagement and 43.8% of the variance in job satisfaction, indicating robust associations. These findings align with previous research suggesting that job crafting enables employees

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to proactively modify their tasks, relationships, and perceptions at work, thereby fostering greater psychological investment and fulfillment (Tims et al., 2013; Wrzesniewski & Dutton, 2001).

The strong beta coefficients in both models ( $\beta = .637$  for work engagement and  $\beta = .662$  for job satisfaction) underscore the substantial impact of job crafting. This suggests that when employees are empowered to reshape aspects of their job, they are more likely to experience heightened engagement and satisfaction. Such proactive behavior supports the theoretical assumptions of the Job Demands-Resources (JD-R) model, which posits that personal resources like job crafting can enhance motivation and well-being (Bakker & Demerouti, 2017).

Furthermore, these findings are particularly relevant in the context of the banking sector, where work environments can be highly structured and stressful. Encouraging job crafting could serve as a practical intervention to improve employee outcomes, especially in settings where traditional job redesign is limited.

### CONCLUSION

Job crafting plays a vital role in enhancing both individual and organizational outcomes by allowing employees to proactively reshape their roles in alignment with their strengths, interests, and values. In today's dynamic work environments—especially in sectors like banking where roles can be highly structured and routine—job crafting offers a meaningful way to increase employee engagement, satisfaction, and overall well-being. When employees are given the autonomy to adjust the tasks they perform, the relationships they foster, and the way they perceive their work, it not only leads to greater motivation and productivity but also contributes to a stronger sense of purpose.

This proactive behavior benefits organizations by cultivating a workforce that is more adaptable, resilient, and committed to its goals. However, successful implementation of job crafting requires support from leadership, an open organizational culture, and the recognition of individual contributions. Managers must balance operational needs with the flexibility to encourage such self-initiated changes. Overall, job crafting is not just a tool for personal development but a strategic practice that can enhance organizational performance, reduce burnout, and promote a healthier work environment. As work demands continue to evolve, fostering job crafting will be crucial for building a sustainable and engaged workforce.

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***Conflict of Interest***

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