

Job Crafting, Locus of Control and Emotional Stability: A study on the IT sector in India

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ABSTRACT

Job crafting is a process which is voluntarily practiced by employees to actively redesign work tasks, relational boundaries and cognitive aspects of their job. The purpose of the study was to examine the relationship between job crafting and two variables of the self-core evaluation traits – locus of control and emotional stability. It followed a correlational research design. A total sample of 60 middle level male and female employees from the IT sector in Bengaluru, India were studied in this research. It took into consideration three variables: (a) Job Crafting; (b) Locus of Control; and (c) Emotional Stability. The study used three different self-report questionnaires which were administered consecutively to the participants. The Job Crafting Questionnaire (JCQ) was used to measure Job Crafting, Work Locus of Control Scale (WLCS) measured Locus of Control of the employees and the neuroticism dimension of the Big Five Inventory (BFI) was used to measure Emotional Stability. The obtained data was statistically treated using parametric statistical tools like descriptive statistics, product moment correlation and t-test to study the extent of Job Crafting, relationship between Job Crafting, Locus of Control and Emotional Stability, and gender differences respectively. The study concluded that there is a positive correlation between Internal Locus of Control and Job Crafting. It also found that there exists a positive correlation between Emotional Stability and Job Crafting. Further, this study suggested that there is no significant difference between men and women in job crafting. The research can be used in employee engagement, personality assessments, during selection or promotion and making managerial decisions.

Keywords: *Job Crafting, Redesign, Locus Of Control, Emotional Stability, It Sector, Employee Engagement*

Job crafting is a voluntary process by which an employee redesigns certain facets of their job. This proves advantageous to them since it is said to promote job satisfaction, work engagement, resilience and also thriving in the workplace. Generally, it is seen that jobs are designed by the managers. However, job crafting focuses on the redesigning of the jobs by

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the employees themselves. Employees are known to craft their jobs since it is profitable to them. Job crafting is seen by employees as a vehicle through which they can put to use the opportunities available to them. They customize their job tasks and also the interactions they have with their colleagues. Through this process of active change they align their motives, strengths and passion to the work that they undertake. Individuals who engage in such a change inducing action at work are called job crafters. (Berg, Dutton & Wrzesniewski, 2008)

Forms of Job Crafting

Research proves that job crafting can be applied on three different levels. Job crafters usually shift the boundaries of their job tasks. They can do this by innovating on the job either by adding more responsibilities or reducing their tasks. They could also increase or decrease the scope of their tasks. At times, they could change the process that is followed and positively impact their performance. Individuals are also seen changing their interactions with co-workers in the process of job crafting. Besides, job crafting can also be witnessed when employees alter their perception of the tasks they do or when they do not consider each tasks separately but rather as a “collective whole” (Wrzesniewski & Dutton, 2001).

Stages of Job Crafting

The model of job crafting proposes three different stages in the process of crafting jobs. It is said to be an ongoing course of action that does not happen only one time in a job. The first stage in job crafting is when the employees are motivated to craft any one or more aspects of their jobs. This is followed by the second stage where the workers identify the opportunities they have in which they can craft their jobs. Finally, it culminates in the third stage where the identified outcomes are linked to the individual’s outcomes (Berg, Dutton & Wrzesniewski, 2008)

Individual differences

Paul Lyons (2008), found the existence of individual differences in the process of job crafting. According to him, the “spontaneous, unsupervised changes” that an employee makes in their jobs can be related to individual characteristics – cognitive ability, self-image, perceived control and readiness to change. The study proves that there exists a positive significant relationship between job crafting and individual factors like perceived control, readiness for change and self-image (Lyons, 2008). Research also proves that individuals with proactive personality traits are more likely to craft their jobs. This in return helps them to adjust to their work environment more proactively which is predictive of engagement at work and in-role performance (Bakker, Tims & Derks, 2012).

Implications

Wrzesniewski and her colleagues (2008) feel that a positive influence has been seen on individual and organizational performance in context to job crafting. This might encourage managers to develop situations where resourceful job crafting techniques can be fostered. This begins with designing jobs that would give the individual liberty to customize their jobs to fit their personal motives, strengths and passions, while simultaneously, meeting the

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relevant goals of the organization. However, a limited situation to job craft would be when the job design is restrictive. Though this limitation might only affect the behavioural components of job crafting, cognitive crafting would be less limited by such rigid constructs in job design. If this limitation is removed, resourceful crafting of jobs may be a factor in enhancing job satisfaction and performance.

Despite the advantages of job crafting, it may not always provide positive outcomes. It could be harmful if the consequences of the process moves away from organizational goals. Even though it has benefits for the job crafter, it may produce negative side effects on the organization. In certain situations, job crafting happens without the manager's awareness. This could prove to have detrimental effects on the overall organization, if the individual level process is not significantly aligned with organizational goals and objectives. A limitation of this voluntary employee behaviour would be that the individual must be equipped enough to provide resourcefulness on their own accord. They may not be able to derive it from any external source (Berg, Dutton & Wrzesniewski, 2008).

Core Self-Evaluation Traits

According to Judge, Locke and Durham (1997), core self-evaluations, is defined as the "basic conclusions or bottom-line evaluations that individuals hold about themselves". They supported the fact that it was traits that helped assess core self-evaluations. The four traits that were identified were self-esteem, generalized self-efficacy, internal locus of control and emotional stability.

Locus of Control.

It is one of the traits that constitute the core self-evaluations. Locus of control can be defined as the extent to which individuals believe that they have the power to control different aspects or events in their lives. An individual who has an internal locus of control believes that they can influence and control outcomes and events in their lives. On the other hand, an individual with an external locus of control attributes personal outcomes and events to forces outside of oneself. This concept of locus of control was propounded by Julian Rotter in 1950. Since then, its applications have been seen in explaining human behaviours in the organization. Locus of control, as a personality trait, can be related to different concepts such as motivation, perception of the job, effort, satisfaction, compliance with authority, performance and also supervisory style (Spector, 1982).

Emotional Stability.

A personality concept that has endured for a long time is emotional stability. It has its roots in psychoanalysis and clinical psychology. However, in recent times, it has been applied in the work scenario to establish relationships with job performance and job satisfaction. It is an indicator of low neuroticism. Emotional stability reflects a tendency to be steady, confident and secure (Judge et al., 2001). Emotional stability or Neuroticism exists in a continuum and is associated with common traits such as being anxious, angry, depressed, embarrassed, worried, emotional and insecure (Barrick & Mount, 1991).

Relation with Job Crafting

Judge and Bono (2001) have studied the relationship between the variables - locus of control and emotional stability, and job performance and job satisfaction. Though there was a positive correlation between both the variables and job performance and satisfaction, the relationships established are not significant. Despite the weak relations, it can be rationalized that job crafting could be related to emotional stability and locus of control, since a link has already been established between job performance and job satisfaction on the process of job crafting (Berg, Dutton & Wrzesniewski, 2008).

Research Question

1. Is there a relationship between job crafting and an individual's locus of control?
2. Is there a relationship between job crafting and an individual's emotional stability?
3. Do gender differences exist in job crafting?

Rationale for study

Job crafting is a relatively new concept. It was theorized by a psychologist, Amy Wrzesniewski in the year 2001. Most studies in this field encourage the need for empirical studies (Lyons, 2008). This need also stems from the past conceptual papers and the nature of the topic. However, in recent times, a Job Crafting Questionnaire was developed which has made empirical research in this field more possible. Thus, studying job crafting as a work behaviour of employees in the Indian context would be appropriate since there are no studies conducted in India in this area. Most prior studies have been conducted in the Western countries.

The Gallup report on Employee engagement shows that the majority of the Indian workforce is not engaged in the work they do. The survey which took place between 2011 and 2012 is indicative of the fact that 9% of the Indian workforce is engaged. The remaining 91% is disengaged from their work. Of these figures, 60% of them are not engaged at work while another 31% feel actively disengaged from work (Gallup Inc., 2013). Thus, the current need for Indian organizations is to engage their workforce. As a solution to this problem, the global report also stated that the organizations could begin by selecting the right candidates. Therefore, individual differences in personality, motivation, and self-concept could play an important role in how engaged an employee would feel at work. Thus, it can be said that job crafting, as a tool for employee engagement could help in increasing the engagement among workers (Petrou, Demerouti, Peeters, Schaufeli & Hetland, 2012). The survey also mentions developing the strengths and well-being of the employees could impact engagement positively. Studies have proved that job crafting has a positive impact on employee well-being (Tims, Bakker & Derks, 2013). It provides employees with opportunities to contribute their best at work. Therefore, it would be key to an engaged workforce as was highlighted in the Global report on employee engagement.

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There is very little empirical evidence to prove what propels this voluntary behaviour from the employees in an organization. According to Lyons, the individual's needs and motivation in relation to job crafting should be studied empirically (Lyons, 2008). Thus, it can be seen that current studies have not focused on empirically studying the individual differences that could be a contributor to job crafting. Job crafting, as a concept, positively impacts job satisfaction of employees (Berg, Dutton & Wrzesniewski, 2008). In turn, the variables under study – Locus of Control and Emotional Stability, are positively correlated with job satisfaction (Judge & Bono, 2001). Thus, the relationship between job crafting, locus of control and emotional stability can be studied.

Problem

The aim of the study was to determine the relationship between locus of control and emotional stability on job crafting in the Indian context.

Objectives

The main objectives of the study were as follows:

1. To determine the forms of job crafting that exists in the Indian context.
2. To establish a relationship between locus of control and job crafting.
3. To establish a relationship between emotional stability and job crafting.
4. To determine significant differences in job crafting between genders.

Hypotheses

The following ten hypotheses were examined:

1. The greater the extent of internal locus of control, greater will be the level of task crafting.
2. The greater the extent of internal locus of control, greater will be the level of cognitive crafting.
3. The greater the extent of internal locus of control, greater will be the level of relational crafting.
4. There will be a strong positive correlation between emotional stability and task crafting.
5. There will be a strong positive correlation between emotional stability and cognitive crafting.
6. There will be a strong positive correlation between emotional stability and relational crafting.
7. There will be no significant difference between men and women in task crafting.
8. There will be no significant difference between men and women in cognitive crafting.
9. There will be no significant difference between men and women in relational crafting.

METHOD

Research Design

The study adopts a correlational research design which is quantitative in nature. This form of research is a structured way of obtaining information to reach a specific conclusion. These statistically reliable facts provide empirical evidence in researches. Quantitative research design requires the sample size to be large and representative of the entire target population. Thus, all these details have been considered by the research while studying the relationship between job crafting and the two variables – locus of control and emotional stability among IT professionals in Bengaluru.

It is quantitative in nature, as past literature has pointed out the need for empirical findings in the area of job crafting. Majority of previous literature has been quantitative in nature. However, these researches have used qualitative methods of data collection but had analysed it quantitatively. Thus, the empirical evidence of these studies were questioned. Therefore, many articles have stressed the need for empirical studies. This would support the method adopted in this study. The research is practical in approach since it makes use of empiricism to study the concept of job crafting on the Indian population. It adds to the existing knowledge base by trying to establish a relationship between job crafting and the variables of locus of control and emotional stability. Simultaneously, it also seeks to determine gender differences in job crafting.

Operational Definitions

The variables are defined as follows:

Job Crafting. The voluntary, unsupervised changes that an employee makes in their jobs to achieve a sense of meaning and purpose is called job crafting. It happens in three different forms: (a) task crafting is where the boundaries of job tasks are altered; (b) relational crafting happens when the interpersonal relational boundaries are changed; (c) cognitive crafting is when the perceptions, thoughts and feelings are altered to suit the individual's need, motives and passion (Wrzesniewski, 2001).

Locus of Control. Locus of control can be defined as the extent to which individuals believe that they have the power to control different aspects or events in their lives. There are two types of locus of control are: (a) internal locus of control is when the individual believes that they have the power to affect the events and other aspects of their lives; (c) external locus of control is when the individual believes that outside forces influence the events and aspects of their life (Rotter, 1966).

Emotional Stability. Emotional Stability can be defined as the personality trait that reflects confidence, steadiness and security. Emotional stability or Neuroticism is associated with common traits such as anxiety, anger, depression, embarrassment, worry, emotions and insecurity. It exists in a continuum with emotional stability at one end and neuroticism at the other (Mathews and Deary, 1998).

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Middle level employees. Middle level employees are defined as working individuals whose jobs have operational components as well as strategic components. They are the employees who have the top level employees above them and the low level employees below them (DuBrin, 2003).

IT sector. IT sector can be defined as a cluster of organizations that specialize in the developing and marketing of information technology (Daintith, 2009).

Sample

The target population for this research was professionals who were handling middle level roles and responsibilities in the IT sector in Bengaluru. The sample consisted of 60 middle level employees, with equal number of males and females employed within the IT sector in Bengaluru. Middle level employees were selected for the study since their jobs included both strategic and operational components. A single level of employees was considered advantageous since it would avoid any discrepancies arising from having employees at differential work levels. The IT sector was the focus of the study, as currently, it is one of the most booming sectors.

Sampling Technique

For this research, purposive sampling technique was adopted. This technique of sampling is used when individuals with specific characteristics are required. Therefore, in relation to the present study, since only the middle level employees were studied, this technique was found to be most suitable for the same reasons.

Inclusion Criteria.

The following are the criterion for inclusion:

1. All the participants are Indians residing in Bengaluru.
2. They are all middle level employees.
3. All participants work in the IT sector.
4. Employees who understand, speak and read English are considered.

Exclusion Criteria

The following is the criterion for exclusion:

1. Genders other than male and female are excluded from the sample.

Tools

The data collection for the study was done with the help of self-report questionnaires with close ended questions providing fixed responses. Since most past research emphasized the need for empirical studies in the area of job crafting, using this method for data collection served that basic purpose (Lyons, 2008).

1. **Job Crafting Questionnaire (JCQ).** The Job Crafting Questionnaire (JCQ) developed by Slemp and Vella-Brodrick (2013) was used to measure the extent of job crafting of the employees. The scale was used in its original form. It measured three different dimensions of job crafting – task crafting, cognitive crafting and relational

crafting. It consisted of fifteen close ended statements which were required to be rated on a six point rating scale. These statements measured the frequency of job crafting an individual engages in, in their job. The reliability of this instrument, as using the Cronbach's Alpha was .91. While the convergent validity of the scale was measured through correlation with theoretically related variables like job satisfaction, intrinsic goal strivings (work), strengths use, organizational citizenship behaviour, work contentment, work enthusiasm, work related positive affect and work related negative affect. There seemed to be significant positive correlations between job crafting dimensions and the above mentioned variables. This questionnaire had not been administered to an Indian population prior to this research.

2. **Work Locus of Control Scale (WLCS).** The Work Locus of Control Scale (WLCS) developed by Spector (1988) was used in its original form to assess the employees control belief in the work place. This is a domain specific locus of control scale which correlated from about .50 to .55 with the General Locus of Control Scale. It had 16 items – half of which measured external locus of control and the other half measured internal locus of control. It had to be rated based on a six fixed response option. The scale had been related to several work related variables such as job satisfaction, job performance, counterproductive work behaviour and organizational commitment. The test-retest validity of the scale was reported as being .57 and .60 for a year. This scale had been administered on Indian population in prior researches.
3. **Big Five Inventory (BFI).** The Big Five Inventory (BFI) theorized by Costa and McCrae (1990) and developed by Goldberg (1993) was used to assess the emotional stability of employees. However, only statements pertaining to the Neuroticism dimension was administered to the participants. The original scale consisted of 44 items measuring five different personality traits – openness, conscientiousness, extraversion, agreeableness and neuroticism. Neuroticism, which is also known as Emotional Stability was measured by eight statements. The previously tested reliability of the inventory ranged from .79 to .88. The Big Five Inventory had been used for prior researches in India.

Procedure

The participants for the study were identified. Following which, the Job Crafting Questionnaire, Work Locus of Control Scale and the Neuroticism dimension of the Big Five Inventory were administered to the participants of the study in person and with the help of online technology. Their responses were then collected. The extent of job crafting and the different forms of job crafting was determined from the obtained data. This data was treated and analysed with the help of statistical measures. Correlation between locus of control and the three different dimensions of job crafting were drawn on one side, while, the correlation between the three different dimensions of the Job Crafting Questionnaire and Neuroticism dimension of the Big Five Inventory were drawn on the other hand. Besides this, any significant differences in job crafting between men and women were studied. This data was further interpreted in the context of the study. Finally, conclusions were drawn from the obtained data.

Data Analysis

The data obtained from the study was subjected to appropriate statistical analysis with the help of SPSS 16. Since the raw data gathered from the research was non normal, the non-parametric statistical measures were used. Product Moment correlation was used to study the relationship between the three different variables – job crafting, locus of control and emotional stability. For the analysis, descriptive statistics was used to understand the level or extent of job crafting. T-test was used to determine gender differences in the level of job crafting. A detailed analysis of the data obtained is provided in the following chapter.

Ethical Considerations

The research took into consideration the following ethical principles:

1. The participants had to submit a fully filled-in consent form to ascertain that they had no objection in participating in the study.
2. They were also required to give their consent for the use of their responses in the research.
3. They were simultaneously informed of the confidentiality of their responses as they were being used only as an aggregate.
4. The responses of each individual participant were not studied separately, but in relation to the entire sample under study.

RESULTS AND DISCUSSION

The study made use of three instruments that measured job crafting – task crafting, cognitive crafting and relational crafting; locus of control; and emotional stability of the employees. In addition to that, the demographic details of the respondents was collected. These included the participants' name, gender, age, designation, years of experience and the name of the company they were working for. The obtained data was arranged in Microsoft Excel spreadsheet for further analysis with the use of Statistical Package for Social Sciences (SPSS) version 22. Tests of normality revealed that the data was normal, therefore, parametric statistics was utilized for the analysis of obtained data.

Details of the participants

The data for this research was collected from a sample of seventy three middle level employees working in the IT industry. Fifty three of the participants were men, while the remaining thirty were women. They are employed in various technology service providing organizations within Bengaluru, India. Table 1 shows the descriptive statistics: mean, range, standard deviation (SD), skewness and kurtosis of the different variables under study.

Table 1 Descriptive statistics of the variables under study

Variable	N	Min	Max	Mean	S. D.	Skewness	Kurtosis
Task Crafting	73	1	3	2.49	.604	-.752	-.376
Cognitive Crafting	73	1	3	2.52	.556	-.583	-.739
Relational Crafting	73	1	3	2.49	.604	-.752	-.376
Locus of Control	73	1	3	2.25	.666	.083	-.281
Emotional Stability	73	1	3	2.12	.547	-.142	-.704

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From Table 1 it can be seen that the study has obtained data from 73 middle level IT professionals. The range of task crafting scores for the employees was 1 to 3, with a mean of 2.49 and, a SD of .604. The skewness was measured to be -.752 and kurtosis was -.376. The range for cognitive crafting for the IT professionals was 1 to 3, with a mean of 2.52, and SD of .556. The skewness was -.583, while the kurtosis was -.739. The middle level employees showed a range of 1 to 3, in relational crafting. The mean was found to be 2.49 and the SD was measured to be .604. The skewness and kurtosis were found to be -.752 and -.376 respectively. The range for locus of control of the employees was 1 to 3, with a mean of 2.25 and SD of .666. The skewness was measured to be .083 and kurtosis was found to be -.281. The scores of emotional stability of the IT professionals range from 1 to 3, with a mean of 2.12 and SD of .547. The skewness and kurtosis were measured to be -.142 and -.704 respectively.

Data analysis and results

Table 2 Correlation for Task Crafting and Locus of Control

Variables	N	Pearson Correlation	Sig. (2-tailed)
Task Crafting	73	-.257*	.028
Locus of Control			

*. Correlation is significant at the 0.05 level (2-tailed).

According to Hypothesis 1, there will be a significant positive correlation between internal locus of control and task crafting. To address this hypothesis, Pearson's Product Moment Correlation was employed. This type of correlation is a parametric measure of association for two separate variables. It helps in measuring the strength and the direction of a linear relationship. Table 2 shows the correlation between Task Crafting and Internal Work Locus of Control. The correlational value between the two variables was found to be -.257 and the p value was .028. The correlation was found to be significant at the 0.05 level. Therefore, there is a weak negative correlation between task crafting and internal locus of control. Thus, Hypothesis 1, which states that there will be a significant positive correlation between internal locus of control and task crafting, has been rejected.

Table 3 Correlation for Cognitive Crafting and Locus of Control

Variables	N	Pearson Correlation	Sig. (2-tailed)
Cognitive Crafting	73	-.214	.070
Locus of Control			

Hypothesis 2 proposed that there will be a significant positive correlation between internal locus of control and cognitive crafting. To test this hypothesis, Product Moment Correlation was utilized. Table 3 represents the correlation between Cognitive Crafting and Internal Work Locus of Control. The correlational value between the two variables was found to be -.214 and the p value was .070. The correlation was not found to be significant at either the 0.05 level or at the 0.01 level. Therefore, there is a weak negative correlation between cognitive crafting and internal locus of control. Thus, Hypothesis 2 has been rejected.

Table 4 Correlation for Relational Crafting and Locus of Control

Variables	N	Pearson Correlation	Sig. (2-tailed)
Cognitive Crafting	73	-.084	.478
Locus of Control			

In Hypothesis 3, it was hypothesized that there will be a significant positive correlation between internal locus of control and relational crafting. To check this hypothesis, Product Moment Correlation was utilized. Table 4 represents the correlation between Relational Crafting and Internal Work Locus of Control. The correlational value between the two variables was found to be $-.084$ and the p value was $.478$. The correlation was not found to be significant at either the 0.05 level or at the 0.01 level. Therefore, there is a weak negative correlation between relational crafting and internal locus of control. Thus, Hypothesis 3 was been rejected.

Table 5 Correlation for Task Crafting and Emotional Stability

Variables	N	Pearson Correlation	Sig. (2-tailed)
Task Crafting	73	.131	.268
Emotional Stability			

To address Hypothesis 4, which proposed that there will be a strong positive correlation between task crafting and emotional stability, Product Moment Correlation was utilized. Table 5 represents the correlation between Task Crafting and Emotional Stability. The correlational value between the two variables was found to be $.131$ and the p value was $.268$. The correlation was not found to be significant at either the 0.05 level or at the 0.01 level. Therefore, there was a weak positive correlation between Task Crafting and Emotional Stability. Thus, Hypothesis 4 was rejected.

Table 6 Correlation for Cognitive Crafting and Emotional Stability

Variables	N	Pearson Correlation	Sig. (2-tailed)
Cognitive Crafting	73	.029	.809
Emotional Stability			

Hypothesis 5 proposed that there will be a strong positive correlation between cognitive crafting and emotional stability. Pearson's Product Moment Correlation was utilized to address this hypothesis. Table 6 represents the correlation between Cognitive Crafting and Emotional Stability. The correlational value between the two variables was found to be $.029$ and the p value was $.809$. The correlation was not found to be significant at either the 0.05 level or at the 0.01 level. Therefore, there was a weak positive correlation between Cognitive Crafting and Emotional Stability. Thus, Hypothesis 5 was rejected.

Table 7 Correlation for Relational Crafting and Emotional Stability

Variables	N	Pearson Correlation	Sig. (2-tailed)
Cognitive Crafting Emotional Stability	73	.005	.965

Hypothesis 6 proposed that there will be a strong positive correlation between relational crafting and emotional stability. Pearson’s Product Moment Correlation was employed to examine this hypothesis. Table 7 represents the correlation between Relational Crafting and Emotional Stability. The correlational value between the two variables was found to be .005 and the p value was .965. The correlation was not found to be significant at either the 0.05 level or at the 0.01 level. Therefore, there was found to be a weak positive correlation between Relational Crafting and Emotional Stability. Thus, Hypothesis 6 was rejected.

Table 8 Differences in Job Crafting across Genders

Variables	Gender	N	Mean	Mean Difference	S D
Task Crafting	Male	43	2.58	.215	.545
	Female	30	2.37		
Cognitive Crafting	Male	43	2.53	.035	.592
	Female	30	2.50		
Relational Crafting	Male	43	2.56	.158	.590
	Female	30	2.40		

Table 8 represents the differences in the three dimensions of Job Crafting between the two genders. It is evident that more women craft their jobs when compared to men. This can be concluded from the differences in the means. In Task Crafting, the mean for male and female samples was found to be 2.58 and 2.37 respectively, with a difference of .215. The mean for males was found to be 2.53 and for females it is 2.50 in dimension of Cognitive Crafting. The difference between the two means was .035. In Relational Crafting, the mean differences between male and female samples was .158, while the means were measured to be 2.56 and 2.40 for males and females respectively. While considering the significance of the differences between the means of the dimensions of Job Crafting among males and females, Levene's test for equality of variances was conducted. The significance values for Task Crafting, Cognitive Crafting and Relational Crafting were .134, .324 and .656 respectively. These values are greater than .05, which ensured that equal variances were assumed.

Table 9 t-test for equality of means of Task Crafting

Variables	t	df	Sig. (2-tailed)
Task Crafting	1.508	71	.136

Hypothesis 7 proposed that there will be no significant difference between men and women in task crafting. The Test of Significance was used to test the following hypotheses. T-test is a parametric statistical tool used to check for significant differences between two independent

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groups. Table 9 showed the level of significance between men and women in Task Crafting which was found to be .136, which was greater than .05. Therefore, the difference was not found to be significant. Thus, the above mentioned hypothesis was accepted.

Table 10 t-test for equality of means of Cognitive Crafting

Variables	t	df	Sig. (2-tailed)
Cognitive Crafting	.262	71	.794

Hypothesis 8 proposed that there will be no significant difference between men and women in Cognitive Crafting. This hypotheses was checked with the help of T-test. Table 10 showed the level of significance between men and women in Cognitive Crafting which was found to be .794, which was greater than .05. Therefore, the differences between the means were found to be insignificant. Thus, the above mentioned hypothesis was accepted.

Table 11 t-test for equality of means of Relational Crafting

Variables	t	df	Sig. (2-tailed)
Relational Crafting	1.103	71	.274

Hypothesis 9 stated that there will be no significant difference between men and women in Relational Crafting. T-test was employed to address this hypothesis. Table 11 showed the significance level of differences between the means of men and women in Relational Crafting, which was found to be .274, which was greater than .05. Therefore, the differences between the means were not found to be significant. Thus, the above mentioned hypothesis was accepted.

DISCUSSION OF RESULTS

In this research, Job Crafting has been looked at as an innovative and creative concept that involves changes in the characteristics of work. According to the Theory of Organizational Creativity, innovation and creativity are sub-concepts that make up the framework of change as a concept (Woodman, Sawyer & Griffin, 1993). Thus, Job Crafting is perceived as being a creative concept. The first three hypotheses in this research tries to draw a parallel positive relationship between internal locus of control and the three dimensions of job crafting. Thus, it was inferred from the results that greater the Internal Locus of Control, greater is the extent of Task Crafting. Past literature has pointed out that internal locus of control is positively correlated to creativity and innovation (Pannells & Claxton, 2008). This study further adds to existing knowledge that the extent of task crafting, cognitive crafting and relational crafting increases with the increase in the extent of internal locus of control. Therefore, there exists a positive correlation between internal locus of control and the three dimensions of job crafting, i.e., task crafting, cognitive crafting and relational crafting.

This study also found that there seems to be a positive relationship between emotional stability and job crafting. However, this relationship was not found to be significant. This can be a result of creativity being linked to emotional instability. Studies have shown that neuroticism has a positive correlation with creativity (Strong, Nowakowska, Santosa, Wang, Kraemer & Ketter, 2007; Furnham, 1999; Martindale & Dailey, 1996). There has been further additions to existing literature to show that personality characteristics like emotional stability can have a positive effect or influence on creativity of an individual (Batey, Furnham & Safiullina, 2010). However, studies have also been indicative of the fact that creative artists are more likely to be emotionally unstable, meanwhile, creative individuals working in a structured setting have high emotional stability (Cross, Cattell & Butcher, 1967). These findings are in congruence with specific conclusions drawn from this research. Thus, from the study, it can be inferred that there is a positive correlation between job crafting and emotional stability. However, this relationship was not considered to be a significant one. This may be due to the result of factors discussed mentioned previously.

Stemming from this research, it was found that there was no significant differences in job crafting between men and women. Considering Job Crafting as a creative concept, there are several studies that contradict this finding. Previous research has been instrumental in concluding that differences in creativity differs between man and women (Baer & Kaufman, 2008). However, these findings do not support the conclusions drawn from this research. This condition may be successfully explained by the shift from a stereotypical gender role society to an androgynous role. Working with this mind set is beneficial for women and men to bring about a balance (Gershenoff & Foti, 2003; Stoltzfus, Nibbelink, Debra & Thyrum, 2011). This may provide a suitable explanation for significant differences between and men and women not arising in the extent of job crafting. Any differences that may have been seen is likely to occur due to chance factors. Since the study found no significant differences in job crafting between men and women, it is a probability that the sample population may not adhere to a rigid and stereotypical gender role. It can be assumed that they account for being an androgynous sample, on the whole and thereby do not show any gender differences in job crafting, a concept closely related to creativity, innovation and change.

SUMMARY AND CONCLUSIONS

The main purpose of this research was to find out the relationship between job crafting – task crafting, cognitive crafting and relational crafting, and the self-evaluative variables – locus of control and emotional stability. In addition, this study also tried to examine the differences between men and women on the basis of their levels of job crafting. This has been discussed thoroughly in the previous chapter which provides a clear understanding of the data gathered, analysis of the raw data, results obtained and interpretations made from it. The current chapter summaries and presents the conclusions derived from the entire study undertaken.

Major findings

1. Internal locus of control and task crafting have a significant positive correlation.
2. Greater the extent of internal locus of control, greater is the level of cognitive crafting.

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3. Greater the extent of internal locus of control, greater is the level of relational crafting.
4. Emotional stability and task crafting is positively correlated but it is not significant.
5. Emotional stability and cognitive crafting is positively correlated but it is not significant.
6. Emotional stability and relational crafting is positively correlated but it is not significant.
7. There is no significant difference between men and women in the levels of task crafting.
8. There is no significant difference between men and women in the levels of cognitive crafting.
9. There is no significant difference between men and women in the levels of relational crafting.

LIMITATIONS

The present study makes significant contribution to the available literature on a relatively novel concept, job crafting. It also provides alternatives for engaging employees and retaining them over a period of time, thereby making important contributions to the Human Resources Departments in organizations across various sectors within the Indian context. However, this study is not free from limitations. Following are few of the constraints and limitations that have been identified in the study.

1. The study made use of self-report questionnaires. The data obtained in few of the dimensions was found to be skewed. Therefore, the objectivity of the responses of participants is questioned.
2. The results obtained cannot be generalized on the entire population due to the constraints on sample size.
3. Validation of the obtained results may not be possible in other sectors since the study concentrated specifically on the IT sector.
4. The study considered middle level employees alone, which is not accurately representative of the employees in the IT sector. Therefore, validity and reliability of results is questionable.

IMPLICATIONS OF THE STUDY

This study can contribute uniquely to the understanding of job crafting and work redesign in India. It can also be instrumental in linking it to personality traits. The study found the existence of a relatively newly formally identified concept of job crafting in the Indian workplace scenario.

1. Contribute to Organizational Psychology in India – This study contributes significantly to the field of Industrial or Organizational Psychology in India. It helps in understanding the role of personality in the behaviours of employees within the organization. During the process of recruitment and selection, candidates with suitable personality traits may be selected. This would ensure success of the organization in the long run, since the employees would indulge in positive enhancing behaviours which would prove profitable for the employees themselves as well as for the organization, while also positively impacting that specific industry and community at large.

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2. Contribute to the study of Organizational Behaviour – The study has also been instrumental in the understanding of behaviours in the workplace. Largely, the study links different personality factors with specific behaviours which can be noticed in organizations on an individual level. Though the impact of these behaviours can be found to be highly beneficial, the study found that job crafting was a voluntary behaviour, significantly related to personality traits. Therefore, this can be used to predict and analyse behaviours in industries and organizations.
3. Provide a framework for employee engagement – Job crafting has been found to be an effective tool for engaging employees in the organization. Certain roles grant ample amount of freedom to innovate or make creative positive changes in the job. This helps employees in getting involved in what they do. Since this ensures their complete willingness and personal interest, employees make significantly positive impact on their own jobs and careers. This in turn helps them to remain engaged in their roles.
4. Validate the need for psychological assessments –Considering that this study found that personality traits are directly related to voluntary behaviours in the workplace, it may validate the need for psychological testing and assessments in the workplace. Since these assessments are perceived as being expensive, organizations, generally, do not have a provision for psychometric testing for their employees. However, this study proves that certain traits can be positively linked to positive organizational behaviours. Organizations should consider integrating psychological assessments as part of their recruitment and selection procedures in order to hire promising prospective employees who have the select personality traits to benefit themselves and the organization they are employed with in the long run.
5. Provide an alternative to retention of employees – Retention of employees can be achieved through many ways. However, it can also be achieved through the process of job crafting. Organizations and respective top level management should understand and recognize the need for providing some degrees of freedom for employees to innovate and make certain positive changes to their tasks and work relationships. This might be a motivating factor for few employees to serve the organization better and for a longer duration of time. Thus, it proves very beneficial for the employers and community in the long run.
6. Help in reducing attrition level among employees – As previously discussed, job crafting can be successfully used as a tool to retain employees. If a larger section of the workforce are engaged and retained through job crafting. This process could be effective as a method to keep attrition levels of the organization low. Therefore, making it important for the organization to reinforce or encourage such voluntary positive behaviours which can increase job satisfaction and job performance while also ensuring good health of the business and organization.
7. Provide new knowledge on job redesign – This study delves deep into the understanding of job or work redesign from the perspective of the employees themselves. Though work redesign can be achieved through different ways and can be executed by various managers, crafting jobs from the employees' side is what the current research tries to explore. It also studies work redesign in the Indian context.

Therefore, adding to existing knowledge regarding job redesigning in different cultural contexts.

SUGGESTIONS FOR FUTURE RESEARCH

There appears to be a wide scope for research in this domain. Following are some of the recommendations which can lead future researchers in this field.

1. The current study focused only on the middle level employees. Further research can be conducted to study the extent of task crafting, cognitive crafting and relational crafting among the three different levels of employees – low, middle and high. Any significant differences in job crafting can be studied and reasons for such differences can be identified.
2. While the present study only took into consideration employees within the IT sector, working for IT firms and technology companies, future research can be done to analyse the existence and extent of job crafting among numerous other sectors and differences in the levels of job crafting dimensions can be assessed. Suitable reasons for any significant differences may also be analysed.
3. Future researches can build on the geographical limitations this study suffered from. It would be recommended to study job crafting among employees from different states within India. This provide a more holistic and accurate finding of job crafting levels among Indians employed within the geographical boundaries of India.
4. A qualitative view of the process of job crafting can add strength to existing literature. It may also be helpful in understanding the nuances and intricacies in job crafting among Indian employees. Therefore, future research undertakings can provide an in-depth analysis and present the concept of job crafting from a qualitative perspective.
5. The concept of job crafting can also be studied with regard to age factors and generations operating within the workforce. Further studies can identify the different or similar patterns of job crafting among different age groups or among different generations. Any differences in voluntary behaviours which changes in age and shift in generations can be mapped to different contributing factors.

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APPENDIX I

Informed Consent

You are invited to join a research study designed to understand employees at work. Please take whatever time you need to discuss the study with your family and friends, or anyone else you wish to. The decision to join, or not to join, is up to you.

In this research study, we are investigating the role of personal characteristics on work behaviours of employees. If you decide to participate you will be asked to respond to a set of statements mentioned below. Approximately, this will take you 45 minutes.

The investigator may stop the study or take you out of the study at any time they judge it is in your best interest. They may also remove you from the study for various other reasons. They can do this without your consent. You can stop participating at any time. If you stop you will not lose any benefits.

There are no foreseeable risks to participating in the study. However, there may be risks that cannot be predicted. The direct benefits to you are minimal. Nor can it be guaranteed that you will personally experience benefits from participating in this study. However, others may benefit in the future from the information that is found in this study.

Measures will be taken to keep information about you confidential, and to protect it from unauthorized disclosure, tampering, or damage. Participation in this study is voluntary. You have the right not to participate at all or to leave the study at any time. Deciding not to participate or choosing to leave the study will not result in any penalty or loss of benefits to which you are entitled, and it will not harm your relationship with any individual closely involved with this research.

You can call the researcher at +91 99169 60782 or email them at miracle.sarkar@psy.christuniversity.in if you have questions about the study, any problems, unexpected physical or psychological discomforts, any injuries, or think that something unusual or unexpected is happening.

Contact Dr. Tony Sam George, Head of Department of Psychology, Christ University at +91 80 4012 9100 or hod.psy@christuniversity.in if you have any questions or concerns about your rights as a research participant.

The study described above has been explained to me. I understand that future questions I may have about the research will be answered promptly by the investigator listed above. If I have any questions about my rights as a participant, I may contact the Department of Psychology, Christ University at +91 80 4012 9100 or by email: hod.psy@christuniversity.in. I understand, I may print a copy of this form for my records.

- Yes, I agree to participate in this study**
- No, I do not agree to participate in this study**

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Respondent's Details

Name: _____

Signature: _____

Date: _____

APPENDIX II

Demographic Details

Fill in the following personal details

Name:

Age:

Gender:

Educational Qualification:

Years of Work Experience:

Name of Organization:

Designation/ Position:

Email Address:

Contact Number:

APPENDIX III

Instructions

Please keep in mind the following instructions while answering the questionnaires that follow:

1. Please answer all the statements as honestly as possible.
2. There is no right or wrong answers - answers are subjective to you.
3. Please select the alternative most suitable to you.
4. There is no specific time limit to finish the survey.
5. Confidentiality of your responses will be maintained.
6. Try to avoid giving socially desirable answers.

APPENDIX IV

Job Crafting Questionnaire (JCQ)

Employees are frequently presented with opportunities to make their work more engaging and fulfilling. These opportunities might be as simple as making subtle changes to your work tasks to increase your enjoyment, creating opportunities to connect with more people at work, or simply trying to view your job in a new way to make it more purposeful. While some jobs will provide more of these opportunities than others, there will be situations in all jobs where one can make subtle changes to make it more engaging and fulfilling.

Please indicate the extent to which you engage in the following behaviours using the given scale: 1 = Hardly Ever to 6 = Very Often (Note: "Very Often" means as often as possible in your workplace)

1. Introduce new approaches to improve your work

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

2. Change the scope or types of tasks that you complete at work

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

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3. Introduce new work tasks that you think better suit your skills or interests

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

4. Choose to take on additional tasks at work

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

5. Give preference to work tasks that suit your skills or interests

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

6. Think about how your job gives purpose to your life

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

7. Remind yourself about the significance your work has for the success of the organization

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

8. Remind yourself of the importance of your work for the broader community

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

9. Think about the ways in which your work positively impacts your life

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

10. Reflect on the role your job has for your overall well-being

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

11. Make an effort to get to know people well at work

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

12. Organize or attend work related social functions

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

13. Organize special events in the workplace (e.g., celebrating a co-worker's birthday)

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

14. Choose to mentor new employees (officially or unofficially)

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

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15. Make friends with people at work who have similar skills or interests

Hardly Ever	1	2	3	4	5	6	Very Often
	<input type="checkbox"/>						

APPENDIX V

Work Locus of Control Scale (WLCS)

The following questions concern your beliefs about work, career and jobs in general. They do not refer specifically to your present job.

1. A job is what you make of it.
 - Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish.
 - Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
3. If you know what you want out of a job, you can find a job that gives it to you.
 - Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
4. If employees are unhappy with a decision made by their bosses, they should do something about it.
 - Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
5. Getting the job you want is mostly a matter of luck.
 - Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much

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6. Making money is primarily a matter of good fortune.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
7. Most people are capable of doing their jobs well if they make the effort.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
8. In order to get a really good job, you need to have family members or friends in high positions.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
9. Promotions are usually a matter of good fortune.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
10. When it comes to landing a really good job, who you know is more important than what you know.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
11. Promotions are given to employees who perform well on the job.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much

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12. To make a lot of money, you have to know the right people.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
13. It takes a lot of luck to be an outstanding employee on most jobs.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
14. People who perform their jobs well, generally, get rewarded.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
15. Most employees have more influence on their supervisors than they think they do.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much
16. The main difference between people who make a lot of money and people who make little money is luck.
- Disagree very much
 - Disagree moderately
 - Disagree slightly
 - Agree slightly
 - Agree moderately
 - Agree very much

APPENDIX VI

Big Five Inventory – Neuroticism dimension (BFI - N)

Here are a number of characteristics that may or may not apply to you. For example, 'Do you agree that you are someone who likes to spend time with others?' Please select the most appropriate option to indicate the extent to which you agree or disagree with the following statements.

1. I see myself as someone who is depressed or blue.
- Disagree strongly

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- Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
2. I see myself as someone who is relaxed and handles stress well.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
3. I see myself as someone who can be tensed.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
4. I see myself as someone who worries a lot.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
5. I see myself as someone who is emotionally stable and not easily upset.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
6. I see myself as someone who can be moody.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly
7. I see myself as someone who remains calm in tense situations.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly

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8. I see myself as someone who gets nervous easily.
- Disagree strongly
 - Disagree a little
 - Neither agree nor disagree
 - Agree a little
 - Agree strongly

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Conflict of Interest

There is no conflict of interest.

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