

# Wriggling towards a better job

## Individual and contextual predictors of job crafting for improved performance

Nina Quinlan (ced0njq@leeds.ac.uk), Des Leach & Mark Robinson  
Leeds University Business School

### 1. What is job crafting?

Job Crafting Theory<sup>1</sup> suggests that an individuals' relationship with their job is dynamic and that employees actively and privately change their jobs to create an improved person-job fit. The private nature of job crafting differentiates it from other forms of job change.

These private changes are known as 'wiggle room' in a job.

### 2. Why is it important?

People who craft in their jobs are happier, perform better, are more creative and are more committed to their work because they feel that what they do fits with what they believe their job is about.

**Job Crafting improves employees wellbeing and performance.**

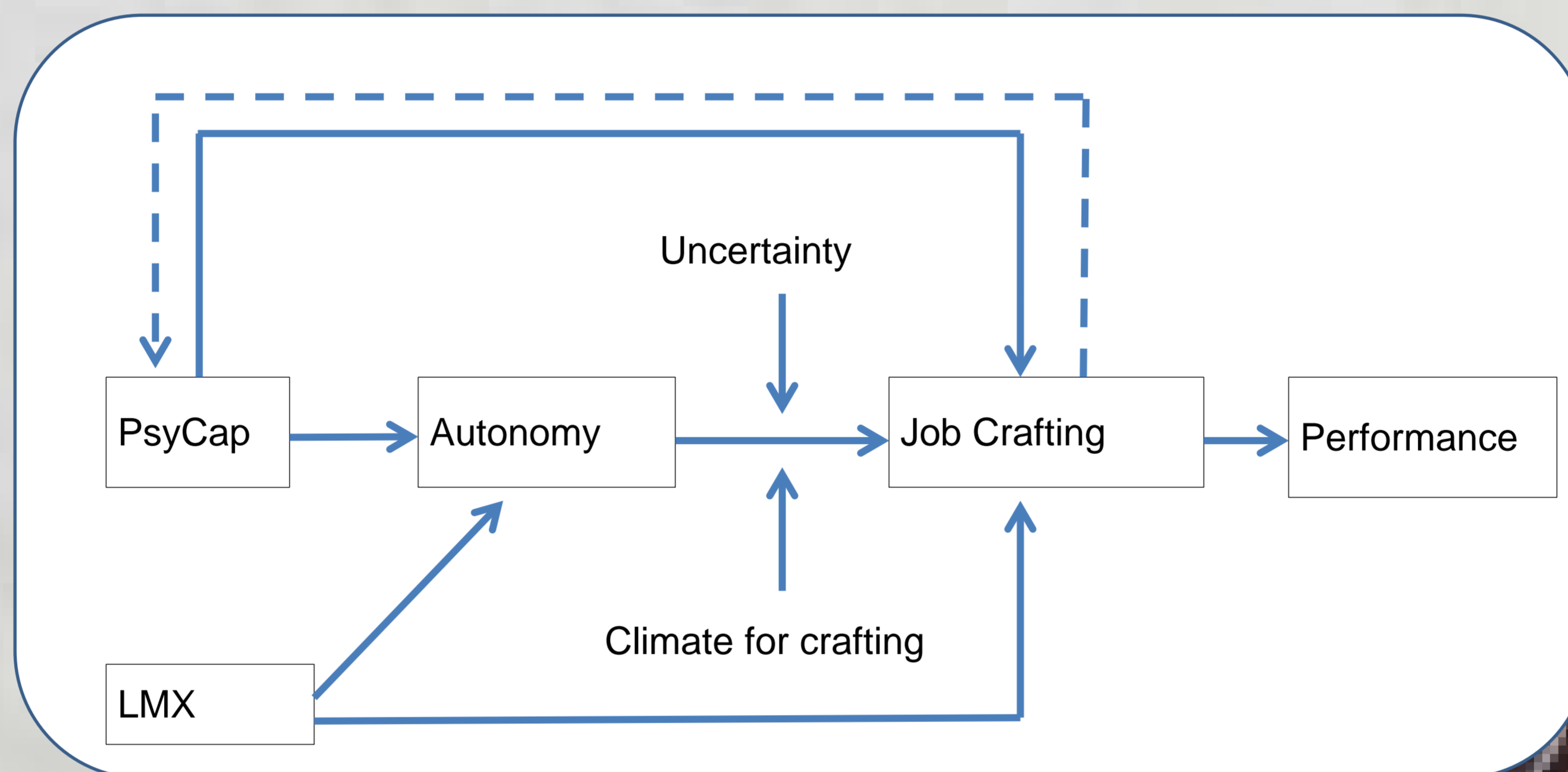
### 3. What do we know, what don't we know?

**We know** that there are three job design antecedents of crafting:

- Autonomy
- Task independence
- Level of supervision

**We don't know** the impact of:

- Personal characteristics
- Work context
- Leader-Member relationships



### 4. This research will add to job crafting theory by....

- a) Demonstrating the impact of Psychological Capital<sup>2</sup> on job crafting, and crafting on Psychological Capital
- b) Developing and testing a new measure of 'climate for crafting'
- c) Determining the influence of uncertainty<sup>3</sup> on crafting
- d) Finding out the influence of relationships with leaders on crafting activities,
- e) Strengthening the evidence around the influence of autonomy on crafting

### 5. Research methods

To answer the research questions, the research design will involve:

- Quantitative research methods using an on-line survey
- Cross sectional sample of university staff
- Longitudinal design – repeat measure after 1 year
- Structural Equation Modelling (SEM) analysis

### 6. Research hypotheses

H<sub>1</sub>: Individuals with high levels of psychological capital will craft more than individuals with low levels of psychological capital.

H<sub>2</sub>: The relationship between crafting and autonomy will be stronger when uncertainty is high, as individuals act to craft to deal with the uncertainty.

H<sub>3</sub>: The relationship between crafting and autonomy will be stronger when the 'climate for crafting' is high, as individuals feel able to craft without fear of reprisal.

H<sub>4</sub>: Individuals' relationships with their leaders predict crafting, independently of the effects of uncertainty and climate.

1. WRZESNIEWSKI, A. & DUTTON, J. E. 2001. Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26, 179-201.  
2. LUTHANS, F. et al. 2007. *Psychological Capital*, New York, Oxford University Press.  
3. LEACH, D. J. et al. 2012. Developing a measure of work uncertainty. *Journal of Occupational and Organizational Psychology*, 86 (1), 85-99.