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AN EMPIRICAL STUDY ON ROLE OF WORK ENGAGEMENT BETWEEN JOB CRAFTING AND EMPLOYEES' PERFORMANCE

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ABSTRACT:

Purpose: *The purpose of the study was to understand the factors of job crafting, work engagement & employees' performance, study the level of work engagement and performance of employees and assessment the impact of job crafting on work engagement and work engagement on employee performance.*

Design and Methodology: *The descriptive research design has followed in this research. The study comprises of 90 permanent employees through simple random sampling method. The well-structured questionnaire having five-point Likert scale has employed to collect primary data.*

Analysis Tools: *Simple percentile was used to find the demographic data. Regression has been employed to analyse, interpret and to test the hypothesis of the genuine data having dependent and independent variables. The data was processed through statistical package.*

Findings: *The research has majorly found that Job crafting has positive & significant impact on work engagement and Work engagement has positively & significantly impacting on employees' performance.*

Research Limitations: *The limitations of this study where it is related to job crafting; work engagement and employee performance only, 90 employees only concentrated for the study. The Results are depending upon the response by employees during the study.*

Keywords: *Job crafting, Task crafting, Cognitive crafting, relational crafting, Work engagement, Employee performance, etc.*

1. INTRODUCTION

A. Job crafting

Job crafting provides an opportunity to an individual to informally influence and make proactive alterations to their job design to fit their needs and abilities. It was first introduced by Wrzesniewski and Dutton (2001), and defined as “The physical and cognitive changes individuals make in the task or relational boundaries of their work”. With job crafting employees have the scope to change the task and social components of their job by way of altering their task and relational boundaries. Such alterations lead to a different experience of

work meaningfulness. Job crafting can be applied in varied degrees from highest to lowest level of organization as well as from simple routine jobs to the most complex jobs. For the purpose of this research, the concept of job crafting is viewed as a bottom-up approach, whereby, instead of managers initiating and directing changes from the top down, it is the employees who bring about changes in their jobs from the bottom up (Gani & Sheeba; 2020). There are 3 different job crafting techniques which includes; Task crafting, Relational crafting and Cognitive crafting. Task crafting refer to changes in the form, scope or number of job tasks, cognitive crafting refers to changing how one sees the job and relational crafting refer to the determination of how often and with whom employees interact at work. Individuals engaged in these job crafting activities can change the design of their work and social environment, which can utilise the fit between their job and their personal knowledge, skills, and preferences (Noesgaard M S & Jorgensen Frances; 2021).

B. Work Engagement

Engagement is the ability to be present, energized and focused. Engaged employees go above and beyond what is expected from them. Work engagement is the level of zeal and dedication an employee feels towards his/her work or job. Modern organisations are expecting their employees to be proactive, energetic, to achieve high-quality performance standards, collaborate with others and be responsible for their growth. They take organizational goals as their own goal and work towards performing better. Work engagement is extremely useful to workers and organizations because it impacts the way employees work and complete their tasks. (AS Puspitasari & M Darwin; 2021). S.S.G.B (2002) and S & B (2003) have defined work engagement as a positive and satisfying work related state that is characterized by vigour, dedication, and absorption.

C. Employee Performance

Employees are the most important assets of an organization. Employees' performance and Organizational performance are related to each other. Increase in employees' performance have a relative impact on the organizational performance. For every organization it is very important to study the job performance of their employees. This study will follow Pradhan and Jena (2017) which considers work performance as an employee's behaviour that results from one's technical knowledge, skill and adaptability, and interpersonal relations that contribute to the organisational goals. Job performance evaluates whether the employees are performing their job well or not. Job performance has been defined as work performance in

terms of quantity and quality expected from each employee. It encompasses all the behaviours of an individual in his/her job. It included some Dimensions of Job Performance such as Quantity of work, Timeliness of work, Quality of work, Usage of resources efficiently, Customer impact, Value adds, self-reliance of employee, Productive work habits, Adding skills and capabilities and Alliance and compliance.

Even though there are some Causes of Job Performance such as **Neuroticism**- Neuroticism is a dimension of normal personality which indicates the general tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust. **Extraversion**- Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even paced rather than sluggish. **Openness to Experience**-Openness to Experience includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment. **Agreeableness**: An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. **Conscientiousness**: Conscientiousness refers to self-control and the active process of planning, organizing and carrying out tasks. The conscientious person is purposeful, strong willed and determined.

2. LITERATURE

A. Job Crafting and Work Engagement

Yasin Ghadi, M. (2024) in their research paper on “Linking job crafting to work engagement: the mediating role of organizational happiness” have found that job crafting has a positive and direct influence on both organizational happiness and work engagement and **Letona-Ibanez O and et.al (2021)** in their research paper “Job Crafting and Work Engagement: The Mediating Role of Work Meaning”, have found that there is the positive relationship between job crafting and engagement. In the paper of **Emmarentia C. Thomas and et al (2020)** named as “An evaluation of job crafting as an intervention aimed at improving work engagement”, have found that in the post-intervention measurement point, participants exposed to the intervention showed significantly higher levels of work engagement than those in the comparison group. **Frederick, D.E., and et.al (2020)** in their research paper on “Longitudinal meta-analysis of job crafting shows positive association with work engagement” have found that there is considerable positive association between job crafting and later work engagement. **Kuijpers, E., and et al (2020)** in their research paper

titled as “Align your job with yourself: The relationship between a job crafting intervention and work engagement, and the role of workload”, have found to be positively related to interests crafting for workers with a relatively high workload, which in turn was associated with an increase in dedication and absorption.

B. Work Engagement and Work Performance

Naqshbandi and et al. (2024) in their research paper titled on “The future of work: work engagement and job performance in the hybrid workplace” have found that flexible work has a significant and positive effect on job performance. **Andreea Corbeanu and Dragos Iliescu (2023)** in their research paper on “The link between work engagement and job performance” have found that the importance of work engagement research for improving organizational performance.

Andri Yandi and Hazimi Bimaruci Hazarati Havidz (2022) in their research paper named as “Employee performance model: work engagement through job satisfaction and organizational commitment (a study of human resource management literature study)” found that job involvement has an effect on employee job satisfaction, work involvement has an effect on organizational commitment, work involvement affects employee performance, job satisfaction has an effect on employee performance organizational commitment has an effect on employee performance. **Eshaa Mundhra, and Auditi Pramanik (2022)** on their research paper named as “The Impact of Work Engagement on Employee Work Performance: Mediation Role of Work Autonomy”, have found that the mediating role of work autonomy not only enhances the direct impact of engagement on performance but also serves as a conduit through which the beneficial effects of engagement are realized. **Wang, C. H. and Chen, H. T. (2020)** in their research study titled as “Relationships among workplace incivility, work engagement and job performance”, have found that Coworker impoliteness and customer impoliteness reduced work engagement and job performance and work engagement has a positive effect on the job performance.

C. Job Crafting, Work Engagement and Employees’ Performance

D. Jindal and et al (2023) in their research paper named as “How do work engagement and work autonomy affect job crafting and performance? An analysis in an Indian manufacturer”, have found that Job crafting fully mediates the interactive effect of work engagement and autonomy on task performance and partially on contextual performance. **A. Moreira and et al (2022)** in their research paper on “Job crafting and job performance: the mediating effect of engagement”, have found that partial mediating effect of work engagement, on the association between increasing challenging job demands and task performance, and between

increasing social job resources and citizenship performance. **Donafeby W. and Tulus R. (2021)** in their research paper titled as “The Correlation between Job Crafting and Work Engagement at Manufacturing Companies During COVID-19 Pandemic”, have found that there is a relationship between job crafting and work engagement in employees in the manufacturing industry. **CI Dan., and et al (2020)** in their research paper titled as “Job crafting and performance in firefighters: The role of work meaning and work engagement” have found that work meaning impacts job performance, through its link with work engagement. **Gani & Sheeba (2020)** in their research paper titled on “Impact of Job Crafting on Work Performance Exploring the Mediating Role of Work Engagement”, have found that the independent variable (i.e., job crafting) does have a significant impact on determining the engagement and work performance levels of the employees.

3. METHODOLOGY

The various cadres of employees in manufacturing sector were focused for the study. The structured questionnaire (Including the factors of job crafting-Task crafting (0.755), Cognitive crafting (0.830) & Relational crafting (0.762); work engagement (0.713) and employees’ performance (0.863)) having five-point Likert scale was used to collect the primary data from the employees. Simple random sampling method was used to select 90 samples. Articles, Journals, Websites etc. were incorporated for the secondary data. ANOVA has been used to analyse and to test the hypothesis. Hence, the same has been followed through SPSS.

3.1. STATEMENT OF THE PROBLEM

Job crafting is suggested to be a good way to accomplish their fit because the employee knows what causes the misfit and how to reduce it. The level of proactive behaviour among the employees’ needs to be investigated that would increase their work engagement and significantly impact their overall work performance. The research mainly focuses on understanding the relationship between three factors such as Work Engagement, Job crafting and Employees’ Performance. Focusing on how work engagement plays an important role in job crafting and employees’ performance.

The companies have applied various initiatives to encourage job crafting among its workforce. Despite these efforts, the direct impact of these initiatives on employee performance, as well as the potential mediating role of work engagement, has not been empirically studied within this context. Understanding this relationship is crucial for

developing targeted strategies that substitute a more engaged and high-performing workforce. Thus, this study aims to investigate the role of work engagement as a mediator between job crafting and employee performance. However, this research study is undertaken under the title, “*A study on role of work engagement between job crafting and employees’ performance*”.

3.2. OBJECTIVES OF THE STUDY

1. To study the factors of job crafting; work engagement and employee performance
2. To assess the impact of job crafting on work engagement and work engagement on employee performance

3.3. HYPOTHESIS OF THE STUDY

H₁ – There is significant impact of Task Crafting on Work Engagement.

H₂ – There is significant impact of Cognitive Crafting on Work Engagement.

H₃ – There is significant impact of Relational Crafting on Work Engagement.

H₄ – There is significant impact of Work Engagement on Employee Performance.

4. ANALYSIS AND INTERPRETATION

The table No 1 reveals that the age of the respondents significantly falls under the category of 41 & above (43 per cent). Majority of the employees were male 94 per cent followed by female employees i.e. 6 per cent. 66 per cent of the respondents were married and 34 per cent were unmarried. Majority of the employees are workers in the workplace (87 per cent). Majority of the employees are SSC/SSLC qualified (45 per cent). Most of the employees were having more than 16 years of experience (36 per cent).

Table No.1 Demographic Profile

Demographic Variables	Categories	Frequency	Per cent
Age	Less than 20	5	6
	21-30	29	32
	31-40	17	19
	41 & above	39	43
	Total	90	100
Gender	Male	85	94
	Female	5	6
	Total	90	100
Marital Status	Married	59	66
	Unmarried	31	34
	Total	90	100



Designation	Worker	78	87
	Supervisor	4	4
	Executive	5	6
	Manager	1	1
	Others	2	2
	Total	90	100
Educational Qualification	SSC/SSLC	40	45
	HSC/PUC	28	31
	Degree	11	12
	PG	3	3
	Others	8	9
	Total	90	100
Experience	< than 5 years	30	33
	6-10 years	20	22
	11-15 years	8	9
	16 & above	32	36
	Total	90	100

Testing of Hypothesis:

Hypothesis-1

H₀: There is no significant impact of Task Crafting on Work Engagement

H₁: There is significant impact of Task Crafting on Work Engagement

Table No. 2 Regression test of Task crafting on Work engagement ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1894.317	1	1894.317	130.217	.000^b
	Residual	1280.172	88	14.547		
	Total	3174.489	89			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Task Crafting

The above ANOVA table value 130.217 shows that there is positive effect of task crafting on Work engagement and P-value 0.000<0.05, hence the null hypothesis is rejected i.e. H₀: There is no significant impact of Task Crafting on Work Engagement.

It also shows that Task Crafting is positively and significantly affecting Work Engagement.

Hypothesis-2

H_0 – There is no significant impact of Cognitive Crafting on Work Engagement.

H_1 – There is significant impact of Cognitive Crafting on Work Engagement.

Table No. 3 Regression test of Cognitive crafting on Work engagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1672.881	1	1672.881	98.037	.000^b
	Residual	1501.608	88	17.064		
	Total	3174.489	89			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Cognitive Crafting

The above ANOVA table value 98.037 shows that there is positive effect of cognitive crafting on Work engagement and P-value $0.000 < 0.05$, hence the null hypothesis is rejected i.e. H_0 : There is no significant impact of Cognitive Crafting on Work Engagement.

It also shows that Cognitive Crafting is positively and significantly affecting Work Engagement.

Hypothesis-3

H_0 – There is no significant impact of Relational Crafting on Work Engagement.

H_1 – There is significant impact of Relational Crafting on Work Engagement.

Table No. 4 Regression test of Relational crafting on Work engagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1841.546	1	1841.546	121.578	.000^b
	Residual	1332.943	88	15.147		
	Total	3174.489	89			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Relational Crafting

The above ANOVA table value 121.578 shows that there is positive effect of Relational crafting on Work engagement and P-value $0.000 < 0.05$, hence the null hypothesis is rejected i.e. H_0 : There is no significant impact of Relational Crafting on Work Engagement.

It also shows that Relational Crafting is positively and significantly affecting Work Engagement.

Hypothesis-4

H0 – There is no significant impact of Work Engagement on Employee Performance.

H1 – There is significant impact of Work Engagement on Employee Performance.

Table No. 5 Regression test of Work engagement on Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	573.868	1	573.868	22.978	.000^b
	Residual	2197.732	88	24.974		
	Total	2771.600	89			

a. Dependent Variable: Performance

b. Predictors: (Constant), Engagement

The above ANOVA table value 22.978 shows that there is positive effect of Work engagement on Employee performance and P-value $0.000 < 0.05$, hence the null hypothesis is rejected i.e. H0: There is no significant impact of Work Engagement on Employee Performance. It also shows that Work Engagement is positively and significantly affecting Employee Performance.

5. FINDINGS

- a) Majority of the employees' age falls under the category of 41 & above (43 per cent). Majority of the employees were male (94 per cent) and most of them were married (66 per cent). Majority of the employees' designation is workers (87 per cent) and most of them were SSC/SSLC qualified (45 per cent). Most of the employees were having more than 16 years of experience (36 per cent).
- b) Task Crafting is positively and significantly affecting Work Engagement.
- c) Cognitive Crafting is positively and significantly affecting Work Engagement.
- d) Relational Crafting is positively and significantly affecting Work Engagement.
- e) Work Engagement is positively and significantly affecting Employee Performance.

6. CONCLUSION

This research is specially studied on the factors of job crafting such as task crafting, cognitive crafting & relational crafting' work engagement and employee performance. It also talks about how job crafting factors are impacting on work engagement and work engagement on employee performance. Job crafting is an important ongoing process that is observed in many organizations and almost in every job. It is observed that employees always introduce new approaches in improvement of their work. They often think that their role at job reflects on overall well-being. Employees often makes an effort to know people well at work. Work engagement is an important business outcome. It is seen that employees are getting support and encouragement of supervisor and co-worker to get a work done. Employees get chances for personal progress and professional development. Most of the employees are agreed upon facilities and resources are sufficient to work effectively. They also get feedback by the supervisor that helps them to perform better. The study concludes that Task Crafting, Cognitive Crafting and Relational Crafting positively and significantly impacting Work Engagement. It also shows that Work Engagement is positively and significantly affecting Employee Performance. As a future scope this study definitely could help other researchers those who have aim to undergo research in any other type of industry, comparative study, having more number of sample size and so on.

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