

# Task crafting

## How resilience, autonomy and trust predicts crafting and leads to improved promotion prospects

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### 1. What is task crafting?

Job Crafting Theory<sup>1</sup> suggests that an individual's relationship with his/her 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.

**Task crafting** concerns the changes that employees make to their work tasks, to improve their work meaningfulness.

### 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.

This is because people who craft are being proactive to change their job to improve work meaningfulness.

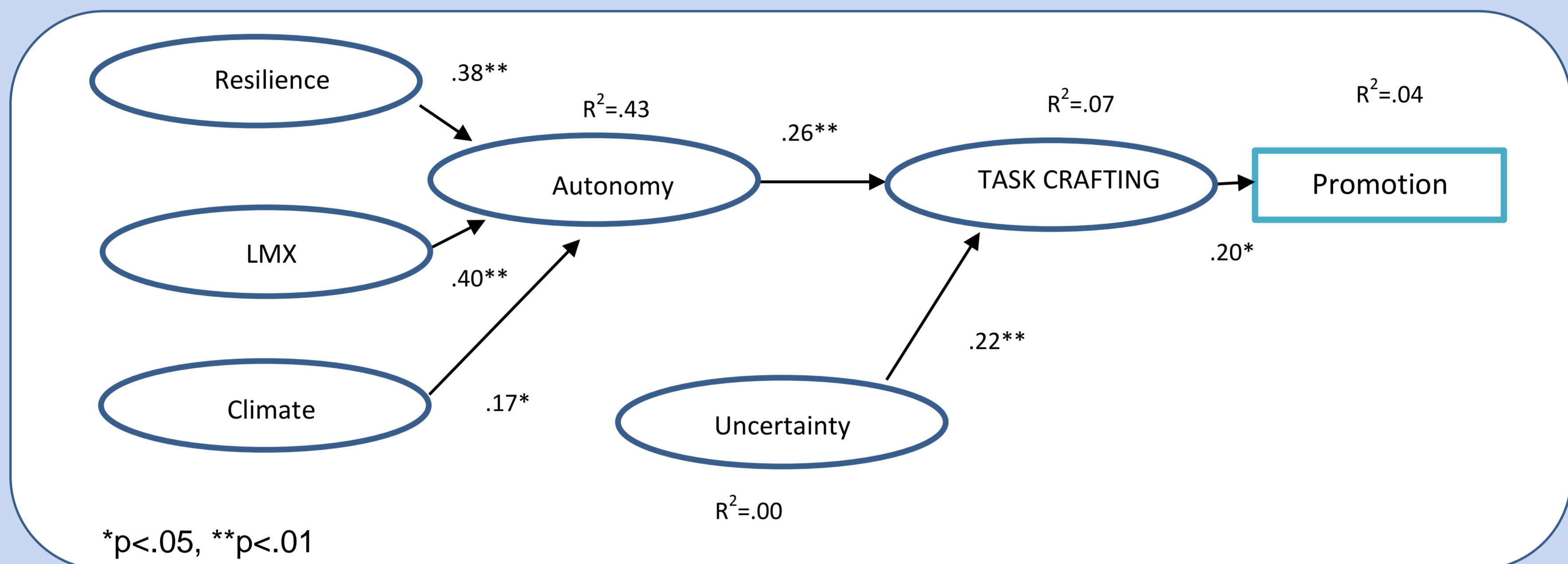
**Job Crafting improves employees wellbeing and performance.**

### 3. Our research

**We carried out a quantitative study using a sample of 197 respondents, who were all University employees from eight HE institutions.**

**We explored:**

- The influence of resilience, autonomy, leader-member relationships (LMX), uncertainty and 'a climate for crafting' on employees task crafting behaviour.
- We also examined the impact of task crafting on career development and promotion<sup>2,3</sup>.



### 4. How we analysed, and our key findings

**ANALYSIS:** We used Structural Equation Modelling (SEM) to explore the relationships between the antecedents, task crafting and promotion. We used AMOS software to carry out the modelling.

#### OUR FINDINGS:

1. People with high levels of resilience and good relationships with their manager are more likely to task craft and this effect is stronger when the employee has higher levels of autonomy.
2. A climate for crafting exists that is separate from other measure of organisational climate. The research has involved developing a new measure of climate for crafting.
3. A climate for crafting predicts task crafting, but again only when the employee has higher levels of autonomy in their job role.
4. Uncertainty directly predicts crafting, irrespective of the amount of autonomy in the job role. So, during uncertain times, employees task craft to deal with the uncertainty.
5. People who task craft are more likely to have been promoted within the last year.
6. Our model (shown above) is a good fit to the data ( $\chi^2=206.19$ ,  $p<.001$ , CFI = .965, RMR = .067, SRMR = .623, RMSEA = .047).

### 5. Academic and practical implications

This is the first study to show that autonomy acts as a mediator between other predicted antecedents and task crafting.



For employers, giving staff autonomy will enable task crafting which will encourage staff to find their work more meaningful.

A 'climate for crafting' is one which promotes crafting as a social norm and promotes creativity and innovation. It is distinct from other measures of organisational climate.



Organisations and individuals can promote a climate for crafting by modelling crafting behaviours and by encouraging individuals to tailor their jobs to make them more personally meaningful.

Job crafting is a career focussed behaviour and should be considered within the career development literature



If individuals who task craft are more likely to be promoted, supporting crafting will benefit individuals and organisations alike.

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3. QUINLAN, N. LEACH, DJ. ROBINSON, MA. 2014. Modelling antecedents and outcomes of job crafting, In: *British Academy of Management Conference, 9-11 September 2014, Belfast*. London: British Academy of Management, p76