



# Job crafting, job crafting interventions and their successfulness

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A literary review

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## **ABSTRACT**

Job crafting is a relatively new concept with many positive outcomes for both the employee and the organization. Therefore, many organizations try to stimulate this behavior by providing job crafting interventions to make the employees more aware of their jobs, so that they can adjust their tasks to align them with their own desires. However, these interventions are not evidence based, and thus it is uncertain when they can be considered as successful. The aim of this literary review is to identify the concept of job crafting, to examine what job crafting interventions are and which designs exist, and lastly what the consequences of job crafting interventions are and when they can be considered as successful. The results showed that job crafting behavior has many different definitions, and therefore stays a hard concept to define. Furthermore, job crafting interventions are mostly done based on the Job Crafting Exercise, however many organizations develop their own interventions. In addition, the interventions have positive results such as job crafting behavior, job satisfaction and Person-Job fit. The successfulness of the interventions depends on the goal of the intervention, the extent to which the interventions are voluntary and the design of the interventions.

*Keywords:* job crafting, job crafting interventions, Job Crafting Exercise, Job Demands-Resource model, work circumstances

## **INTRODUCTION**

People spend a great amount of their daytime at work. In fact, from the 24 hours in a day, people spend 8 hours at work, which is more than any other activity during that day (Aamodt, 2012). Therefore, it is important that employees experience a positive environment in their jobs. However, many employees endure less favorable working circumstances which results in low job satisfaction (Böckerman & Ilmakunnas, 2008), and therefore in low life satisfaction (Judge & Watanabe, 1993). It also affects organizational outcomes, such as more absenteeism and lower performance (Aust, Rugulies, Finken, & Jensen, 2010).

Much research has been done to investigate the antecedents of employee well-being, which led to the formation of various methods (e.g. feedback and task identity) to create the best working environment and thus to increase job satisfaction (Böckerman & Ilmakunnas, 2008). A striking remark is that research mostly focused on what organizations (instead of employees themselves) could do to change working conditions. This relates to the concept of top-down approaches, which means that employers use methods to create jobs and alter the conditions in which the employees execute their tasks (Demerouti, 2014). However, later research revealed that top-down approaches are less effective, because employees have certain expectations of the approaches and they are disappointed when these are not fulfilled (Aust, Rugulies, Finken, & Jensen, 2010). This can have tremendous consequences for both the employee (well-being) and organization (productivity). Therefore, employers should listen to the expectations of every employee, which seems almost impossible because everyone has a different understanding of what 'the best working environment' consists of (Demerouti, 2014). Thus, organizations should consider implementing bottom-up approaches, in which employees alter the conditions in which they work (van Wingerden, Derks, & Bakker, 2015).

There are several different bottom-up approaches that can be used by organizations (e.g. job rotation), however there is one specific method which is relatively new and has many advantages. This approach is called job crafting, and can be described as shaping different boundaries of the job (Wrzesniewski & Dutton, 2001). Many organizations are not familiar with this approach and therefore not stimulating this behavior yet. Job crafting is different from for example job rotation, because that does not involve long-term changes. When engaging in job rotation, an employee changes his job continuously, which mostly impacts the short-term effects. Job crafting, on the other hand, changes the job itself and therefore also impacts the long-term effects. In addition, the implementation of job crafting encourages employees to take the initiative to change their working environment. Therefore it can be

assumed that the process of job crafting is cost efficient as well, because the employer can now focus on other tasks.

It is important for employers to understand what job crafting is, because then they are able to successfully implement job crafting. However, job crafting has been defined by many different researchers and still there is no clear definition of this concept. This makes job crafting a vague and unknown method for many organizations. Therefore, it is necessary to compare the various definitions of job crafting and create a general explanation for what job crafting consists of.

Since job crafting is unknown, employers still have the responsibility to organize the perfect circumstances for every employee, which is extremely difficult because every employee has other wishes and desires (Demerouti, 2014). To give this responsibility to the employees, the employers should implement job crafting interventions, in which the employees learn to fit their jobs to their own ideal circumstances, within certain boundaries (van Wingerden, Derks, & Dorenbosch, 2013). Job crafting interventions are also new and therefore not familiar yet to many organizations. The goal of these interventions is to make employees more aware of the tasks they perform and on which tasks they spend most of their time (van Wingerden, Derks, & Dorenbosch, 2013). By doing this, employees have more insight in their jobs, and can decide whether this aligns with their desires. This will result in more knowledge and better understanding of one's job, where the employees have the initiative to change their jobs and create their ideal working circumstances. This eventually leads to meaningfulness to the job (Berg, Dutton, & Wrzesniewski, 2013), it increases job satisfaction (Cheng & Yi, 2018), engagement (Mäkikangas, 2018), and performance (Kooij, Tims, & Akkermans, 2016). Thus, even though the research on job crafting is still new, many researchers have shown that job crafting is effective (Berg & Dutton, 2008; Tims, Bakker, & Derks, 2013) and should be implemented by more organizations. Furthermore, a unique advantage of job crafting is that it is applicable to every employee.

Even though the concept of job crafting interventions is still new, some research has been done to investigate their content. Therefore, it is striking that both the content and the outcomes of the interventions are diverse; some lead to the desired outcomes of job crafting behavior and some do not. For example, the study of van den Heuvel, Demerouti, and Peeters (2015) showed that the intervention had a positive effect on increasing self-efficacy, well-being and job resources. Even though there were positive effects found in this research, the amount of job crafting behavior after the intervention was not different from before the intervention. Another example can be given by the research of van

Wingerden, Bakker, and Derks (2017), who also experimented with job crafting interventions, and they found that these interventions clearly increased the engagement in job crafting behaviors. This effect was found directly after the intervention, but also a year later, in contrast to the research of van den Heuvel, Demerouti, and Peeters (2015). In addition, this research was the first study that revealed a significant increase of job crafting behavior in comparison with a control group. Thus, when comparing these two studies, it is obvious that there is a huge gap in the literature when talking about job crafting and job crafting interventions. There is still little knowledge about job crafting interventions; what they are, which kind of interventions there are, what their effects are, and under which circumstances they are successful. These uncertainties lead to the following research questions:

1. *What is job crafting?*
2. *What are job crafting interventions and which designs of interventions exist?*
3. *What are the consequences of applying job crafting interventions in an organization and when can they be considered as successful?*

Since employees spend so many hours a day at work, it is important to answer the previous questions, so that they can create the perfect working environment.

The added value to the existing literature is firstly that the concept of job crafting is still unknown and will therefore be explained clearly. Organizations should know what the concept of job crafting indicates, they need to know how job crafting differentiates from other approaches that are used within an organization (e.g. job rotation), because of the added value of job crafting and its beneficial outcomes. Secondly, they need to know what job crafting interventions are, and what different ways are to provide interventions and discover what is best for their organizations and employees. Thus, employers need to make use of evidence-based job crafting interventions. Therefore, this paper is theoretical relevant because of the fact that there is still a huge gap in the literature about which interventions work and under which circumstances. Thirdly, this paper gives a new perspective on how an organization can reach positive outcomes (e.g. job satisfaction and work engagement) by using a bottom-up approach instead of a top-down approach. This is important because organizations often do not realize that every employee and every job is different (Demerouti, 2014). Therefore, every job should be personalized by the employee itself by engaging in job crafting behavior. When one can create its own working conditions and fulfill its own desires, this will have much more positive effect on the employee than when top-down approaches are being used.

Therefore, the practical relevance of this paper is that organizations need to know what types of evidence-based job crafting interventions exist and when they can be considered as successful, so that they can implement these interventions themselves.

To answer the research questions, the literature that is required will be discussed in the next section. After that, the results that followed from this literature will be discussed. Lastly a conclusion and discussion will be provided and limitations and recommendations for future research will be discussed.

## **METHOD**

The focus of this literature review is on job crafting, job crafting interventions and their outcomes. The research was done for a bachelor thesis and was therefore conducted in a slightly different way than a normal systematic review would be done. The research was started by reading general information about job crafting to find any gaps in the recent literature. A great gap was found in the literature about job crafting interventions, because it is still unclear which forms of interventions exist and under which circumstances they lead to more job crafting behavior or other positive outcomes. By orientating in the literature about this subject, the previously mentioned research questions were developed. After this, the research was done like a normal structural review, however, within the area of job crafting interventions on every form of job crafting.

*Finding literature.* The most relevant Internet sources for this subject were chosen, which provided articles related to job crafting. In addition, it was important that the different Internet sources complemented each other. The sources that were used are: Google Scholar, ScienceDirect, EBSCOhost and WorldCat. Firstly, in Google Scholar, one can find a wide range of academic literature. Secondly, ScienceDirect contains journals and e-books of the publisher Elsevier in different subjects such as social sciences, humanities and health. Furthermore, EBSCOhost provides journal articles, books, databases and references in many diverse subjects. Lastly, WorldCat contains descriptions of the entire physical collection of Tilburg University, and a large part of the electronic collection. It also provides references to publications available outside of Tilburg University. These Internet sources were selected because they all contained articles within the relevant subjects. Furthermore, they complement each other in such a way that some Internet sources get the literature from books or articles, while other Internet sources use websites or university repositories. Therefore, it is expected that by using various Internet sources, all of the existing literature about job crafting is covered.

After selecting the Internet sources, the next step was to recognize that there are different synonyms for the concept of ‘job crafting’. Therefore, a list was made with these synonyms to make sure that relevant articles in the Internet sources were not missed. The website of Thesaurus ([www.thesaurus.com](http://www.thesaurus.com), 2018) was used to check whether there were any missing synonyms. The concept that is used for later search is ‘job redesign’, which was an addition to ‘job crafting’. The research was purposely done on a broad scope, because the available literature on job crafting is limited. An overview of the different keywords can be found in Table 1. This table also includes another important keyword for this research, which is ‘job crafting intervention’.

Table 1. *Keywords*

Job crafting	Job crafting intervention
Job redesign	

*Inclusion criteria.* After the Internet sources and keywords were selected, the research to relevant articles and articles of high quality could start. This was done by using different inclusion criteria to make sure that only the most relevant and qualitative articles for this research were being used. The first inclusion criterion is that the Internet sources only displayed articles from 2010-2018. This was done because job crafting is relatively new, and therefore almost all of the articles that were published are from the year 2010 or later. The second inclusion criterion is that the Internet sources also searched for the keyword ‘job crafting interventions’, which was done by searching for ‘job crafting’ AND ‘job crafting interventions’. Consequently, the found articles were not only about job crafting itself, but also about recent interventions that were implemented. The last inclusion criterion that was added was that the keywords needed to be found in the abstract of the articles. This was done because many articles mentioned a keyword only once, which therefore made them often irrelevant for this research. Unfortunately, this inclusion criterion was not possible for Google Scholar. Therefore, for this Internet source only the first two inclusion criteria were used. However, this led to approximately 18,400 results and so only the first five pages of results were used, because these pages provided the most qualitative articles. The articles were selected based on the title and if the title was insufficient to decide whether the article was relevant, then the abstract of the article was read to decide whether the article could be used or not. An overview of the results for job crafting can be found in the prisma flow diagram which is provided in Figure 1 and for job redesign which is provided in Figure 2. There is no

extra prisma flow diagram for the keyword 'job crafting intervention', because this keyword was used as an inclusion criterion for the other two keywords.

Lastly, several checks were done to be sure that only qualitative articles were used. Firstly, this was done by checking the impact factor of an article, which exists of two elements. The first element is the amount of citations in the current year to the previous two years. The second element is the numbers of substantive articles published in the same two years (Garfield, 1999). The impact factor needed to be higher than 1, otherwise the article was excluded from the research. The second check refers to the 'snowballing effect' (Jalali & Wohlin, 2012). This was done by analyzing the references of other articles that also investigated the concept of job crafting. The last check was to search for the synonyms of job crafting in the different Internet Sources, with the same inclusion criteria. Any new relevant articles that were found were also used for this research.

A striking outcome was that there was many overlap in articles between the different Internet sources. To ensure that articles were not used twice, a list was made to keep track of the relevant findings. When an article was already included by using another Internet source, then the article was not added to the list again.

Lastly, an important aspect to mention is that there were no keywords used to explore the outcomes of job crafting interventions. This decision was made because all the relevant articles that were found before, mentioned the outcomes of job crafting interventions themselves. Therefore, no extra research was done to find articles about the outcomes of job crafting interventions.



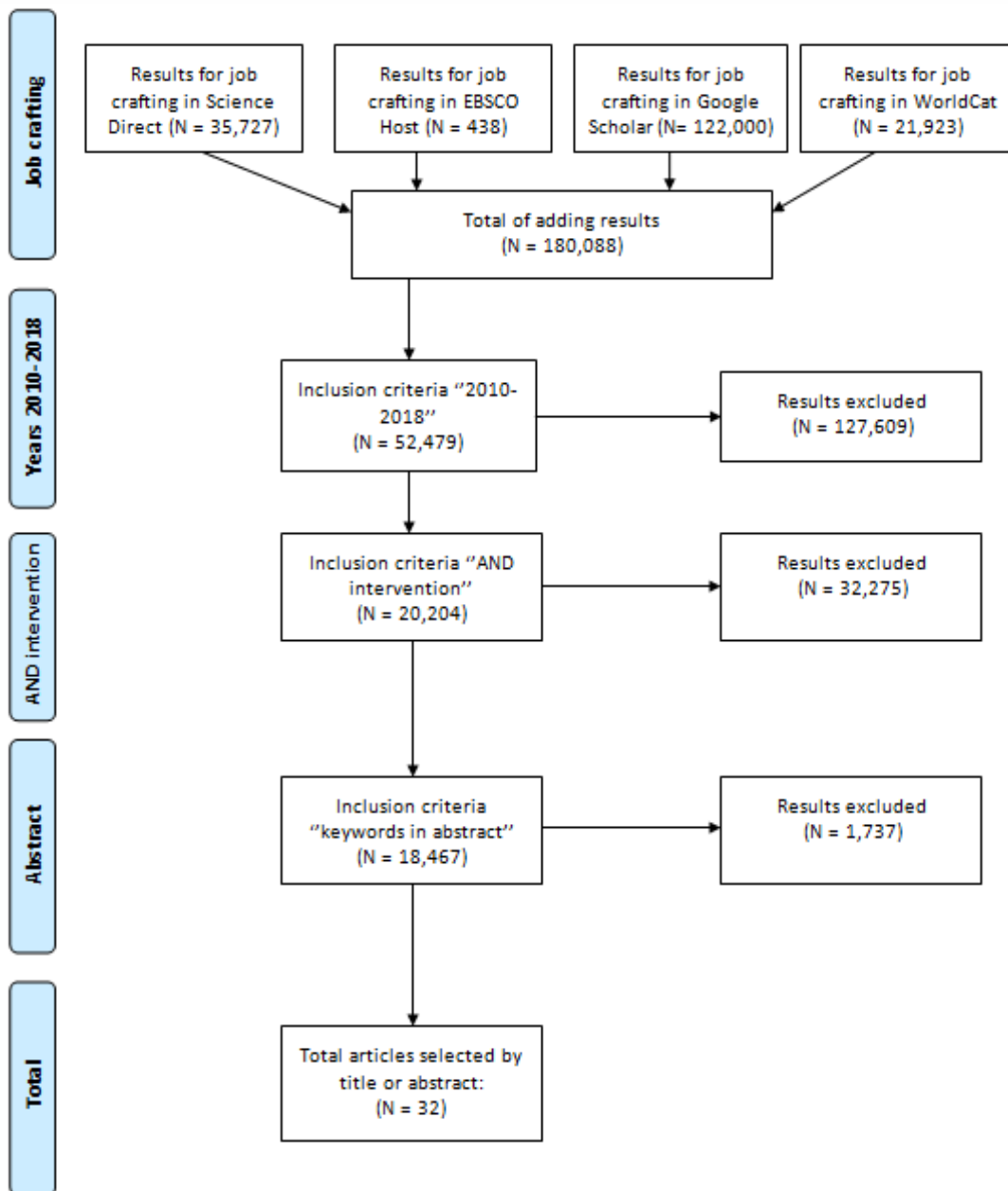


Figure 1: Prisma flow chart 'job crafting'

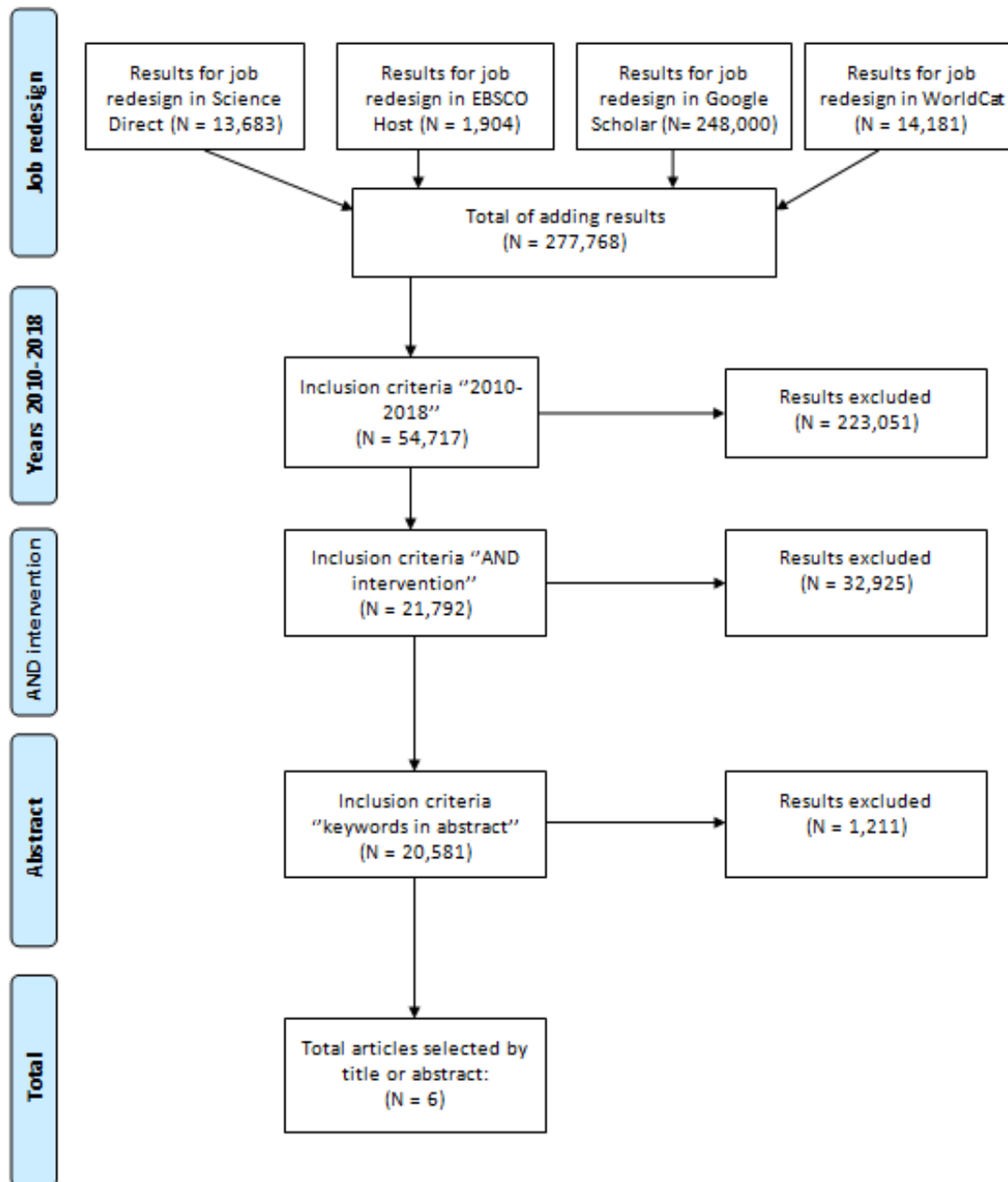


Figure 2: Prisma flow chart 'job redesign'

## RESULTS

Although job crafting is a relatively new subject and has not been examined often, there are positive outcomes for an organization, such as higher performance (Kooij, Tims, & Akkermans, 2016). Therefore, it is necessary to answer the research questions that have been stated, which will be done in this section. As already mentioned before, many organizations are not familiar with job crafting yet, because it is an extremely broad and vague concept, and thus not easy to understand. Therefore, a clear explanation of job crafting will be given to

answer the first research question: *‘‘What is job crafting?’’*. This is done by providing different definitions and using the Job Demands-Resource theory as theoretical background.

When the concept of job crafting is clear, it is important to know how this job crafting behavior can be reached. This is done by job crafting interventions, which all have a different design. This will answer the second research question: *‘‘What are job crafting interventions and which designs of interventions exist?’’*. This is done by describing the content of different job crafting interventions, which have been conducted in previous research.

Furthermore, it is important to know what the exact outcomes of such job crafting interventions are, because then an employer knows whether it should be implemented in the organization. Therefore, the outcomes of every job crafting intervention will be given to answer the last research question: *‘‘What are the consequences of applying job crafting interventions in an organization and when can they be considered as successful?’’*. This is done after describing all of the interventions. After that, a section will be provided in which the characteristics of the job crafting interventions will be compared to each other to find a conclusion about when the interventions are successful and when they are not.

Thus, first all the research questions will be answered individually and based on these results a conclusion will be made under which circumstances an intervention leads to the desired behavior and under which circumstances it does not lead to that behavior. Furthermore, at the end of each section, a proposition will be provided to answer the research question that was discussed within that section.

### What is job crafting?

*JDR-model.* Job crafting is about making changes in one’s job. However, before the definitions of job crafting will be given, the Job Demands-Resources model will be explained. This is done because this model is often used in describing job crafting, and it helps to get a better understanding of the definitions that will be given later. The JD-R model states that every job has certain demands, which require physical and psychological effort or skills, and resources, which stimulate personal growth and development (Bakker & Demerouti, 2007). Job demands are: *‘‘those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort or skills and are therefore associated with certain physiological and/or psychological costs’’* (Bakker & Demerouti, 2007, p. 312). In addition, job resources can be described as: *‘‘ those physical, psychological, social, or organizational aspects of the job that are either functional in achieving work goals, reduce job demands and the associated physiological and psychological costs or stimulate*

personal growth, learning, and development (Bakker & Demerouti, 2007, p. 312). Thus, when employees engage in job crafting, they make changes in such a way that these job demands and job resources are balanced. Hence, the employees try to keep their job demands as low as possible and their job resources as high as possible.

*Definitions.* The first definition of job crafting is based on the JD-R model, and is provided by Tims, Bakker, and Derks (2012). They state that it ‘is about shaping a job according to the individual’s preferences, skills, and abilities’ (p. 174). Furthermore, they distinguish between three dimensions of job crafting based on the previous definition. The first dimension is about increasing resources, the second one about increasing challenging job demands and the last dimension is about decreasing hindering job demands. Another definition was given by Wrzesniewski and Dutton (2001), they describe job crafting as ‘the physical and cognitive changes individuals make in the task of relational boundaries of their work’ (p. 179). As can be seen, job crafting is about making changes in one’s own job. To elaborate on this, employees who craft their jobs are shaping their task boundaries, which can be physical or cognitive, and/or their relational boundaries (Wrzesniewski & Dutton, 2001). When physical task boundaries are changed, the form or the amount of tasks are altered, while cognitive task boundaries are about making alternations in one’s perspective on the job. Lastly, changing relational boundaries are about changing the interactions one has with other people while performing the job (Wrzesniewski & Dutton, 2001). A third definition was given by Kooij, van Woerkom, Dorenbosch, Wilkenloh, and Denissen (2017), they distinguish between job crafting toward strengths and toward interests. Job crafting toward strengths means that employees change their tasks in such a way that they make better use of their strengths. Job crafting toward interests refers to actively looking for tasks that match the employee’s interests (Kooij et al., 2017). However, for this study the definition of job crafting described by Tims, Bakker, and Derks (2012) will be used, because it covers many aspects of the concept of job crafting (increasing job resources, increasing challenging job demands and decreasing hindering job demands).

**Proposition 1.** Job crafting has different definitions, which are either based on job demands and job resources or on making changes in physical, cognitive and/or relational boundaries. Thus, job crafting is a difficult concept to define and therefore hard to understand.

### What are job crafting interventions and which designs of interventions exist?

Now that the concept of job crafting is explained, it is important to know how this job crafting behavior can be achieved. This is done by implementing job crafting interventions in organizations. Job crafting interventions can be compared to a training in which employees are taught what the concept is and how they can engage in job crafting behavior themselves (Berg, Dutton, Wrzesniewski, and Baker, 2008). These job crafting interventions can either be based on the Job Crafting Exercise (JCE), which is a job crafting intervention on its own, or they can be developed by the organization itself.

*Job Crafting Exercise.* To answer the second research question, an overview will be given of different job crafting interventions that have been done by other researchers. This overview will be divided into two categories, the first part describes examples of interventions which are based on the JCE, the second part provides examples of interventions that are not based on the JCE.

The Job Crafting Exercise (JCE) was developed in 2008 by Berg, Dutton, Wrzesniewski, and Baker. The purpose of the JCE is to help employees uncover their unrealized opportunities in their jobs. The exercise is developed to show people how they can determine the way in which their motives, strengths, and passions align with what they do at work every day (Berg, Dutton, Wrzesniewski, & Baker, 2008). The JCE is an intervention on itself, and therefore when all of the steps are completed, employees should be ready to engage in job crafting behavior.

The JCE is mostly divided into two sessions in a period of four weeks, in which six steps are followed. In the examples that are described later, it will be clearly mentioned when the intervention deviates from this standard format. In the first session of the standard format, the participants have to follow four steps. **The first step** is making a job analysis, which gives a summary of their current tasks and how much time these tasks required. **Secondly**, making a person analysis, which focuses on their personal strengths, motives and personal or organizational hindrances they experienced at their job (van Wingerden, Bakker, & Derks, 2017). **The third step** is a combination of the first to steps, namely making a job and person analysis. **The fourth step** is the formulation of goal and actions in a personal job crafting plan, where the participants are being challenged to formulate meaningful, personal changes in their work situations. Four weeks later, the second session will take place in which the other two steps will be followed (van Wingerden, Bakker, & Derks, 2017). **Firstly (or the fifth step)**, the participants have to assess to what extent the self-initiated job changes of step

4 were successful in the four weeks between the sessions. **The final step** is to explore which activities result in which benefits, but also which organizational or personal limitations they faced in job crafting. Furthermore, the participants have to discuss what they need in the future to hold on to the fit between their personal competencies, preferences, and the job (van Wingerden, Bakker, & Derks, 2017).

Thus, the JCE is a commonly used job crafting interventions, in the following section examples will be given of studies which used this JCE.

*Interventions based on JCE.* As mentioned before, some researchers have done interventions to investigate what effects they would have on the job crafting behavior of employees. The following examples are based on the JCE and therefore details about the design of the interventions will be left out, unless some steps are different from the standard format of the JCE.

The first example that will be described is the intervention which was done by Wingerden, Bakker, and Derks (2017). The explanation of the JCE which is described above was retrieved from this research. Therefore, the design of the intervention is already known, and the focus will now be on the aim of the research and the outcomes of the intervention. There were four aims in this research, namely 1) an increase in job crafting behavior, 2) an increase in basic need satisfaction, 3) an increase in work engagement and give participants the awareness of their job demands and resources, and 4) to support them to optimize their working environment. An important aspect that was used in this research is the concept of proactive goal setting, which means that employees set goals for their future. This proactive goal setting consists of four steps, which are envisioning, goal generation, planning and striving (Wingerden, Bakker, & Derks, 2017). First, envisioning is about becoming aware of a desirable future work situation. Secondly, goal generation means that one needs to set concrete and realistic goals. Thirdly, planning is describing how one is going to achieve his/her goals. Lastly, striving is about actually pursuing the goal (van Wingerden et al., 2017). Something that is also important to mention is that the job crafting intervention was done in the work context of the employee (instead of a classroom or online). This results in easier transfer of knowledge, and therefore it is more effective (van Wingerden et al., 2017). After the intervention was done, the results were evaluated and as already expected, the work engagement of employees increased. Furthermore, the results also showed that the levels of basic need satisfaction increased via job crafting interventions. Thus, by doing this

intervention based on the JCE, the levels of both work engagement and basic need satisfaction increased (van Wingerden et al., 2017).

The second research that will be described, which is also based on the JCE, is the research of van den Heuvel, Demerouti, and Peeters (2015). The aim of this study was to investigate the process of how job crafting is related to personal resources (e.g. self-efficacy) and well-being in the short term. In addition, they were interested if it would affect leader-member exchange. The design they used is slightly different from the JCE, whereas they used the JD-R conceptualization of job crafting (seeking resources, seeking challenges and reducing demands). In addition, their intervention differs in length, because the participants are guided as they start experimenting with job crafting after the training. An important aspect of this intervention is that it was completely voluntary, which was not mentioned in the previous described example of van Wingerden, Bakker, and Derks (2017). Prior to the intervention, interviews were conducted and potential participants designed the intervention so that it would fit the organization's and individuals' needs (van den Heuvel, Demerouti, & Peeters, 2015). When looking at the outcomes of the intervention, all relationships were positive. Thus, the job crafting intervention led to higher self-efficacy, higher well-being and higher leader-member exchange. When comparing the control group with the intervention group, the latter showed significant changes in the post-measures of the intervention (van den Heuvel, Demerouti, & Peeters, 2015).

The third research that was based on the JCE is done by van Wingerden, Bakker, and Derks (2017). The focus of this study was to investigate the possible long-term effects of job crafting interventions. Therefore, the effects of the intervention will be measured both two weeks and one year after the intervention took place. This was measured by examining the increased work engagement and performance. Furthermore, they expected that when employees engage in job crafting after the intervention, job demands would decrease, whereas job resources will increase. In addition, workload and emotional demands will decrease and they expect an increase in feedback and opportunities for self-development. Additionally, an increase of resilience and self-efficacy would occur and an increase of both work engagement and in-role performance. As already mentioned, the job crafting intervention was based on the JCE, however, there was one striking differential. Namely, in this study there was a third questionnaire added, which was provided to the participants one year after the intervention took place. This was done to investigate whether the intervention had long-term effects as well. Furthermore, this study also used the concept of proactive goal setting (envisioning, goal generation, planning and striving), which was explained in the first example; the study done

by van Wingerden et al. (2017). The outcomes showed that there was indeed evidence for a significant increase of job crafting behavior, this accounts for both two weeks and one year after the intervention. However, there was a difference in the job crafting components. At the second measurement, two weeks after the intervention, there was a decrease of hindering job demands and an increase in challenging job demands. Contrary, at the third measurement, one year after the intervention, there was an increase of structural job resources and a decrease of hindering job demands. At this time, the participants had less focus on decreasing the hindering job demands. There was no significant effect found on increasing social resources, this accounts for both the second and third measurement in time. Another important finding is that the intervention had effects on feedback, opportunities for self-development and self-efficacy. These results were, strikingly, found one year after the intervention. Lastly, there was a significant effect found on in-role performance at the third measurement, but not at the second measurement. Thus, overall there was a significant increase of job crafting behavior, however there were differences in the various job crafting components. (van Wingerden, Bakker, & Derks, 2017).

The fourth intervention that was based on the JCE was also performed by Wingerden, Bakker, and Derks (2017). Participation to this intervention was completely voluntary, which was not mentioned in other studies. The difference with previous research of van Wingerden, Bakker, and Derks (2017) is that in this research two interventions were done. The first intervention focused on personal resources and the second intervention was based on job crafting. However, there was also a group of employees who engaged in a combined intervention, in which they participated in both of the interventions. In the personal resources intervention, the aim was to teach the participants to increase their personal resources, which would make them more confident and capable of job crafting. In the job crafting intervention, they learned to increase their person-job fit, which will increase their performance. The combined intervention would thus lead to more engagement and higher performance. The job crafting intervention was based on the JCE, and there were no striking differences with the standard JCE. However, the personal resources intervention had a different content, and consisted of three exercises. In the first exercise, the participants needed to accept the past and see the future as a source of opportunities. This was done by sharing thoughts and feelings with others, and also acknowledging these thoughts and feelings. In the second exercise the participants had to practice to give and receive feedback. The last exercise was about learning the participants to refuse a request they get, because this will reduce stressors and increase resilience, and they will feel as if they have more control over their environment. The



outcomes of the interventions show that the job crafting intervention increases job crafting behavior. Furthermore, it gives an insight in the job crafting strategies of the participants. The combination of the two interventions showed that personal resources and job crafting lead to an improved in-role performance. Thus, the interventions lead to more job crafting behavior and better in-role performance, which helps in achieving work-related goals (Wingerden, Bakker, & Derks, 2017).

The fifth research that will be described was again done by Wingerden, Bakker, and Derks (2014). The aim of this intervention was to teach employees how they could improve their work environment and how they could get a better fit between their personal needs, abilities and passions. However, this research was different from the previous two researches because the main concept in this intervention is the JD-R model, and job crafting is only one part of the intervention. Therefore, the design of a part of the intervention is based on the JCE to measure job crafting, however, the rest of the intervention is not based on the JCE. The content of the overall intervention consisted of four steps. The first three steps were the same as the personal resources intervention in the previous example (accept the past and appreciate the future, practice giving and receiving feedback, refusing a request). The fourth step in the intervention was the job crafting part, in which the participants had to make a job crafting plan with their goals. The outcomes revealed that a JD-R intervention fosters work engagement and improves in-role performance. Thus, a combination of increasing personal resources and increasing job crafting behavior again had a positive relationship with engagement and in-role performance (Wingerden, Bakker, & Derks, 2014).

The sixth, and last, research that will be described was executed by van Wingerden, Derks, Bakker, and Dorenbosch (2013). The aim of this research was to let employees in education experience how they could get control in crafting their job. Furthermore, it was important that they had insight to fit their preferences, motives and passions into their jobs. The intervention was based on the JCE, however an important element of this intervention is that it was provided at the work location. This was done because learning at the workplace is much more effective than working on an external location, because it has a direct connection with the job (Wingerden, Derks, Bakker, & Dorenbosch, 2013). However, the rest of the design of the intervention was not different from the standard design of the JCE. There was an extra step in this intervention, which included in-depth interviews with the employees to investigate what their expectations were about the extent in which they would be able to craft their jobs. The results of this intervention showed that two third was able to successfully achieve their goals, one third unfortunately did not. However, after the in-depth interviews,

about 80% indicate that they are able to craft their jobs. Furthermore, also 80% of the participants stated that they experience less work pressure. Lastly, almost everyone (90%) indicated that they found the intervention effective. A striking consequence of the intervention is that almost half of the participants indicate that they have a different vision towards their work, because they are more aware of their tasks. However, even though some employees are now more aware of their job, they have some obstacles they cannot change, but are clearer after the intervention. Thus, the outcomes of this intervention are slightly contradictory. On the one hand, most of the participants found the intervention successful and effective. On the other hand, for some participants there were some obstructions which they cannot change and therefore the intervention was experienced as less effective (Wingerden, Derks, Bakker, & Dorenbosch, 2013).

An overview of these various job crafting interventions and their outcomes can be found in table 2.

**Proposition 2.** Many interventions are based on the Job Crafting Exercise, which were executed in various ways and therefore resulted in different positive outcomes: higher work engagement, basic need satisfaction, self-efficacy, well-being, leader-member exchange, job crafting behavior, in-role performance and insight in jobs.

*Other interventions.* Thus, there are interventions which are based on the JCE, however, there are other job crafting interventions with a total different reference point. These are often developed by organizations themselves and have nothing to do with the JCE.

The first example of such an intervention design was done by Gordon, Demerouti, Le Blanc, Bakker, Bipp, and Verhagen (2018). The research had three main goals, the first one was to increase work engagement and health, and to decrease exhaustion, the second goal was to increase subjective and objective performance and the last goal was to achieve organizational changes. The first important aspect to mention is that the intervention was completely voluntary. The participants had an interview and filled in a questionnaire before the intervention. After the intervention they also had to fill in a questionnaire. The intervention included a three-hour workshop where participants got information and training on job crafting strategies. They also had the opportunity to share experience with other participants. This was done by creating a simulation, which was based on the ‘thinking-in-action approach’. Employees got various explanations and exercises during the workshop

about job crafting, and therefore they got familiar with the concept of job crafting. At the end of the workshop, the participants had to develop a personal crafting plan (PCP), in which they had to formulate specific crafting actions. In the next three weeks, they had to undertake these actions. This was done by asking each participant on Monday what their job crafting goal was for that week, and then on Friday they were asked whether they had achieved their goal. Clearly, this is different from the JCE, because it only contains the fourth and fifth step of the JCE. The participants in the present study did not have the ‘task analysis’ and ‘person analysis’, however, they received a workshop in which the job crafting strategies were explained. Furthermore, the last phase of the JCE is also left out of this intervention. The participants only told whether they achieved their goals or not, but they did not discuss what they need in the future to hold on to the fit between their personal competencies, preferences, and the job (van Wingerden, Bakker, & Derks, 2017). The intervention resulted in personal and organizational benefits, partial support was found for the assumption that job crafting contributes to well-being. Thus, there were positive relationships with personal and organizational benefits, but there was no full support for a positive relationship with well-being (Gordon, Demerouti, Le Blanc, Bakker, Bipp, & Verhagen, 2018).

The second research that used a different way of providing an intervention was from Nielsen, Stage, Abildgaard, and Brauer (2013). They used the participatory approach for developing an intervention, which has social support, autonomy and improved well-being as outcomes. In addition, it has four ways in which it facilitates successful interventions. Firstly, it can optimize the fit of the intervention to the organizational culture and context. Secondly, by participating, the change process will be smoothed and exposure to the intervention will be increased. Thirdly, it can be viewed as an intervention on its own. Lastly, it may help to enhance a climate in which managers and employees collaborate with each other. When using this participatory approach, employees are involved in five steps: the first step is planning the intervention design, secondly, identifying areas for improvement initiatives, the third step was about developing action plans for improvement initiatives, the fourth step is implementing improvement initiatives and the last step was to evaluate the results of the intervention. As can be seen, this is not necessarily a job crafting intervention. However, it is important to know that this way of developing an intervention can also be used for creating job crafting intervention, because this approach is efficient as well, in comparison with the JCE. Since the intervention has similar outcomes as the JCE (social support, autonomy and improved well-being), organizations should consider this design as well. This means that even though this is

not related to job crafting at all, it still can be used to develop a new job crafting intervention (Nielsen, Stage, Abildgaard, & Brauer, 2013).

Thirdly, an intervention was done by Kooij, van Woerkom, Wilkenloh, Dorenbosch, and Denissen (2017). Their focus was on letting employees contribute to higher levels of Person-Job fit. This was done by creating a job crafting intervention in which employees had to align their jobs with their personal resources. This intervention was voluntary and the participants did not get paid to involve in the intervention. It was a study that took place over a period of 8 weeks, in which participants were either in a control group or the experimental group. Before the intervention they had to fill in a questionnaire and included a pretest for job crafting and Person-Job fit. The first step of the intervention was to identify all the tasks that the employees performed at work. Secondly, they had to classify these tasks as small, medium or large, which is based on how much time they spent on a certain task. The third step includes classifying tasks as either 'traditional' (tasks that were already part of the job when they started working in this position) or 'new' (tasks that were added later on). In the fourth step, participants needed to indicate their top three personal strengths and three of their most important interests and needs. Then in the fifth step they had to combine this and indicate which task had the best reflection of their strengths and interests. The sixth step was about identifying the tasks the employees would like to keep in the future. Furthermore, they received an overview of the previous steps and they had to choose three important work tasks that they would like to craft. In the seventh, and last, step, the participants had to formulate one short-term and concrete goal for job crafting and they had to create a plan to achieve this goal within four weeks. After these 4 weeks, the participants were asked whether they accomplished their goals and to address any inhibiting factors. Then in the last two weeks, the participants of both the control group and experimental group received a posttest questionnaire to measure changes in job crafting and Person-Job fit (Kooij et al., 2017). After the intervention, evidence was found that job crafting strengths and job crafting interests are positively related to Person-Job fit. Furthermore, this newly developed job crafting intervention increases job crafting strengths, which in turn increases Person-Job fit (Kooij et al., 2017)

A fourth research with a different type of intervention was done by Sakuraya, Shimazu, Imamura, Namba, and Kawakami (2016). The goal of this study was to research whether a newly developed job crafting intervention was effective on work engagement among Japanese employees. It was expected that engagement would be higher, directly and one month, after the intervention compared to before the intervention. Furthermore,

psychological distress would decrease. The first striking aspect of the intervention is that there was no control group, because it was too difficult to set this up. The intervention was based on the theory of Wrzesniewski and Dutton (2001), who distinguish between task, cognitive and relational job crafting. The intervention was conducted by one researcher and one clinical psychologist. The intervention was held at the work location during working hours. There were two training sessions of 120 minutes and were two weeks apart from each other. In the first session, the participants learned the concept of job crafting by doing a case study, after that they shared their personal job crafting experiences. The third step of the first session was to make an individual job crafting plan for the following two weeks and lastly they got a homework booklet with exercises about job crafting. In the two weeks between the sessions, the participants were motivated in implementing their job crafting. Then in the second session the participants had to review their job crafting plan and shared their reflections in the group. After that they decided which job crafting behavior they could use in the future and developed a new job crafting plan. When participants were not able to attend to the first session, they received the material of that session so that they could practice it themselves and still attend the second session. The outcomes of this study showed that there was a significant effect on increasing work engagement and decreasing psychological distress. It was also found that it had improved job crafting behavior, particularly cognitive job crafting. However, the favorable effect occurred directly after the intervention, but disappeared after a month. Thus, this job crafting intervention increased engagement and decreased psychological distress, but did not have an effect on job crafting behavior a month after the intervention (Sakuraya, Shimazu, Imamura, Namba, & Kawakami, 2016).

The fifth example of another type of intervention was done by Holman, Axtell, Sprigg, Totterdell, and Wall (2010). The aim of their study was to examine the relationship between job redesign intervention and employee well-being, and the mediating role of job characteristics in this relationship. It was expected that job resources would increase and job demands would decrease, resulting in higher employee well-being. The design of the intervention was based on the Scenarios Planning tool, which consists of two important features. Firstly, organizational stakeholders need to participate in the intervention to improve redesign results. Secondly, the participants need information about the job design theory to make sure that they can make better informed decisions. In addition to the features, there were five phases in this job redesign process. The first was to brief employees on the study, the second stage was an administration of the pre-test questionnaire. The third phase was the assessment and redesign phase and the fourth phase was the implementation phase. The last

phase was an administration of the post-test questionnaire. The third and fourth phase will be explained in more detail, because those are the phases in which the participants needed to be active in changing their jobs. The third phase consists of an assessment and redesign, in which the participants had an offsite meeting where they had to identify their jobs. This was done by stating core job tasks and obstacles, and rating the current job design on a scale of 1-10. After this, the participants had to discuss three job design scenarios, one aimed at increasing well-being, one at increasing performance, and one aimed at increasing both. They had to give suggestions and these suggestions were rated, which resulted in a higher overall rating of the current scenario. Then in the fourth phase, the implementation phase, the participants got the responsibility to implement the job redesign changes. After these phases, the outcomes of this study were all found to be positive. Firstly, the mediating effect of job characteristics indeed had a positive effect on the relationship between job redesign intervention and employee well-being. In addition, there were changes found in both job demands and job resources after the interventions, and these were related to changes in well-being. Thus, this newly developed intervention had a positive influence on employee well-being through improvements in job characteristics (Holman, Axtell, Sprigg, Totterdell, & Wall, 2010).

The sixth and last research with a different type of intervention was done by Holman and Axtell (2016). The aim of this research is slightly similar to the previous research. They want to test whether job redesign intervention can enhance employee outcomes by changing multiple job characteristics. However, the focus is on two characteristics, namely job control and feedback. Furthermore, they focus on three different outcomes namely, affective outcomes, behavioral outcomes and attitudinal outcomes. For the affective outcome the focus was on well-being, for behavioral the focus is on supervisor ratings of job performance and for attitudinal outcomes the focus was on psychological contract fulfillment. They expect that the employees who participate in the intervention will experience greater changes in their job characteristics than employees who do not participate. Furthermore, job control and feedback are expected to have a positive association with employee well-being, job performance and psychological contract fulfillment. The design of this intervention was also based on the Scenarios Planning tool, and therefore the design is exactly the same as the previous described intervention. Consequently, the intervention design will not be described, but the focus will be on the outcomes. The results indicated that the intervention had an influence on employee well-being, job performance and psychological contract fulfillment. This relationship was mediated by changes in job control and feedback. Thus, when comparing this with the previous research, it can be seen that the intervention and results are the same. However,

whereas the previous research focused on the main concepts of job characteristics, the present study had a more detailed description of these characteristic (Holman & Axtell, 2016).

An overview of these various job crafting interventions and their outcomes can be found in table 2.

**Proposition 3.** Besides the JCE, other designs of job crafting interventions have been used as well. These were all developed by organizations themselves or were based on the participatory approach or the Scenarios Planning Tool. The interventions resulted in personal and organizational benefits, higher Person-Job fit, higher work engagement, lower distress, higher well-being, higher job performance and more psychological contract fulfillment. However, higher well-being was not found to be significant in all studies and in some studies the job crafting behavior was not present a year after the intervention.

Table 2. *Overview interventions*

<b>Authors</b>	<b>Intervention</b>	<b>Outcomes</b>
Wingerden, Bakker, and Derks (2017)	Based on JCE	1. Increase in work engagement 2. Increase in basic need satisfaction
van den Heuvel, Demerouti, and Peeters (2015)	Based on JCE	1. Increase in self-efficacy 2. Increase in well-being 3. Increase in leader-member exchange
Wingerden, Bakker, and Derks (2017)	Based on JCE	1. Increase in job crafting behavior (2 weeks and 1 year after intervention) 2. Decrease in hindering job demands and increase in challenging job demands (2 weeks after intervention) 3. Increase in structural job resources and decrease in hindering job demands. (1 year after intervention) 4. No effects on increasing social resources (2 weeks and 1 year after intervention) 5. Effects on feedback, opportunities for self-development and self-efficacy (1 year after intervention) 6. Effect on in-role performance (1 year after intervention)
Wingerden, Bakker, and Derks (2017)	Based on JCE	1. Increase job crafting behavior 2. Improved in-role performance
Wingerden, Bakker, and Derks (2014)	Based on JCE	1. Increase work engagement 2. Improved in-role performance



Wingerden, Derks, Bakker, and Dorenbosch (2013)	Based on JCE	<ol style="list-style-type: none"> <li>1. 2/3 of participants achieved goals</li> <li>2. 80% able to craft their jobs</li> <li>3. Less work pressure</li> </ol>
Gordon, Demerouti, Le Blanc, Bakker, Bipp, and Verhagen (2018).	Newly developed	<ol style="list-style-type: none"> <li>1. Personal and organizational benefits</li> <li>2. Partial support increase in well-being</li> </ol>
Nielsen, Stage, Abildgaard, and Brauer (2013)	Participatory approach	<ol style="list-style-type: none"> <li>1. Effective intervention</li> </ol>
Kooij, van Woerkom, Wilkenloh, Dorenbosch, and Denissen (2017)	Newly developed	<ol style="list-style-type: none"> <li>1. Job crafting interested positively related to Person-Job fit.</li> <li>2. Increase in job crafting strengths</li> </ol>
Sakuraya, Shimazu, Imamura, Namba, and Kawakami (2016)	Newly developed	<ol style="list-style-type: none"> <li>1. Increase work engagement</li> <li>2. Decrease psychological distress</li> <li>3. Improved job crafting behavior (cognitive part)</li> </ol>
Holman, Axtell, Sprigg, Totterdell, and Wall (2010).	Scenarios Planning Tool	<ol style="list-style-type: none"> <li>1. Job characteristics mediate between intervention and well-being</li> <li>2. Changes in both job demands and job resources</li> </ol>
Holman and Axtell (2016).	Scenarios Planning Tool	<ol style="list-style-type: none"> <li>1. Improved well-being</li> <li>2. Improved job performance</li> <li>3. Improved psychological contract fulfillment</li> <li>4. Mediation by job control and feedback</li> </ol>

What are the consequences of applying job crafting interventions in an organization and when can they be considered as successful?

Every intervention has different outcomes, and therefore it is difficult to state what the exact outcomes of job crafting interventions are. However, many studies have been done which show that job crafting behavior has a positive influence on employees. For example, Wingerden, Bakker, and Derks (2017) showed with their research that job crafting is positively related to work engagement. In addition, Kooij, van Woerkom, Wilkenloh, Dorenbosch, and Denissen (2017) found that job crafting also causes a higher Person-Job fit. Since these outcomes are so different, it is necessary to know where these differences come from and under which circumstances the interventions lead to the desired job crafting behavior and under which circumstances they do not lead to that behavior.

The previous twelve examples of job crafting interventions show that there are various ways to design an intervention, and also that every intervention can have different outcomes. In this section all of the various job crafting interventions will be compared to examine which conditions influence the outcomes of the interventions.

The first striking difference is that JCE has better outcomes than the interventions that had a different design. This can be explained by the fact that the JCE is a reliable intervention, because it has been tested more often and therefore has been refined. Furthermore, it was designed by experts in the field of job crafting, and therefore they know what the best way is to design such an intervention. For example, they understand that it is extremely important for the employees to analyze their own jobs before they are able to engage in job crafting behavior. Therefore, three of the six steps of their design consist of analyzing their jobs and own personalities. Other researchers may not have this knowledge and start with, for example, a short briefing about the concept of job crafting, because they think that it is important to give an explanation to their participants. However, this is all theory-based, while the approach of the JCE is more practice-based. Research showed that practical learning has more positive effect than theoretical learning (Young & Baker, 2004), which could explain why the JCE has better outcomes than the other job crafting interventions.

Secondly, it is obvious that some researchers explicitly mention the fact that the participation in the interventions was voluntary. This can also make a difference in outcomes of job crafting behavior, because when employees are forced to participate, this might influence their motivation. When the job crafting intervention is voluntary, the participants will be intrinsically motivated, otherwise they would not participate. Intrinsic motivation means that the employees are participating out of their own interest (Ryan & Deci, 2000),

which will lead to a more active attitude and thus to better outcomes. However, when employees are forced to participate and, for example, receive a reward for participating, this means that they are extrinsically motivated (Ryan & Deci, 2000). This will lead to less active behavior and therefore the desired job crafting behavior will be lower.

The third reason is that some main characteristics can have an influence on the outcomes. Here one could think of aspects such as the location of the intervention and the duration of the intervention. The location of the intervention might impact the outcomes, because research showed that interventions that were implemented on the work location itself were more effective because the employees are in a familiar environment, with their own circumstances (Kessels, 1993). In addition, the duration of the intervention can have an influence, because after a long time employees might lose their intrinsic motivation and therefore perform less successful (Ryan & Deci, 2000).

The fourth and last reason comes from the intervention done by Nielsen, Stage, Abildgaard, and Brauer (2013). They used the participatory approach to design the intervention, which means that the participants were involved in designing the intervention. When the participants are able to help developing the intervention, this will help them to align the intervention with their own wishes and desires. Consequently, the employees will be more intrinsically motivated to participate, because they know that it fits their wishes and therefore they will actively behave which leads to better outcomes of the job crafting intervention (Ryan & Deci, 2000).

**Proposition 4.** The JCE had better outcomes than the interventions that had another design, which can be explained by the fact that JCE is reliable. Furthermore, successfulness of the interventions can be related to voluntariness, characteristics such as location and duration of the interventions or whether the participants were allowed to design the intervention themselves. All these aspects are linked to intrinsic motivation, when this is higher, the interventions will have better outcomes.

## CONCLUSION AND DISCUSSION

### Conclusion

One of the aims of this research was to fill the gap in the literature about job crafting interventions. Little knowledge existed about what job crafting interventions are and under

which circumstances these interventions work. Therefore, a literary review was done to investigate this gap and to answer the research questions that were stated.

The first research question was: *‘What is job crafting?’*. Many different definitions were developed by researchers, who either focus on job demands and job resources or on making changes in physical, cognitive and/or relational boundaries. Thus, job crafting is a broad concept and therefore hard to define and understand.

The second research question stated: *‘What are job crafting interventions and which designs of interventions exist?’*. It can be concluded that job crafting interventions are tools which are developed to make employees more aware of their tasks and how they have divided their time on working on these tasks (van Wingerden, Derks, & Dorenbosch, 2013). However, the design of these interventions is not always similar. One of the mainly used interventions is the Job Crafting Exercise (JCE), while some researchers developed their own interventions to achieve job crafting behavior. The only similarity between these two categories is that they both try to reach job crafting behavior in employees. However, the method, the design and the type of crafting that is stimulated can differ.

The third research question is: *‘What are the consequences of applying job crafting interventions in an organization and when can they be considered as successful?’*. A remarkable outcome is that almost every research shows positive consequences, such as higher engagement and more job satisfaction. Therefore, it can be concluded that job crafting has benefits for both the employee as the organization. On employee level, job crafting is mostly related to job satisfaction and therefore to life satisfaction. On organizational level, job crafting is associated with higher productivity and performance, and therefore with improved organizational outcomes.

*Conditions.* There are some conditions under which the job crafting interventions are successful and some conditions which they are not. The first condition is that the JCE is a more reliable intervention and therefore has better outcomes than interventions with another design. Secondly, voluntariness has a role in whether the interventions are successful or not, because employees who participate voluntarily have a higher intrinsic motivation and therefore behave more proactively. Thirdly, the location and duration are conditions which determine whether an intervention is successful or not. Lastly, when participants are allowed to design the intervention themselves, this will result in a higher intrinsic motivation and thus in better outcomes.

Therefore, it can be concluded that it is important to keep notice of many aspects that could influence the outcomes. When a researcher does not consider all of the internal and external influences, the extent to which employees will actively participate in the intervention will be affected. This will influence the outcomes of the research and might even lead to the wrong outcomes and conclusions.

## Discussion

*Limitations.* Despite the positive findings about job crafting, there are some limitations connected to this research. First of all, one of the main aspects in this research was to investigate under which circumstances the interventions were successful or not. However, defining whether an intervention was successful or not was already difficult to achieve. This is because, for defining successfulness, it has to be clear what the goal of an intervention exactly is. For example, when the aim of an intervention was to increase job crafting behavior, and this was not managed, one could say that the intervention was unsuccessful. However, when this same intervention increased, for example, the job satisfaction of the employees, is it really still unsuccessful? Even though the intervention did not achieve its own goal, it did reach another important goal. Therefore, it was problematic to make any conclusions about the successfulness of the interventions, let alone the circumstances under which they would be successful or not.

A second limitation is that the concept of job crafting is still relatively new. This made it challenging to find relevant articles which would help to answer the research question. Furthermore, the different Internet sources often came up with the same relevant articles, this effect was even strengthened after including the inclusion criteria. This is because the inclusion criteria were quite detailed and the available articles are limited. This resulted in a narrow selection of relevant articles, which were often written by the same authors. This can create a bias for this research, because when research was done by the same authors, their circumstances for every research will be the same. This has an influence on answering the question under which circumstances the interventions are successful, because the conditions are often the same. Therefore, it was difficult to decide which circumstances would have a great influence and which circumstances were less important.

Thirdly, all of the articles (except for one) that were used are about researches that have been conducted in Western countries. One of the main reasons for that is that job crafting is a concept that is even more unknown in Eastern countries. However, for this research it would be of added value to know whether the circumstances in Eastern countries

are different and what their influence would be on the outcomes of job crafting interventions. Therefore, the conclusions that have been made are mainly based on Western countries, which results in an incomplete answer to the research questions.

Despite the limitations mentioned above, this literary review gives new insights and fills the gap about job crafting interventions. It was important to be critical what the various interventions tried to reach and how they were designed. By making a strict selection of articles and being critical about the goals of the different researches, it was possible to give a clear explanation to the research questions.

*Implications.* This present research contributes to the literature, because there is still a huge gap when it comes to job crafting interventions. Furthermore, many organizations still make use of top-down approaches, while research has shown that these are often less effective and organizations should consider using bottom-up approaches. Therefore, it is important for employers to get more knowledge about the content of job crafting and its consequences. Research has shown that it can definitely make employees more engaged in their jobs and that it leads to higher performance (van Wingerden, Bakker, & Derks, 2017). Employers should consider giving the initiative of changing the working circumstances to the employees themselves, because then they can align it with their own wishes and desires. This seems like an impossible job for the employers, because they have to take into account the thoughts of every employee and have to adapt to every employee.

This paper shows only positive aspects and consequences of job crafting, however, it should be noted that there are some downsides to job crafting as well. For example, Berg, Dutton, and Wrzesniewski (2008) state that job crafting can go against organizational goals or result in negative sides effects. It is known that job crafting has individual benefits, such as job satisfaction. This might be reached because the employer likes being creative and decides to create a new marketing strategy. However, the organization might need this employee to focus on the current strategy. Clearly, this has contradictory results; the employee is satisfied because he or she can get creative in the job, on the other hand, the organization does not need any new marketing strategies so this can lead to negative effects. Therefore, it is the responsibility of the employers to make sure that the job crafting behavior is in line with the goals of the organization (Berg, Dutton, & Wrzesniewski, 2008).

*Recommendations for future research.* Considering the limitations mentioned before, it is important for future research to make use of articles which are written by different authors. This will give even more insight in the job crafting interventions and under which

circumstances they are successful or not. Furthermore, it is necessary to be critical about whether job crafting in previous research is used as a resource or as a goal of the intervention, because only then the successfulness of an intervention can be defined. Also, it is interesting to examine whether the conditions (e.g. voluntariness and location) indeed have an influence on the outcomes of an intervention. This would be of great importance and added value for developing new job crafting interventions. In addition, when conducting a literary review in the future, it is important to make a balance between articles written in the Western countries and articles in the Eastern countries. This can help to understand even more circumstances under which the interventions are successful or not. Furthermore, it would be interesting to know whether there are any differences between the East and the West and where these differences come from. Another recommendation can be done based on an interview which can be found in the appendix. In this interview it was stated that job crafting might only be helpful for employees that have a certain age or certain tenure. For example, when an employee is about 50 years old and has been in that job for 20 years, job crafting might not be that helpful because he or she is already familiar with all the tasks. Therefore, a recommendation for future research would be to examine whether effects of job crafting interventions depend on age or tenure. A last recommendation is that the consequences of job crafting behavior in this paper only focus on individual level outcomes, such as job satisfaction. However, it is also important to know whether job crafting behavior has positive outcomes for teams as well. This is because employees often work in teams, and it should be considered what the effects are on team-level.

Thus, job crafting and job crafting interventions are still relatively new, however they are getting more popular amongst different organizations. The research questions that were stated are: *“What is job crafting?”*, *“What are job crafting interventions and which designs of interventions exist?”* and *“What are the consequences of applying job crafting interventions in an organization and when can they be considered as successful?”*. It can be concluded that job crafting is a hard concept to define, and there are various job crafting interventions which all are successful because of different reasons. Furthermore, job crafting has many positive outcomes for both the employer and the employee. Therefore, it should be recognized by even more employers to reach employee well-being and improved outcomes for organizations.

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## **APPENDIX**

To get more practical information about different perspectives on job crafting, two interviews have been conducted. The first interview was with a HR-employee and the second interview was done with a BIM-engineer (Building Information Models). This was done to compare their different views about the concept of job crafting, anything that was of added value is discussed in the discussion section of this paper.

### Interview 1

The first interview was done with an employee of the HR-department within a coffee branding organization. At the beginning of the interview, she was not really familiar with the term ‘job crafting’ yet. Therefore, I tried to explain what it is using the different definitions that are written in this paper. Then we talked about whether she thought it would be helpful to implement job crafting within their organization, however, she was not really sure. On the one hand she was optimistic about the fact that research has shown that it will increase job satisfaction and engagement. She added that she understands that when people can decide for themselves under which conditions they work, that this would increase the Person-Job fit. On the other hand, she was wondering what would happen with the tasks that no one likes, because they have to be done. However, she realized that every person has different interests and therefore that problem might be solved. Then we talked about how interventions might help the employees to get a better understanding of job crafting and of their jobs. She thinks that this would be of great added value, and that she would participate herself as well. However, when looking at her organization, she said that job crafting behavior could probably not be implemented on every department. For example, they have a department with mechanics who need to fix the coffee machines when they are broken. Furthermore, they have a department in which the employees call their customers whether they need to order new coffee products. According to the interviewee, she finds it difficult to understand how this would be implemented in these departments. However, she thinks that it would be helpful for the HR-department, because then everyone could focus on a specific part of HR. For example, one person could focus on recruitment, another on absenteeism etc. She told that somehow this already grew like that in the last years, but there is still some overlap between the different functions. Therefore, she thinks that such a job crafting intervention would help them to all get a better understanding of their tasks and interests and see how they can fit those to each other. On the other hand, she pointed out that she already works for this organization for 25 years, and had the same function for all these years. Therefore, she

already knows everything about her function and might not see the urgency of engaging in job crafting behavior. Thus, for her there are both positive and negative sides to job crafting, and she does not expect that it will be implemented in their organization soon.

### Interview 2

The employee is a BIM-engineer who makes digital models of existing or planned constructions. These models are often made in a 3D-computerprogram, and contain all the information that is needed to build the construction.

The interviewee was not familiar with the concept of job crafting at all, and therefore I tried to explain what job crafting is about. At first he did not really understand why an organization would implement this method, because he did not really know what the advantages of job crafting were. Then I told him that research showed that it often increased job satisfaction and job engagement, because employees have more autonomy in how to design their jobs. Then I asked the employee whether he thought that it would be helpful to implement this in their organization. He thought that it would definitely be a good idea, because the way the tasks are divided right now (on his department) is often unfair in his perspective. For example, he already went to his supervisor a few times to ask whether he was allowed to do other tasks, because it was promised to him that he would get more challenging jobs. However, this still has not happened and he realizes that that is one of the main reasons his satisfaction decreased in the last months. He also mentioned that it is really clear that the supervisor decides what everyone does and that he does not keep his promises. Therefore, the interviewee is positive about implementing job crafting in their organization, because then there might come a more equal distribution of the tasks that have to be done.

Then I asked whether he thinks that job crafting interventions would help for implementing job crafting. He was quite sure about that, because he assumed that his supervisor would not have the knowledge about how to implement this. In addition, he thinks that almost none of the employees know what job crafting is, and should therefore be informed about this concept and need to learn how they can use this method themselves. Furthermore, in the interviewee's perspective, some of his colleagues think that they have certain knowledge, while this knowledge is outdated or that they simply don't have that knowledge. Therefore, he thinks that when having the interventions in which the employees have to analyze their jobs and their personalities, that some of his colleagues might realize that they are not suited for certain tasks. The interviewee could imagine that when people are more responsible for their own tasks and could link these to their own interests, that this would make them more satisfied

about their jobs. Thus, from the perspective of the employee, job crafting would definitely be a positive method to implement in their organization, especially in his department, because there are some changes needed.