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

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## KEYWORDS

Job crafting;  
Work assessment;  
Proactive behavior;  
Work design;  
Work withdrawal

**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.

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## 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

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(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 employees regarding proactivity 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

#### GENERAL JOB CRAFTING DIAGNOSTIC CHECKLIST

\_\_\_ **Self-Targeted:** Job crafting is self-targeted and engaged to benefit the individual crafter. Job crafting can also benefit the organization or other members.

\_\_\_ **Volitional:** Job crafting is a volitional process that involves intentional changes employees makes to their work or work environment.

\_\_\_ **Significant Changes:** 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.

\_\_\_ **Semi-Permanence:** Job crafting involves (semi)permanent changes to the work, distinguishing it from one-time or temporary changes.

\_\_\_ **Work Role:** 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.

\_\_\_ **Identifiable Job Tasks:** 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.

\_\_\_ **Independent of Manager Approval:** Job crafting occurs according to the intentions and decisions of the worker regardless of manager approval.

\_\_\_ **Changes Intrinsic Job Characteristics:** Job crafting involves changing the characteristics of the job that are experienced by the worker.

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, Du, & 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.

Q1 Table 1. Definition, examples, and outcomes of the seven specific types of job crafting

	Job crafting	Examples	Outcomes
1.	<i>Work role expansion:</i> 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	<ul style="list-style-type: none"> <li>● Voicing opinions and concerns or selling issues to more senior members of the organization</li> <li>● Expanding the scope of one's job to gain resources that will help a person perform his/her work and meet specific work demands</li> <li>● Adding work tasks or personal activities to a person's work routine that were not originally part of a person's formally specified job</li> <li>● Engaging extra activities and ensuring the quality of deliverables beyond the formal expectation outlined in a person's job description</li> <li>● Establishing safety or security protocols for a group that were not formally part of one's job</li> </ul>	<ul style="list-style-type: none"> <li>● Increased work meaning</li> <li>● Lower observed strain</li> <li>● Increased perceptions of work impact</li> <li>● Increased turnover intentions</li> </ul>
2.	<i>Social expansion:</i> Occurs within the social domain of work and involves the proactive use of social resources or contributions of resources to another organizational member or collective	<ul style="list-style-type: none"> <li>● Seeking support from coworkers and supervisors for work related activities</li> <li>● 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</li> <li>● 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</li> <li>● Engaging in social networking activities in contexts where these activities were not part of one's formal job requirements</li> <li>● 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</li> <li>● Acting in a way to enable collective tasks and group climates that was not part of one's formal job requirements</li> </ul>	<ul style="list-style-type: none"> <li>● Increased work meaning</li> <li>● Increased job satisfaction</li> <li>● Lower observed strain</li> <li>● Increased cognitive engagement</li> <li>● Increased turnover intentions</li> </ul>
3.	<i>Work role reduction:</i> Consciously, proactively, and systematically reducing the work role, work requirements, effort expenditures, or task accountability	<ul style="list-style-type: none"> <li>● Delegation of tasks within the organization</li> <li>● Having other people take one's place in meetings and other social activities</li> <li>● Outsourcing of tasks to people outside of the organization or department</li> <li>● Reducing the frequency of meetings</li> <li>● Becoming more economical with time spent in meetings</li> <li>● Reducing or bypassing tasks that were originally part of one's formal job description</li> </ul>	<ul style="list-style-type: none"> <li>● Increased perceptions of work impact</li> <li>● Increased bored behavior</li> <li>● Increased work neglect</li> <li>● Increased turnover intentions</li> </ul>

Table 1 (Continued)

	Job crafting	Examples	Outcomes
4.	<p><i>Work organization:</i> The active design of systems and strategies to organize the tangible elements of work, which can involve managing behavior and/or physical surroundings</p>	<ul style="list-style-type: none"> <li>● Designing job tasks, documentation systems, and work templates to have a stable structure and be performed the same way</li> <li>● Organizing one's work space to make the work processes more efficient</li> <li>● Establishing efficiency enhancement processes to facilitate other peoples' work</li> <li>● Multitasking, planning, prioritization, and creating task lists to keep track of tasks and provide more immediate reinforcements for work progress</li> <li>● Creating standardized personal work processes and organization strategies to optimize one's efficiency according to one's strengths and competencies</li> <li>● Personalized organization strategies to optimize organization according to one's understanding of the content and the work</li> <li>● Goal setting, tracking, and self-motivation processes to self-manage one's work motivation and performance in an organized way</li> </ul>	<ul style="list-style-type: none"> <li>● Increased job satisfaction</li> <li>● Increased efficiency</li> <li>● Increased process improvement</li> <li>● Increased perceptions of work impact</li> <li>● Increased physical engagement</li> <li>● Increased cognitive engagement</li> </ul>
5.	<p><i>Adoption:</i> The active and goal-directed use of technology and other sources of knowledge to alter the job and enhance a work process</p>	<ul style="list-style-type: none"> <li>● Using new technology to enhance the organization of one's work, to facilitate prioritization, to facilitate communication, or to facilitate collective work</li> <li>● Switching technological products to optimize the benefits of technology use</li> <li>● Engaging in training on new technology, management skills, or other personally relevant topics that are not formally required or suggested for the job</li> <li>● Learning job content that is not formally required or suggested for the job</li> <li>● Automating tasks to increase accuracy, reliability, and the efficient use of time</li> <li>● Using new technology to proactively provide answers to anticipated questions</li> </ul>	<ul style="list-style-type: none"> <li>● Increased efficiency</li> <li>● Increased teamwork</li> <li>● Increased process improvement</li> <li>● Decreased work/home conflict</li> <li>● Increased cognitive engagement</li> </ul>
6.	<p><i>Metacognition:</i> The autonomous task-related cognitive activity involving organization, sense making, and the manipulation of one's own psychological states</p>	<ul style="list-style-type: none"> <li>● Maintaining one's positive attitude at work through thinking in a certain way</li> <li>● Avoiding negative attitudes at work through thinking in a certain way</li> <li>● Making self-allowances to keep from getting discouraged with failure</li> <li>● Cognitively making one's self more engaged by thinking in a certain way to increase focus and attention to the environment</li> <li>● Actively managing one's attention to different perspectives on certain issues</li> <li>● Devising orderly mental approaches or heuristics to improve decision-making</li> <li>● Actively finding solutions to work-relevant problems</li> <li>● Re-prioritizing tasks and goals when situations or objectives change</li> <li>● Actively preparing one's self mentally for a future task, interaction, or other endeavor</li> </ul>	<ul style="list-style-type: none"> <li>● Increased physical engagement</li> </ul>
7.	<p><i>Withdrawal:</i> The systematic removal of oneself either mentally or physically from a person, situation, or event through changes to the job</p>	<ul style="list-style-type: none"> <li>● Actively avoiding supervisors, coworkers, customers, clients, solicitors, or other service groups to reduce extra work demands</li> <li>● Active and strategic protection of one's freedom and autonomy</li> <li>● Physical exit or mental withdrawal from a situation to avoid the demands incurred from the situation</li> <li>● Mental withdrawal from the work context to aid focus on a particular task</li> <li>● Actively avoiding a specific task to reduce the demands from that task</li> </ul>	<ul style="list-style-type: none"> <li>● Increased efficiency</li> <li>● Lower perceptions of work impact</li> <li>● Increased bored behavior</li> <li>● Increased work neglect</li> <li>● Increased turnover intentions</li> </ul>

**Figure 2. Checklist for identifying the seven types of job crafting****DIAGNOSTIC CHECKLIST FOR THE SEVEN TYPES OF JOB CRAFTING****APPROACH JOB CRAFTING**

- \_\_\_ The job crafting is active.
- \_\_\_ The job crafting is goal-directed.

**WORK ROLE EXPANSION**

- \_\_\_ The job crafting is expansion-based.
- \_\_\_ The job crafting involves changing job tasks.

**SOCIAL EXPANSION**

- \_\_\_ The job crafting is expansion-based.
- \_\_\_ The job crafting changes the relational aspects of the job.

**WORK ORGANIZATION**

- \_\_\_ The job crafting is goal-directed.
- \_\_\_ The job crafting create additional resource value through a reconfiguration of the current resources available in a job.

**ADOPTION**

- \_\_\_ The job crafting is goal-directed.
- \_\_\_ The job crafting involves workers bringing new resources to their jobs.

**METACOGNITION**

- \_\_\_ The job crafting is goal-directed.
- \_\_\_ The job crafting involves changes to the job that are cognitive in nature.

**AVOIDANCE JOB CRAFTING**

- \_\_\_ The job crafting involves reduction of task, relational, or contextual aspects of one's work.
- \_\_\_ The job crafting is withdrawal-oriented.

**WORK ROLE REDUCTION**

- \_\_\_ The job crafting is reduction-based.
- \_\_\_ The job crafting involves changing the tasks of the job via reduction.

**WITHDRAWAL**

- \_\_\_ The job crafting is withdrawal-oriented.
- \_\_\_ The job crafting involves a person distancing or removing himself/herself from a task, relationship, or aspect of the work context.

**187 4.1. Work role expansion**

188 Work role expansion involves “the self-initiated  
189 enlargement of the incumbent’s work role to in-  
190 clude elements of work and related activities not  
191 originally in the formal job description” (Bruning &  
192 Campion, 2018, p. 507). This type of job crafting has  
193 two defining characteristics: It is expansion-based  
194 and specifically involves changing the tasks of the  
195 job. For example, people can expand the tasks or  
196 schedule of tasks associated with their job but they  
197 can also add personally relevant content such as  
198 exercise, fun, or other personal maintenance activ-  
199 ities into their jobs. Work role expansion relates to  
200 outcomes of improved work meaning, lower work  
201 strain, greater perceived work impact, and higher  
202 turnover intentions (Bruning & Campion, 2018).  
203 Younger workers typically engage in this type of  
204 job crafting. While generally positive in the sense  
205 that it improves workers’ motivation and well-  
206 being, this type of job crafting does not have a  
207 definitive relationship with work performance and

even appears to be positively related to turnover 208  
intentions. In some instances, workers seeking oth- 209  
er employment might engage in these activities to 210  
facilitate leaving their current employer. 211

**4.2. Social expansion** 212

Social expansion is described as “occurring within 213  
the social domain of work and involves the proactive 214  
use of social resources or contributions of resources 215  
to another organizational member or collective” 216  
(Bruning & Campion, 2018, p. 507). This type of 217  
job crafting is expansion-based, and changes the 218  
relational aspects of the job. For example, it can 219  
address increasing social connections and ex- 220  
change. It can also involve systematically develop- 221  
ing personal networks, improving communication, 222  
and contributing to collective tasks and climates. 223  
Social expansion is related to outcomes of improved 224  
work meaning, improved job satisfaction, lower 225  
work strain, greater cognitive engagement, and 226  
lower turnover intentions (Bruning & Campion, 227

228 2018). This type of job crafting is quite positive as it  
 229 appears to improve workers' motivation and well-  
 230 being, while reducing their turnover intentions. It  
 231 does not have a definitive relationship with work  
 232 performance but it also does not have any negative  
 233 work implications.

### 234 4.3. Work role reduction

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

### 263 4.4. Work organization

264 Work organization is “the active design of systems  
 265 and strategies to organize the tangible elements of  
 266 work, which can involve managing behavior and/or  
 267 physical surroundings” (Bruning & Campion, 2018,  
 268 p. 508). It is goal-directed and involves creating  
 269 additional resource value through a reconfiguration  
 270 of the current resources available in a job. This type  
 271 of job crafting comprises organization, prioritiza-  
 272 tion, and implementing structure to work tasks and  
 273 processes, and relates to outcomes of improved  
 274 overall work performance, efficiency, and work  
 275 process improvement, as well as higher perceived  
 276 work impact, physical engagement, and cognitive  
 277 engagement (Bruning & Campion, 2018). Work or-  
 278 ganization is beneficial for both motivation and  
 279 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 motiva-  
 tional benefits can be engaged in a wide range of  
 jobs. Managers should consider work organization a  
 positive form of employees' work process innova-  
 tion.

### 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 per-  
 sonal 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 perfor-  
 mance. It appears to be engaged by younger work-  
 ers 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 pro-  
 cess improvement. In this regard, adoption has  
 many performance benefits—as well as some moti-  
 vation and well-being benefits—that would likely  
 occur in more autonomous and complex jobs. Man-  
 agers 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, rep-  
 rioritization, mental preparation, task mapping).  
 Metacognition is related to improved physical en-  
 gagement (Bruning & Campion, 2018) and is rela-  
 tively 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

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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 of 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 coworker. 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

434 jobs, so managers and coworkers should accept and  
 435 encourage good instances of job crafting when  
 436 they occur. This will help reinforce the positive  
 437 job crafting decisions workers make and also pro-  
 438 vide them with performance and well-being bene-  
 439 fits. As a general rule, most forms of approach job  
 440 crafting can be supported. Social expansion, work  
 441 organization, and adoption all represent job craft-  
 442 ing that generally have positive outcomes. The  
 443 outcomes for metacognition and work expansion  
 444 also tend to, overall, be more positive than nega-  
 445 tive. Conversely, you should consider influencing  
 446 employees and coworkers to engage in less avoid-  
 447 ance job crafting unless these activities serve a  
 448 useful purpose in your particular work context. For  
 449 example, some jobs can involve workers facing  
 450 considerable distractions and people working in  
 451 this type of job might need to engage avoidance  
 452 job crafting as a strategy for completing more  
 453 demanding work.

### 454 5.3. Consult with employees or 455 colleagues to provide alternatives to 456 detrimental job crafting

457 Often, employees make changes to their jobs that  
 458 are problematic for themselves or for other people  
 459 in the workplace. Such problems come from avoid-  
 460 ance crafting, although work role expansion can  
 461 also create problems when a person invests consid-  
 462 erable energy on off-task work or develops an in-  
 463 tention to leave the organization. In such cases of  
 464 unwanted approach or avoidance job crafting, man-  
 465 agers and colleagues should engage *proactive influ-  
 466 ence tactics* to convince them to find a different  
 467 solution to their problem or find an alternative way  
 468 of achieving their objectives. Proactive influence  
 469 tactics are strategies and behaviors used to change  
 470 the thoughts and actions of employees, lateral  
 471 colleagues, or even managers (Yukl, 2013).

472 Some proactive influence tactics are more con-  
 473 ductive to managing job crafting than others. A  
 474 combination of tactics can be used to correct  
 475 the problematic job crafting of an employee or  
 coworker, including:

- 476 • *Rational persuasion*: Using logic and evidence to  
convince a person to think or do a certain thing;
- 477 • *Apprising*: Explaining how thinking or doing a  
478 certain thing will benefit the person for whom  
you are making the request;
- 479 • *Inspirational appeals*: Aligning your request with  
480 the values and ideals of the person for whom you  
are making the request;

- *Consultation*: Asking for suggestions or assistance  
481 that would also involve the other person address-  
482 ing the problem; and
- *Collaboration*: Offering resources and assistance  
483 to the person you are making the request of to  
484 help them carry out your request.

485 Each of these approaches and combinations thereof  
486 could be effectively used to convince an employee  
487 or coworker to engage in more productive job craft-  
488 ing. However, consultation might be the most ef-  
489 fective tactic since job crafters often have a  
490 meaningful purpose of pursuing goals and avoiding  
491 problems. This consultation could involve trying to  
492 understand and address the possible reasons that a  
493 person engages work role expansion specifically to  
494 change jobs or employers. It could also help workers  
495 replace work role reduction or withdrawal activities  
496 with more productive strategies like work organiza-  
497 tion or adoption.

### 498 5.4. Monitor job crafting and provide 499 feedback

500 Job crafting is an ongoing adaptive process; job  
501 crafters often consider feedback as they decide  
502 what changes to make in the future. It is important  
503 to stay aware of job crafting happening around you,  
504 especially in collaborative work. Monitor the envi-  
505 ronment and your colleagues to see which col-  
506 leagues' work has the greatest influence on your  
507 own or the broader work of the group. Of course,  
508 people tend to present their best behaviors to  
509 others, especially when being observed by manag-  
510 ers. It is important to act in a way that encourages  
511 transparency in how employees craft their jobs.  
512 People working in a job crafting-friendly climate  
513 are less likely to conceal their job crafting from  
514 their managers and colleagues. In general, moni-  
515 toring and communication aid the awareness and  
516 evaluation of job crafting so workers and managers  
517 can support beneficial job crafting activities and  
518 suggest alternatives to replace detrimental ones.  
519 This assessment and feedback could be formally  
520 integrated into performance evaluation processes.

### 521 5.5. Develop organizational support 522 systems and interventions to manage 523 positive and negative forms of job crafting

524 Job crafting is a special category of employee be-  
525 havior and as such can be promoted, influenced,  
526 and, at times, dissuaded by environmental factors.  
527 Organizations can influence positive job crafting  
528 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 resources management utilizes job analysis information.

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