Review and Localization Prospect of Job Crafting in Organizational Management

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Abstract: Job remodeling refers to the active behavior change of employees to reconstruct work content and work relationship according to their own work ability and work requirements from the bottom up. With the continuous change of enterprises in China, organizations are faced with many challenges in employee management, the most significant of which is that organizations have an urgent need for employees' active behavior. Therefore, how to transform employees from passive recipients to active responders has gradually become a hot topic for organizational management researchers and human resource managers. By reviewing the results of previous studies on job reshaping, this study systematically summarized the connotation and development of job reshaping, and clarified the concept, measurement methods, influencing factors, functional results and theoretical basis of job reshaping in organizational management.

Keywords: job reshaping, organization and management, human resource management

1. Introduction

Under the trend of the accelerated digitization process in the Internet era, digital technology has gradually become a tool to promote organizational change, which breaks the traditional organizational boundaries and forces the evolution of organizational forms, bringing new challenges to organizational management. Therefore, only by doing a good job in organization and management can enterprises better adapt to the complex environment in the digital age. In this context, organizations pay more attention to employees' active behaviors, and increasingly rely on employees' initiative to adapt to the current situation and lead organizational change [6]. Job Crafting is a concept that focuses on the interaction between people and the environment, emphasizing timely response to environmental changes and active adjustment. In recent years, many scholars have done comprehensive research on job crafting.

Based on the above problems, this study reshaped the results of the existing research by reviewing the work, systematically sorted out its connotation and development, measurement methods, influencing factors, effect results and theoretical basis, and concluded the overall theoretical research framework.

2. Concept definition and measurement

2.1 Connotation of job reshaping

The concept of job reshaping was first proposed by American scholars Wrzesniewski and Dutton in 2001.

In this context, Petrou et al. (2012) updated the definition of job reshaping [7]. Berg et al. (2013) especially emphasized the positive role of job reshaping in enhancing the sense of work meaning [2]. With the continuous application of job reshaping, the feature of job reshaping is becoming more and more obvious. Bruning and Campion (2018) proposed the approach job reshaping and avoidance job reshaping from the perspective of approach-avoidance motivation. They believe that job reshaping includes both the adjustment behavior of expanding roles and resource boundaries and the adjustment behavior of narrowing roles and resource boundaries [3].

Based on the above review of the concept of job reshaping, this study summarizes and integrates the existing researches on job reshaping in organizational management, as shown in Table 1.

2.2 Dimensions and measurement methods of job remodeling

Employees' job remodeling shows rich behavior patterns. Based on existing literature and research results, this study summarizes that job remodeling is mainly measured from three different aspects: role perspective, resource perspective and motivation perspective, and the measurement mainly adopts the job remodeling behavior scale designed by researchers.

Table 1. Work remodeling concept arrangement

Center of focus	Job remodeling concept	Author (year)
Changes in behavioral cognition	Behavioral and cognitive changes that individuals make to work tasks or work relationship boundaries.	Wrzesniewski & Dutton (2001)
Sense of work meaning	Employees adopt proactive behavior change to adapt their work to their preferences and needs.	Petrou et al. (2012)
	Employees take the initiative to make their work match with their knowledge, skills and abilities to enhance the sense of meaning of the work.	Berg et al. (2013)
The JD-R model	In order to balance work demands and work resources, employees take the initiative to change their behavior according to their own work ability and job requirements.	Tims & Bakker (2010)
	A series of changes in job requirements and resources made by employees to improve work health, motivation, and fit.	Demerouti & Bakker (2015)
	Employees actively seek work resources to increase their own challenges and reduce work barriers.	Petrou & Bakker (2016)
Guiding quality	Employees can voluntarily adjust to expand work boundaries, and can also voluntarily adjust to narrow work boundaries.	Bindl et al. (2018)
	Employees change their job role perception and boundaries to achieve gains in motivation, health, or performance, or avoid losses in motivation, health, or performance.	Bruning & Campion (2018)
Collective cooperation	Employees can collaborate with each other to decide how to redesign their work.	Leana et al. (2009)

3. Influencing Factors

The influencing factors of job reshaping, the antecedent variables, are mainly divided into three levels: individual level, work level and organizational level.

3.1 Individual Level

The concept of active personality was first proposed by Bateman and Crant in 1993, who believed that active personality is a personality that is relatively unchanged by situational changes [1]. In the study of localization in China, some scholars believe that employees with high level of active personality will show more active behaviors in work when they are encouraged and supported by leaders or peers.

Employees' personal motivation orientation is also an important factor affecting employees' job remodeling. Wrzesniewski and Dutton (2001) pointed out that the need for control, the need for connection and the need for positive impression are the three motivations for individual job remodeling [41].

Self-efficacy, proposed by American psychologist Bandura, refers to people's confidence or belief in the ability to achieve behavioral goals in a specific field, which is the expression of individual self-confidence. When the sense of self-efficacy decreases, the individual's willingness to adjust and reshape the work also decreases.

3.2 Work Level

When the value in the organization conflicts with the employee's work value orientation, the employee will actively try to deal with the value conflict between them and the organization, and the job reshaping is one of the strategies to alleviate the negative impact of the value conflict. For example, occupational work value orientation has a positive impact on the remolding of approach and avoidance work.

Employees' own right to decide what to do and how to do it is a prerequisite for them to be able to reinvent their work. Some scholars believe that people with more autonomy are more likely to have positive role-playing experience, gain more work experience, and have higher self-awareness and skill level [4].

4. Theoretical Basis

It is found that resource conservation theory can not only explain the causes of job remodeling but also support the effects of job remodeling. While self-determination theory and ego depletion theory can explain the effect of job remodeling, identity theory can explain the cause of job remodeling.

Resource conservation theory holds that resources are valuable to individuals who tend to acquire and protect resources, and individuals have the motivation to preserve resources [4]. When individuals believe that resource depletion cannot be stopped, they will try their best to avoid resource depletion and strive to obtain new resources in order to reduce personal stress response.

Self-determination theory refers to the satisfaction of the three basic psychological needs of individuals through

autonomy needs, relational needs and competency needs, and the stimulation of individual internal motivation and behavior. Previous studies have shown that task reshaping, relationship reshaping and cognitive reshaping can respectively meet these three psychological needs.

5. Summary and localization prospect

5.1 Overall research framework for job reshaping

Based on the review and summary of the measurement methods, influencing factors, effect results, mediating variables and moderating variables of job remodeling, this study builds a research framework on job remodeling, as shown in Figure 1.
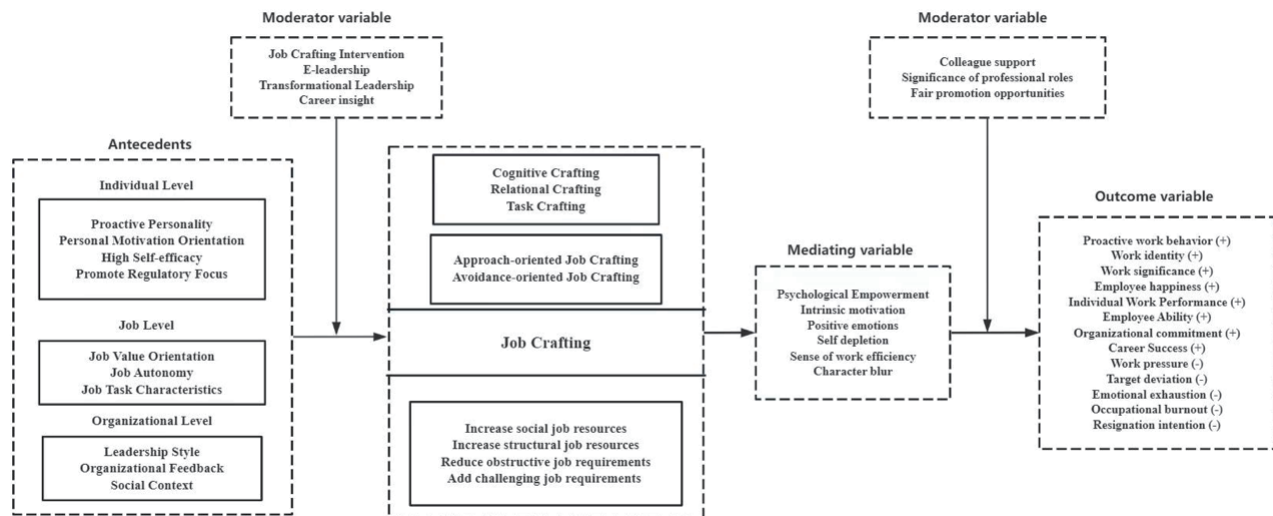

Figure 1. Work reshaping research framework

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