**Job Crafting and its Outcomes: A Comparative Study of public and private Sectors in Pakistan**

**By**

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**Abstract**

***Purpose:*** *This study examines job crafting activities executed and their relationship to proposed individual and organizational outcomes in public and private sector of Pakistan. It studies the presence and nature of relationship of job crafting with its outcomes including job satisfaction, job performance, organizational commitment, work engagement and work-family balance. Moreover it compares the results of public and private sector.*

***Methodology:*** *On the basis of literature of job crafting the study hypothesizes that employees who proactively craft their job are most likely to exhibit higher job satisfaction, job performance, organizational commitment, work engagement and have work-family balance. Model of job crafting and its outcomes is proposed with three dimensions of job crafting (task crafting, relational crafting and cognitive crafting) tested against its five proposed outcomes. Multiple regressions are employed and the results of government and private institutes are then compared to explore if there exist a difference between levels and dimensions of jobs crafted by the two types of institutes regarding their relationship with job crafting outcomes The relationship is tested through developed instruments of the constructs. Data is collected through questionnaires from 211 respondents in which 104 respondents are from government and 107 are from private institutions.*

***Findings****: The result identify a positive relationship between job crafting and its outcomes that are job satisfaction, job performance, organizational commitment, work engagement and work-family balance. In comparison of two sectors; in government institutions, out of all outcomes only job satisfaction is not significant; task crafting does not have any relationship with outcomes; relational crafting increases organizational commitment and job performances; cognitive crafting improves performance, work engagement and work family balance. In private sector, all outcomes are significant; relational crafting has no relationship with any of the outcomes; task crafting improves all outcomes except job performance; cognitive drafting boosts satisfaction, work engagement and work family balance. Reasons for such results are discussed*

***Practical implication****: Practical implication of the study includes reconsideration for organizations to give employees such autonomy that they can craft their job’s holistic view, their tasks and their relationships so as to improve their performance, work engagement, stress management, work-family balance.*

***Originality/value****: Uniqueness of this study is the comparison of public and private sector on the basis of job crafting and its dimensions with job satisfaction, job performance, organizational commitment, work engagement and work-family balance. Moreover, all the studies up till now have Western context, however, this study understands the job crafting behaviors and their outcomes from non-Western, developing society’s perspective (Pakistan).*

**Key words**: Job Crafting, Relational, Task, Cognitive, Job Satisfaction, Job Performance, Work Engagement, Organizational Commitment, Work-family balance, public sector and private sector.

**Introduction**

Employees are taking a more proactive role and altering their work experiences, job boundaries, the meaning of work and work identities. This change process of job crafting produces many outcomes. The changing work nature, flattening of organizational structures, shifting large amount of burden of high production and stress management onto employees is making employee proactivity a critical research consideration (Casicio, 2003; Grant & Parker, 2009)..

Workers make changes to the way they do their jobs and try to enhance their own meaningfulness and personal identity in work. This concept is known as job crafting (Wrzeniewski & Dutton, 2001; Berg, Grant & Johnson, 2010; Berg, Wrzeniewski & Dutton, 2010). Breg et al. (2013) defined job crafting as the process of employees redefining and reimagining their job designs in personally meaningful ways. Bruning (2014) gave the concept of job crafting as the physical, social, technological and procedural changes to a job that worker makes with the intention of improving the job for themselves. It can have positive or negative outcomes for employees as a result of worker’s desire to improve the job for them. Job crafting theory suggests that employees actively engage in certain behaviors with primary goal of increasing the meaningfulness of their work (Berg, Grant & Johnson, 2010).

In 2001, Wrzeniewski and Dutton introduced the construct of job crafting for the first time. Since its introduction, most studies until now are theoretical or qualitative in nature (Tims et al, 2012). This study is one of the second wave studies on job crafting, which examines job crafting activities executed and their relationship to proposed individual and organizational outcomes including job satisfaction, job performance, organizational commitment, work engagement and work-family balance. Moreover it compares the results in public and private sector of Pakistan of the effect of the three dimensions of job crafting (task crafting, relational crafting and cognitive crafting) on the suggested outcomes.

**Significance of the study:**

There are many studies regarding job crafting activities conducted by employees and what are the outcomes of these crafting activities. Dimensions are also studied. But there are minimal studies which examine the dimensions of job crafting in relation to specific outcomes. Uniqueness of this study is that it compares the results of public and private sector job crafting activities and its dimensions with its outcomes including job satisfaction, job performance, organizational commitment, work engagement and work-family balance. Moreover, all the studies up till now have Western context, however, this study understands the job crafting behaviors and their outcomes from non-Western, developing society’s perspective (Pakistan).

**Literature review**

The theory of job crafting is an alternative approach to job design theory; it is a bottom-up approach of work design (Wrzeniewski & Dutton, 2001). Traditionally managers design and specify the tasks and responsibilities of the employees. Job design theory is a motivational framework, but they operate from the organization’s viewpoint, showing how managers can design jobs to be inherently more satisfying and engaging. Alternatively, job crafting theory is also a motivational model, suggesting that there are certain needs that drive the employees to craft their job (Berg et al, 2007; Wrzeniewski & Dutton, 2001). They include need and desire for more control over their work, additional meaning and more fulfilling relationships. These changes lead to general individual outcomes, which include changes in meaning and work identity, increased achievement and enjoyment at work (Berg, Grant & Johnson, 2010). Moreover, job crafting is also complementary to job design theory in the sense that it shows how an individual, not only an organization, plays an active role in shaping experiences in the work place (Dvorak, 2007). Employees crafting their jobs not only express a need for a purpose in what they do on a daily basis, but are also able to personally change facets of their work to make it more meaningful (Dvorak, 2007).

Thus, job crafting can be conceptualized as an employee-centered, behavioral, socially constructed work design process that intends to foster more meaningfulness and identity in work (Dvorak, 2007). So, job crafting theory stems from job characteristics theory, also known as Job Characteristics Model (JCM) of Hackman and Oldham. Job characteristics model suggests three psychological states that lead to high motivation. One of the states include that work is experienced as meaningful. This meaningfulness of work is obtained by skill variety, task identity and task significance. The primary intent of job crafting is to increase meaningfulness, molding work so that it feels significant, serves an important purpose and integrates valued parts of one’s personal identity (Dvorak, 2007). So, it can be concluded that the concept of employees crafting their job is a consequence of job characteristics theory.

Three dimensions of job crafting have been identified by Berg et al. (2013) and Dvrak (2007) based on job crafting theory. These are task crafting, relational crafting and cognitive crafting. Some other types of crafting are also incorporated in the studies including environmental crafting, resource crafting (Ko, 2011), withdrawal oriented crafting (Bruning, 2014), expansion oriented crafting and contraction oriented job crafting (Laurance, 2010). But in this study three most widely used and internationally accepted dimensions of crafting are used which cover most of the aspects of crafting activities. They are task crafting, relational crafting and cognitive crafting.

Task crafting involves changing the boundaries associated with specific tasks. Employees add meaningful tasks to their work emphasize meaningful tasks or redesign tasks to make them more meaningful (Berg et al., 2013). For example, an employee may initiate a company wellness program because he values health and work-life balance (Dvorak, 2007). However, the level of autonomy allowed in the job does affect the crafting activities to some extent.

Cognitive crafting involves reframing the way a person thinks about work. For example, an employee may choose to view a performance appraisal meeting as developmental rather than focusing on its tie to compensation (Dvorak, 2007). Or, think of a training session as career development rather than a holiday of two days trip to another city. To expand perceptions, employees can embody a holistic view of work, highlighting the purpose and impact of certain work activities in the organization as a whole (Dvorak, 2007). When the employee focuses on perception he actively narrows thinking down to the most valuable aspects of the job. Expanding the vision ultimately, also include the society, setting and the context of the job. Thus, Cognitive crafting can cause behavioral changes (Ko, 2011).

Relational crafting is altering personal interactions at work which derives great deal of meaningfulness (Wrzeniewski et al., 2003). It involves altering the extent and nature of current relationship or cultivating new relationships (Ko, 2011). For example, hairstylists often connect with their clients on very personal level, listening to and sharing important life details during appointments (Dvorak, 2007). In crafting relationships employees build new relationships, reframe current relationship, and bring sense of meaningfulness and understanding in relationships. They take mentoring and supportive role in relationships thus creating a purpose in a relationship.

The reason for comparing the public and private sector is that many authors have pointed out the difference in attitudes (i.e. motivational attitudes, working attitudes) of both sectors employees due to many factors including environmental, monitory, supervisory, intrinsic and extrinsic factors. For example, compared to private employees, public sector employees are more motivated by intrinsic factors like responsibility and self development; are more motivated by supportive working environment; face less work family conflict; report fewer working hours and are less willing to exert considerable effort on behalf of the organization (Buelens & Van den Broeck, 2007). These claims point out the importance of comparing public and private sectors results of job crafting and its dimensions’ relationship with proposed outcomes. Contrast between public and private sector has received significant attention (Perry & Kraemer, 1983). This can be seen from the number of comparative studies published in public administration and management literature (Perry& Rainey, 1988).

Coming towards the outcomes; one of the outcomes is organizational commitment. To create a successful workplace, an organization must concentrate its energies on both economic and social performance, and invest on employee commitment rather than compliance (Zeffane, 1994). To increase this commitment to organization, employees must be given such autonomy so they can craft their jobs. The reason is that job crafting has positive significant relationship with organizational commitment; suggesting that workers who engage in higher level of job crafting are more likely to exhibit commitment to the organization (Ghitulescu, 2007). High levels of enjoyment at work and drive of employee to work is related to organizational commitment, performance, job satisfaction (Brown, 1996; Laurance, 2010). These finding have important implication for understanding that work related factors can make workers stay with their organization (Ghitulescu, 2007). Employees who engage in crafting activities experience positive psychological outcomes. These individuals should be making changes to their tasks and relational environments that align the jobs within their own meanings. This should improve their performance, job satisfaction and commitment to organization (Laurance, 2010). Similarly, employee commitment and attachment to the organization can be increased through efforts to improve the organization’s sense of purpose (Zeffane, 1994). This sense of purpose is created by cognitive crafting of employees. As claimed that cognitive crafting has significant positive effect on commitment (Ghitulescu, 2007). So the hypotheses we deduce from these studies are as follows:

H1: Job crafting have positive significant relationship with organizational commitment.

H1(a): Job crafting have positive significant relationship with organizational commitment in public sector.

H1(b): Job crafting have positive significant relationship with organizational commitment in private sector.

The following hypotheses are to be tested for public and private sector separately to see which dimension is dominant in private and in public sector.

H1(i): Task crafting will improve employee organizational commitment.

H1(ii): Relational crafting will improve employee organizational commitment.

H1(iii): Cognitive crafting will improve employee organizational commitment.

Employee job performance is underlying objective of every organization. Employees who are proactive and craft their jobs perform better than non-proactive employees (Bakker et al, 2012). Similarly, enjoyment at work and drive of employee to work is related to job performance (Brown, 1996; Laurance, 2010). The drive of employee is to craft the job with the purpose of making it meaningful for him. This can only happen in a flexible working environment. Development of more flexible role orientation represents a relatively unexplored avenue for enhancing employee performance, particularly in self managing contexts (Parker, 2007). Here self-managing contexts means proactive behaviors such as job crafting. Thompson (2005) also claimed that individuals with proactive personality perform well because they take personal initiative and engage in network building. This indicates a positive relationship of performance with task crafting and relational crafting. Similarly when the employees take initiative and cognitively reframe their jobs in their minds, their motivation level and performance also increases. So the hypotheses are as follows:

H2: Job crafting have positive significant relationship with job performance.

H2(a): Job crafting have positive significant relationship with job performance in public sector.

H2(b): Job crafting have positive significant relationship with job performance in private sector.

The following hypotheses are to be tested for public and private sector separately to see which dimension is dominant in private and in public sector.

H2(i): Task crafting will improve employee job performance.

H2(ii): Relational crafting will improve employee job performance.

H2(iii): Cognitive crafting will improve employee job performance.

Work engagement is a positive, fulfilling, work related state of mind characterized by dedication and absorption (Schaufeli et al, 2002). It captures employee’s workers experiences at work (Bakker, Tims & Derks, 2012). So, employees who change their work environment proactively such that it becomes more resourceful and challenging (i.e. show job crafting behaviors) will be more engaged (Bakker et al, 2012; Hakanen et al, 2008). By allowing employees to craft their job within a given job structure, organizations can increase employee work engagement (Ko, 2011; Tims, 2013). Job crafting has been studied with job attitudes like satisfaction, commitment and psychological states like job engagement (Dvorak, 2007; Bakker, Tims & Derks, 2012). Coming towards the dimensions of job crafting and its relation to work engagement; a study claims that the availability of job resources (i.e. work social support and job autonomy) in the organization supports and allows employees to change the tasks relationships at work which enhances work engagement (Karatepe & Ngeche, 2012). Similarly, Petrou and his associates (2012) prove that day level work engagement is positively associated with day level seeking resources and challenges. These challenges are the crafting activities done in the job. Trying new ways of performing one’s tasks maximizes the range of possible responses to unpredictable and complex problems. Individuals who usually craft their tasks are more equipped with novel task strategies and ideas to address complex requirement of present work. Thus, employees who are closer to their work through job crafting are more knowledgeable and engaged in their work. (Ghitulescu, 2007). Thus, hypotheses are as follows:

H3: Job crafting have positive significant relationship with work engagement.

H3(a): Job crafting have positive significant relationship with work engagement in public sector.

H3(b): Job crafting have positive significant relationship with work engagement in private sector.

The following hypotheses are to be tested for public and private sector separately to see which dimension is dominant in private and in public sector.

H3(i): Task crafting will improve employee work engagement.

H3(ii): Relational crafting will improve employee work engagement.

H3(iii): Cognitive crafting will improve employee work engagement.

Work family balance is fast becoming a hot career issue of the new decade (Hall, 1990). While family interface with work originates in the family domain, direct consequences of it have been shown to be experienced in the work domain (Frone, 2003; Laurance, 2010). This spillover effect causes the organization to be concerned about increasing the work-family balance of the employees. High level of work-family conflict impacts the performance and efficiency of the employee which does not contribute to the organizational objectives. It can be improved by giving employees autonomy to craft their jobs and by being flexible about the job characteristics; for example time duration and location of work (Hill et al, 2001).

Employee experience of the job and balance between his work- family lives may improve, having brought the job into alignment with a narrower or less complex individual expectation and meaning for the job (Laurance, 2010). This explains the fact that by crafting perceptions about the job, the tasks at work and relationships at work employees try to make the job more meaningful and easier for them which is in line with their expectations and their preference. It eventually makes the employee happier and improves his perceived work and family life balance. It is also supported by Hill and his associates (2001) that when the employees cognitively perceive the job as more flexible, it has a positive effect on their perceived work and family life balance (Hill et al, 2001). So the hypotheses are as follows:

H4: Job crafting have positive significant relationship with work-family balance.

H4(a): Job crafting have positive significant relationship with work-family balance in public sector.

H4(b): Job crafting have positive significant relationship with work-family balance in private sector.

The following hypotheses are to be tested for public and private sector separately to see which dimension is dominant in private and in public sector.

H4(i): Task crafting will improve employee work-family balance.

H4(ii): Relational crafting will improve employee work-family balance.

H4(iii): Cognitive crafting will improve employee work-family balance.

Job satisfaction is major concern in today’s organizations (Aflaki, 2009). Employees crafting their jobs to align with their own preferences and meanings should have higher level of job satisfaction (Laurance, 2010). Similarly, Tims and her associates (2013) empirically proved that job crafting has a positive impact on job satisfaction; therefore employees should be offered opportunities to craft their own jobs. A study claimed that job satisfaction is fueled by job resources, interesting work, good relationship with managers and independent meaningful work (Souza-Poza & Souza-Poza, 2000). These factors describe job crafting, a portion of task and relational crafting activities. Another study claimed that job crafting facets including task crafting and cognitive crafting have significant positive effect on job satisfaction (Ghitulescu, 2007). The hypotheses are as follows:

H5: Job crafting have positive significant relationship with job satisfaction.

H5(a): Job crafting have positive significant relationship with job satisfaction in public sector.

H5(b): Job crafting have positive significant relationship with job satisfaction in private sector.

The following hypotheses are to be tested for public and private sector separately to see which dimension is dominant in private and in public sector.

H5(i): Task crafting will improve employee job satisfaction.

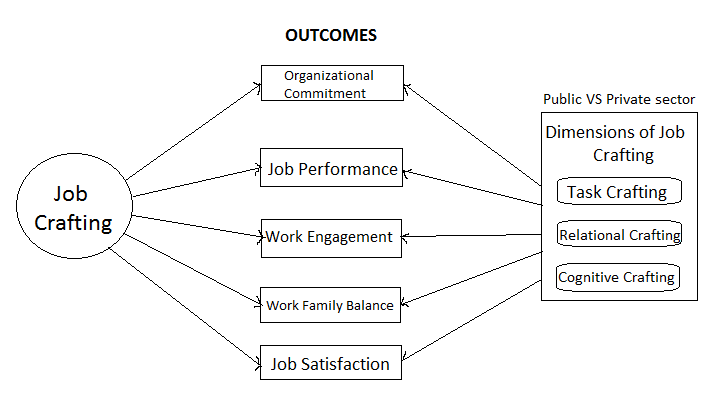
H5(ii): Relational crafting will improve employee job satisfaction.

H5(iii): Cognitive crafting will improve employee job satisfaction.

**Theoretical Framework**

Finally, our model include job crafting construct and its relation to five outcomes including organizational commitment, job performance, work engagement, work family balance and job satisfaction. Secondly, the relationship of three dimensions of job crafting (task crafting, relational crafting and cognitive crafting) is identified with each of the five outcomes. This process is done separately for public and then for private sector to identify the differences. The model is graphically explained in Figure 1.

Figure 1 Theoretical Model



**Research Methodology**

The data is taken from educational institutes and includes the teachers and lecturers from schools and colleges of Lahore. 500 questionnaires were originally distributed. The response rate was 46 % and 230 questionnaires came back. Out of them 211 were valid. Thus, the sample size includes 211 questionnaires. 107 are from private sector employees and 104 are from government sector employees. Missing data is less than 20 percent and is computed by means.

For total data set of 211 respondents regression analysis is used to identify the dependence relationship of job crafting and its five outcomes on by one. This process is repeated separately for the 107 private sector responses and then for 104 government sector responses. Then the three dimensions of job crafting are regressed with the outcomes one by one to see which dimension has significant relationship with which outcome, in government and then private sector separately.

The responses are taken on 5 point likert scale for all the constructs with ‘1’ indicating strongly disagree and ‘5’ indicating strongly agree. Summated scales are used for the statistical tests. The scale used for the job crafting in this study is the one developed by Slemp and Vella-Brodrick (2013). It consists of 15 items with 5 items measuring each dimension of job crafting. When tested for reliability, its Cronbach’s alpha is 0.906, depicting internal consistency. Dimensions of job crafting measured separately for their reliability has Cronbach’s alphas as follows: task crafting has 0.801, relational crafting has 0.820 and relational crafting has 0.740.

The scale used for organizational commitment is the one used by Laurence (2010). This construct is measured by nine items. It’s Cronbach’s alpha is 0.835 indicating high internal reliability. For job performance five item scale is used (Laurance, 2010) which has Cronbach’s alpha of 0.54. This is also in acceptable range. Work engagement scale is a ten item scale which is internationally used scale and is also used by Schaufeli and his co authors (2006). It has Cronbach’s alpha of 0.873. Work family balance is eight item scale (Doan, 2010) which has very good internal reliability and has Cronbach’s alpha of 0.873. Finally job satisfaction is measured by six items (Laurance, 2010) and has Cronbach’s alpha of 0.757.

**Results**

**Organizational commitment and job crafting**

**Government sector:** There is a significant positive relationship between job crafting and organizational commitment. Ten percent variance in organizational commitment is explained by job crafting activities. Assumptions of normality, linearity, absence of multicolinearity and independence of the error terms satisfy in the model. This is perceived from the scatter plot, normal probability plot, histogram, Durbin-Watson value and tolerance level. Colinearity diagnostics and F value indicates it is a good model fit. The equation is: Organizational commitment= 2.290 + 0.359 (job crafting). Results are shown in Table 1.

Organizational commitment is regressed against three dimensions of job crafting, which are task crafting, cognitive crafting and relational crafting. Only relational crafting is significant. Correlation between the variables is not too high to cause a problem. Stepwise method is used for regression and all the assumptions are satisfied. Durbin Watson (1.52) indicates independent error terms. Variance explained is 12 percent and beta value of relational crafting is 0.335.

From these results, it can be concluded that job crafting activities does effect organizational commitment of government employees. But out of three dimensions of crafting activities, relational crafting has significant relationship with organizational commitment. So, when government employees change or enhance their relationships or nature of relationships at work, it increases their commitment to the organization.

**Private sector:** There is significant positive relationship between job crafting activities and organizational commitment in private sector also (Table 1). Model is a good fit with no extreme correlations between the variables and satisfied all four assumptions. In a multivariate equation, adding the dimensions of the job crafting as independent variables and organizational commitment as dependent variable, the only significant relationship is of task crafting. Correlations of all the variables are within acceptable range; model is a good fit (F test significant) and the assumptions are satisfied. It can be concluded that when employees of private organizations change the nature or scope of tasks at work according to their interests or skills, with the purpose of making the job more meaningful for them; their organizational commitment increases.

**Overall:** The test is applied on all the data (private and government sector) to see overall relationship of job crafting activities on the organizational commitment to identify it as an outcome of crafting activities. The results (Table 1) show that when the employees craft their jobs, their organizational commitment does increases. The model is a good fit (Rsquare =0.253) with all the assumptions satisfied. Error terms are relatively independent (Durbin Watson= 1.45). Scatter plot of residuals show no pattern and the histogram is normally curved. Correlations matrix show that there are no extreme correlations. From the results enhance the previous literature that organizational commitment is positively affected by job crafting activities and can be called as it’s outcome.

**Correlations matrix**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Mean | S.D | Job crafting | Work engagement | Job satisfaction | Work family balance | Organizational commitment | Job performance |
| Job crafting | 3.44 | .797 | 1 |  |  |  |  |  |
| Work engagement | 4.36 | 1.07 | .609 | 1 |  |  | . |  |
| Job satisfaction | 3.44 | .798 | .348 | .444 | 1 |  |  |  |
| Work family balance | 3.76 | .844 | .483 | .579 | .599 | 1 |  |  |
| Organizational commitment | 3.61 | .861 | .598 | .650 | .648 | .683 | 1 |  |
| Job performance | 3.26 | .722 | .574 | .380 | .354 | .405 | .454 | 1 |

Table 1

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Organizational Commitment** | | | | |
|  | | **Government Sector** | **Private Sector** | **Overall** |
| **Test 1** | **Job Crafting** | Significant Positive  (significant at 0.002  Beta= 0.359  Constant=2.290) | Significant Positive  (significant at 0.00  Beta= 0.744  Constant=1.050) | Significant Positive  (significant at 0.00  Beta= 0.579  Constant=1.621) |
| **Test 2** | **Task Crafting** | Not significant | Significant Positive  (significant at 0.00, Beta=0.622  Constant=1.546) |  |
| **Cognitive Crafting** | Not significant | Not significant |
| **Relational Crafting** | Significant Positive  (significant at 0.00, Beta=0.335  Constant=2.350) | Not significant |

**Job Performance and Job Crafting**

**Government sector:** Regression analysis estimates job performance has positive relationship with job crafting activities (Table 2). Assumptions of the model are satisfied; model has a good fit with no high correlations. In the second test, the dimensions of job crafting are tested against job performance. Relational crafting and cognitive crafting have positive relationship with job performance. There are no extreme correlations; model is a good fit (F test significant) and assumptions are satisfied.

The results show that job crafting activities does affect job performance of government employees. When considering the dimensions of job crafting, cognitive and relational crafting have a positive significant relationship with job performance. When government employees alter personal interactions at work or when they reframe the way they think about work, the meaningfulness of their work increases for them. Thus, their job performance increases.

**Private sector:** Job performance and job crafting has positive significant relationship. Error terms are reasonably independent (Durbin Watson = 1.9); model is a good fit (F value >5) and there is absence of multicolinearity in the variables. Assumptions are satisfied for the test. In the second test of dimensions of job crafting correlations of all the variables are within acceptable range. Model is a good fit (R square=0.435) and assumptions are satisfied. Task crafting has positive effect on job performance of the employees (Table 2). So, it can be concluded that when employees of private organizations change the nature or scope of tasks at work according to their interests or skills, their job performance increases.

**Overall:** Test results with total data shows that job performance and job crafting has significant positive relationship (Table 2). Model has a good fit with all the assumptions satisfied. It can be deduced that when employees craft their jobs, their performance increases.

Table 2

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Job Performance** | | | | |
|  | | **Government Sector** | **Private Sector** | **Overall** |
| **Test 1** | **Job Crafting** | Significant Positive  (significant at 0.000  Beta= 0.369  Constant=1.863) | Significant Positive  (significant at 0.000  Beta= 0.513  Constant=1.512) | Significant Positive  (significant at 0.000  Beta= 0.471  Constant=1.641) |
| **Test 2** | **Task Crafting** | Not significant | Significant Positive  (significant at 0.00, Beta=0.622  Constant=1.546) |  |
| **Cognitive Crafting** | Significant Positive  (significant at 0.01, Beta=0.237  Constant=1.738) | Not significant |
| **Relational Crafting** | Significant Positive  (significant at 0.04, Beta=0.195) | Not significant |

**Work Engagement and Job Crafting**

**Government sector:** Work engagement has positive relationship with job crafting. Assumptions are satisfied, model is a good fit (F value > 5) and there are no extreme correlations. Results are shown in the Table 3. While testing the dimensions, the results show that cognitive crafting has positive significant relationship with work engagement. Meaning that, government employees reframing their way of thinking about their work are highly engaged in their work.

**Private sector:** In private sector work engagement have the same positive significant relationship with job crafting as was in Government sector (Table 3). Model is a good fit (R square= 0.34) with all the assumptions satisfied. The second test, in which work engagement and job crafting dimensions are tested shows that cognitive and task crafting are significant. Correlations are in acceptable limits. Model has a good fit (Adj Rsquare = 0.467) with all four assumptions satisfied. The results show that private organization employees are more engaged in their work when the change the work related tasks and rethink and re-imagine their jobs in more meaningful ways.

**Overall**: Work engagement and job crafting has significant positive relationship (Table 3). The model is a good fit (Rsquare=0.276) with assumptions satisfied. So, from the results it is concluded that work engagement is an outcome of job crafting.

Table 3

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Job Performance** | | | | |
|  | | **Government Sector** | **Private Sector** | **Overall** |
| **Test 1** | **Job Crafting** | Significant Positive  (significant at 0.000  Beta= 0.546  Constant=2.353) | Significant Positive  (significant at 0.000  Beta= 0.92  Constant=1.251) | Significant Positive  (significant at 0.000  Beta= 0.787  Constant=1.654) |
| **Test 2** | **Task Crafting** | Not significant | Significant Positive  (significant at 0.00, Beta=0.526  Constant=1.234) |  |
| **Cognitive Crafting** | Significant Positive  (significant at 0.00, Beta=0.516  Constant=2.446) | Significant Positive  (significant at 0.001, Beta=0.408) |
| **Relational Crafting** | Not significant | Not significant |

**Work Family Balance and Job Crafting**

**Government sector:** Work family balance has positive relationship with job crafting. Model is a good fit (F value > 5) with assumptions satisfied and no extreme correlations (Table 4). Testing the dimensions with work family balance, only cognitive crafting has a positive significant effect on it. Government employees rethinking and reimaging their jobs will result in a balance of work and family life of the employees.

**Private organization:** The regression results show that when the employees belonging to private organizations craft their jobs, they have more work and family balance in their lives (Test results in Table 4). The model has a good fit (R square= 0.254, F >5) with fulfilled assumptions. While in the second test, the correlations of all the variables are within the acceptable limit; model has a good fit (Rsquare= 0.310) and assumptions are satisfied. The test shows that task crafting and cognitive crafting has a positive significant relationship with work family balance. Meaning that employees think about their job in more meaningful ways and crafting the tasks at work have good work family balance in their lives.

**Overall:** Results show that employees crafting their jobs to make to it easier and meaningful for them have work and family balance in their lives (Table 4). Assumptions of normality, linearity, absence of multicolinearity and independence of error terms are satisfied for the model.

Table 4

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Job Performance** | | | | |
|  | | **Government Sector** | **Private Sector** | **Overall** |
| **Test 1** | **Job Crafting** | Significant Positive  (significant at 0.04  Beta= 0.246  Constant=2.826) | Significant Positive  (significant at 0.00  Beta= 0.611  Constant=1.681) | Significant Positive  (significant at 0.00  Beta= 0.467  Constant=2.160) |
| **Test 2** | **Task Crafting** | Not significant | Significant Positive  (significant at 0.006  Beta= 0.278  Constant=1.805) |  |
| **Cognitive Crafting** | Significant Positive  (significant at 0.04  Beta= 0.284  Constant=2.703) | Significant Positive  (significant at 0.004  Beta= 0.304) |
| **Relational Crafting** | Not significant | Not significant |

**Job Satisfaction and Job Crafting**

**Government sector:** Job satisfaction does not have and significant relationship with job crafting activities in the government sector. When tested against the dimensions of job crafting, none of the dimension is significant too. So, any type of crafting activity does not increase or decrease job satisfaction of employees in government sector.

**Private sector:** Private organization employees when craft their jobs, have higher job satisfaction levels (Result in Table 5). The error terms are reasonably independent (Durbin Watson= 1.94). The rest of the assumptions also satisfy. In the second test of dimensions, only cognitive crafting has positive relationship with job satisfaction of the employees. The model is a good fit, with assumptions satisfied. Thus, it can be concluded that private sector employees when reframe their jobs in meaningful ways, their job satisfaction level increases.

**Overall:** The results indicate that when employees craft their jobs their performance increases (Table 5). Assumptions of the model are satisfied and the model is a good fit.

Table 5

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Job Performance** | | | | |
|  | | **Government Sector** | **Private Sector** | **Overall** |
| **Test 1** | **Job Crafting** | Not significant | Significant Positive  (significant at 0.00  Beta= 0.454  Constant=1.844) | Significant Positive  (significant at 0.00  Beta= 0.305  Constant=2.393) |
| **Test 2** | **Task Crafting** | Not significant | Not significant |  |
| **Cognitive Crafting** | Not significant | Significant Positive  (significant at 0.00  Beta= 0.365  Constant=2.169) |
| **Relational Crafting** | Not significant | Not significant |

Analysis

The study hypothesized that employees engaged in crafting their jobs have increased level of organizational commitment, job performance, work engagement, work family balance and job satisfaction. The results are consistent with these hypotheses. Concluding that these all can be considered as outcomes of job crafting as proposed in the model.

Table 6

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Organizational Commitment** | **Job Performance** | **Work Engagement** | **Work family Balance** | **Job Satisfaction** |
| **Overall** | | | | | |
|  | Significant | Significant | Significant | Significant | Significant |
| **Government** | | | | | |
| Job Crafting | Significant | Significant | Significant | Significant | XXX |
| Cognitive crafting | XXX | Significant | Significant | Significant | XXX |
| Task Crafting | XXX | XXX | XXX | XXX | XXX |
| Relational Crafting | Significant | Significant | XXX | XXX | XXX |
| **Private** | | | | | |
| Job Crafting | Significant | Significant | Significant | Significant | Significant |
| Cognitive crafting | XXX | XXX | Significant | Significant | Significant |
| Task Crafting | Significant | Significant | Significant | Significant | XXX |
| Relational Crafting | XXX | XXX | XXX | XXX | XXX |

Comparing the job crafting activities of the employees in government and private sector, it can be seen from the results that any type of job crafting activity does not have any relation to job satisfaction of the employees in government sector (Table 6). Their job satisfaction is enhanced by their job security (Khalid et al, 2012) because as permanent employees nobody can fire them until they retire. This decreases the motivation to craft their jobs. So, government employees weather craft their jobs or not, it does not have an effect on their job satisfaction level. On the contrary, in private sector, employees crafting their jobs have increased level of job satisfaction. Employees cognitively reevaluating their jobs are more satisfied with their jobs. This cognitive reconsideration of job stem from the better monetary rewards and promotional opportunities which eventually contribute to acceleration in job satisfaction (Khalid et al, 2012).

Job crafting, cognitive thinking and reimagining of jobs by employees in meaningful ways contribute to higher work family balance in both sectors. The reason is that changing the job according to the preferences of the employees makes the job easier and meaningful for them and they perceive the job as more flexible. This has a positive effect on work and family life balance (Hill et al, 2001).

Task crafting affects the work family balance in private sector only. Private sector has committed supervision (Khalid et al, 2012) and they work efficiently. Without compromising the efficiency, if the employees want to craft their tasks, then they are given that autonomy. Compared to public sector employees, private sector employees experience more work family conflict (Buelens & Van den Broeck, 2007). Thus, to improve their work life balance employees change the tasks at work according to their preferences. For example, working long hours is associated with greater work family conflict (Valcour, 2007) and employees of private sector have long working hours. If they craft their job tasks to keep same level of efficiency and decrease their working hours, they create balance between their work and family life (Thoenthwaite, 2004). Compared to private sector employees, public sector employees report fewer working hours (Buelens & Van den Broeck, 2007). In Pakistan public sector there is flexibility in working hours (Mumtaz, 2003) so they do not need to craft their working hours to improve work family balance.

Employees engaged in job crafting activities especially in cognitive crafting of their jobs have higher level of work engagement level in both private and public sector. As pointed out by Bakker (2012) that those employees with proactive personality are more likely to craft their jobs and thus positively influence their work engagement. Petrou et al (2012) also empirically confirmed work engagement as one of the motivational outcome of daily job crafting activities.

Interestingly, in public sector, task crafting does not have any relationship with any of the outcomes of job crafting. Whereas, in private sector, it is positively related with organizational commitment, performance, work engagement and work family balance. This finding stems from the fact that there are highly standardized practices in public employment (Hornung et al, 2008) to maintain uniformity across the country. So firstly, the level at which the tasks are crafted by the employees in public organizations would be limited. Secondly, even if employees are proactive and do craft their tasks, their motivation to improve organizational commitment, performance and work engagement decreases due to the (negative) role of public bureaucracies in the political system (Perry & Rainey, 1988) of the organizations and because public institutes in Pakistan are characterized by corruption and nepotism (Islam, 2004).

Conversely, in private sector, task crafting affects the outcomes including organizational commitment, performance, work engagement and work family balance. This is supported by the fact that highly energetic and self efficacious employees exercise influence over the events and tasks that affect their lives (task crafting). They are highly engaged employees with high performance (Schaufeli et al, 2001). Moreover, there is significant positive relationship between organizational commitment and readiness for change (Madsen et al, 2005). Lastly, the work family balance is enhanced by the changing the scope and type of tasks done at work (Hall, 1990).

In public sector, employees altering the relationships at work have improved performance and organizational commitment. For example making work groups (relational crafting) hold the potential for increased productivity (Campion et al 1993) thus increasing their performance. Similarly, personal disposition such as need for affiliation (relational crafting) have been found to correlate with organizational commitment (Meyer & Allen, 1991). On the contrary, relational crafting is not significant with any of the outcomes of job crafting in private sector. This can be explained by the claim that compared to private sector employees, public sector employees are more motivated by a supportive working environment (Buelens & Van den Broeck, 2007) and relationships at work.

**Conclusion and Discussion**

Table 6 demonstrate the results of the study, supporting out hypotheses that organizational commitment, job performance, work engagement, work family balance and job satisfaction are outcomes of job crafting activities. In previous literature it is supported that organizational commitment (Ghitulescu, 2007; Laurence, 2010), job satisfaction (Bruning, 2014; Ghitulescu, 2007, Laurence, 2010), job performance (Laurence, 2010) and work engagement (Bakker et al, 2012; Bruning, 2014) are the outcomes of job crafting. Work family balance is supported by Bruning (2014) as an outcome but Laurance (2010) suggests it as an antecedent to job crafting.

Comparing the public and private sector results for the outcomes of job crafting; the study provides evidence that employee job satisfaction is not affected by any kind of job crafting activities in public sector. This is an important finding and area for future research because it appears to indicate that in government sector, there are other unidentified factors than job crafting which affect employee job satisfaction. This behavior can also be explained by the fact that in public employment there are highly standardized practices (Hornung et al, 2008) and this higher level of routinization is associated with lower job satisfaction (Laurance, 2010).

More specifically, the results of dimensions of job crafting and their relationship with outcomes in public and private sector separately suggests that task crafting has no relationship with any of the outcomes in public sector. As explained previously that highly standardized tasks in government sector leaves limited room for employees to craft their tasks. So employee organizational commitment, job performance, work engagement, work family balance and job satisfaction are affected by other dimensions of crafting activities. Conversely, task crafting in private sector is very influential on all the outcomes except job satisfaction. Private work arrangements are conducive to more intense tailoring and expanding of tasks. So, teachers draw more upon their individual recourses by shaping their tasks (Ghitulescu, 2007).

Coming towards relational crafting, in private sector, changing the type and scope of relationships does not affect organizational commitment, job performance, work engagement, work family balance and job satisfaction. This is supported by Buelens and Van den Broeck (2007) who claimed that compared to private sector employees, public sector employees are more motivated by a supportive working environment and relationships at work. Moreover, collaborative work arrangements are conducive to more intense relational crafting by teachers who share responsibilities with their team counterparts (Ghitulescu, 2007).

Finally, cognitive crafting has significant relationship with work engagement and work family balance in both sectors as hypothesized. Because when the employees cognitively perceive the job as more flexible, it has a positive effect on their perceived work and family life balance (Hill et al, 2001). Petrou and his co-authors (2012) empirically confirmed work engagement as one of the motivational outcome of daily job crafting activities which includes cognitive crafting. Additionally, job satisfaction is considered outcome of cognitive crafting only in private sector. This cognitive reevaluation of job stems from the fact that employees in private institutes in Pakistan have better promotional opportunities and monetary rewards which accelerates job satisfaction of employees (Khalid et al, 2012).

Practical implications of this study include the need for policy makers to understand the role of job crafting activities in achieving higher levels of organizational commitment and attachment. Job crafting has positive implications not only for the actors engaging in these behaviors (i.e. positive affective outcomes such as enhanced satisfaction and commitment), but also for team and organizational performance (i.e. superior quality ratings and enhanced efficiency at work) (Ghitulescu, 2007). Moreover, supervisory personnel can formulate directions concerning which of the work contextual factors (public or private sector) enhances job crafting or dimensions of job crafting and how management can promote these behaviors for the company’s underlying purposes. For example, the study informs private sector organizations that task crafting contributes to increased organizational commitment, performance and work engagement. So the policy makers need to give employees such autonomy that they can change the nature and scope of their tasks at work. Whereas public sector administration needs to allow for relational crafting to improve employee commitment and performance, which eventually contributes to organizational objectives. Lastly, regardless of the sector, policy makers need to utilize this opportunity to facilitate and help employees cognitively rethink and reframe their jobs because this will serve the organization’s desire of work engagement and work family balance of employees; eventually getting responsible and happy workers.

**Limitations and Future research**

There is no study is without limitations. This study also has some limitations. Firstly, the study takes the sample from public and private sector teachers and lecturers. Education sector is deliberately chosen in light of public policy towards outsider access to schools and colleges. But sometimes even that was hindered due to the security issues in the country. Secondly, the study is conducted under education sector setting which may reduce the generalizability of the findings. Thirdly, organizational commitment, job performance and work engagement are measured and asked from the employees themselves. So, self assessment bias can be present in the responses of the respondents. Lastly, triangulation is not used and data is collected by one method only (questionnaires). This can reduce the validity of the data.

For future research in the context of present study an exploratory study is needed to explore the reasons for the differences in public and private sector job crafting activities. Also there is need to study what level of autonomy should be allowed by the organizations for productive job crafting activities which contributes to organizations objectives. The study is conducted in only education sector; it can be replicated in many industries to test its generalizability. It can also be conducted at multi level in one organization to see whether job crafting and its dimensions contribute to organizational commitment, job performance, work engagement, work family balance and job satisfaction.

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