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Unraveling Job Crafting in the Workplace in the Last Decade: a Systematic Literature Review

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Abstract

This study aims to analyze the complex evolution of job crafting research, exploring the elements that influence and are influenced by it, the theories that have been employed, and the general advancement of the idea in the past decade. This review is grounded in 28 published articles from the Scopus database. The selection process was rigorous, choosing papers that have garnered significant citations and were published between 2014 and 2024. A template based on the PRISMA statement to outline the comprehensive process of selecting relevant articles. The study makes two significant contributions. The authors conduct an extensive literature review to provide a thorough overview of the concept of Job Crafting as it has evolved in the past decade. The authors present a comprehensive analysis of the Job Crafting literature, meticulously examining the frequency of annual publications. These organizations predominantly adopt Job Crafting practices, the journals that publish pertinent articles, the diverse disciplines contributing to Job Crafting-related publications, and the geographical locations where most Job Crafting studies have occurred. The author's emphasize the need for tools, models, and methods to support organizations implementing job crafting, especially in developing countries.

Keywords: Workplace; Systematic Literature Review.

INTRODUCTION

The organization of work has a significant impact on individual lives and psychological well-being. Work gives people the means to survive, makes it easier to get into meaningful relationships, and gives them a sense of agency over their own lives (Blustein et al., 2008). Research has shown that when employees find their work motivating and

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meaningful, it also positively impacts the organization's core (Allan et al., 2018). It is not unexpected that managers have access to a multitude of information to help them create employment that employees find fulfilling and inspiring (Humphrey et al., 2007). Academics have observed that job design is influenced not only by managers but also by employees themselves (Tims et al., 2015).Given the changing nature of work, it is essential for individuals to proactively influence their work conditions (Strauss & Parker, 2014). In general it is imperative that each employee match their needs and skills to the opportunities and requirements of the workplace, as suggested by Parker & Collins (2010). Job crafting behaviors, as described by Tims & Bakker, (2010) and Wrzesniewski & Dutton (2001), pertain to the self-initiated changes that employees make in the design of their job.

Workers are able to actively change their job descriptions to better fit their values, interests, and strengths. In recent years, there has been a great deal of interest in this phenomenon. Reputable academics have established in multiple studies that changing the main responsibilities and goals of a work can boost employee happiness even if the employee stays in the same role (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). In a recent study by Roczniewska et al. (2023), it was found that job crafting is considered to be a strategic approach that individuals take in order to improve the degree to which their personal and professional inclinations have a better alignment with one another. Lee, J. Y., & Lee (2018), prior research indicates that the implementation of interventions aimed at promoting job crafting can lead to a range of positive outcomes.

Prior research has firmly shown a significant correlation between job crafting and a range of favorable outcomes, such as increased job satisfaction, improved well-being, and enhanced performance (Petrou et al., 2018; Saragih et al., 2020; Tims et al., 2012). Furthermore, various studies have presented empirical evidence supporting the idea that promoting job crafting can be achieved by empowering employees with autonomy and ownership, and fostering work environments that foster innovation and creativity (Bindl et al., 2019; Tims et al., 2012). Several studies have demonstrated the impact of job crafting on various work-related results, such as individual, team, and organizational performance. These studies include the works of Bakker & Derks (2010), Redelinghuys et al. (2019), and (Singh & Singh, 2018). Based on the findings, it is evident that job crafting plays a crucial role in shaping the well-being and job satisfaction of individual employees, as well as the overall performance and success of the organization.

The idea of "job crafting" has attracted attention in work psychology and management literature. A study was conducted by Tims et al. (2012) developed a method to

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quantify job crafting. They utilized various indicators to assess the situation, including enhancing social and structural job resources, increasing demanding job demands, reducing impeding job demands, and amplifying challenging job demands. This concept has attracted considerable attention from researchers over time, as they endeavor to develop a thorough understanding of how employees can proactively shape their work to improve well-being and performance. Several studies have been conducted on job crafting, including those by Tims et al. (2016), Demerouti et al. (2015), Tims et al. (2014), van Wingerden et al. (2017), Tims et al. (2015), Gordon et al. (2018), and (van Wingerden et al., 2017a). This study aims to examine the evolution of the concept of Job crafting over the past decade.

As a result, the goal of this systematic literature review is to present a thorough summary of the state of knowledge regarding workplace job crafting at this time by synthesizing findings from research conducted by Bakker & Demerouti (2018), who explored the relationship between job crafting and fatigue, and by Tims & Bakker (2010), who examined the role of job crafting in enhancing employee engagement.Through a thorough analysis of existing research, this review seeks to uncover the mainthemes, theories utilized, and gaps in knowledge, as discussed by Grant & Parker (2009). It underscores the significance of taking into account the organizational context in which job crafting takes place. The findings of this review will be communicated through a comprehensive analysis of 28 studies published in top international journals such as the Journal of Applied Psychology, the Journal of Occupational and Organizational Psychology, and the Journal of Management. Scopus, recognized as the largest peer-reviewed literature database covering the spectrum and regional journals, conference proceedings, and books (Baas et al., 2020; Cordes & Marinova, 2023). The following are the research questions in this study:

RQ 1. How the concept of job crafting evolved over the last ten years?
RQ 2. What are the factors that influence and are influenced by job crafting?
RQ 3. What are the theories on which this research is based?

Literature Review and Hypotheses Development

Job crafting refers to the proactive engagement of employees in making intentional changes to the cognitive and physical aspects of their work tasks and relationships involve work behaviors that focus on improving task, relational, and cognitive job qualities (Slemp & Vella-Brodrick, 2014). Tims et al. (2012) defined job crafting is a strategic approach to modifying work tasks to better align with an individual's capabilities and requirements,

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ultimately ensuring that job requirements are met. According to the researchers' explanations, job crafting may be defined as the proactive engagement of employees in making adjustments to align job demands and resources with their talents by seeking out the required resources. Workers adapt their positions to align with their specific preferences, abilities, and requirements (Wrzesniewski et al., 2013).

The factors that come before individual job crafting are influenced by the distinct characteristics of the job (Tims & Bakker, 2010; Wang et al., 2016). Individuals' ability to engage in work crafting is also facilitated by personal attributes, such as self-confidence (Tims et al., 2014) and proactiveness (Bakker et al., 2012). Individuals exhibiting these traits are more inclined to modify their job roles in comparison to others (Bakker et al., 2012; Petrou et al., 2015). It has been discovered that job crafting improves employees' performance and well-being (Lazazzara et al., 2019; Rudolph et al., 2017; Tims et al., 2015; Weseler & Niessen, 2016). Companies can enhance their organizational sustainability by implementing job crafting techniques (Demerouti, 2014). Petrou et al. (2012) define job crafting is a strategy that involves three main components includes minimising job demands, fostering stronger social relationships, and searching out resources to improve the job. Petrou et al. (2012) proposed additional measures for job crafting, including perceived fit, passion and enthusiasm for work, feeling of purpose, and perceived potential for customization. Tims et al. (2012) introduced additional measures, including: enhancing the availability of job resources (Increasing structural job resources), fostering greater interaction with colleagues (Increasing social job resources), promoting more challenging tasks (Increasing challenging job demands), and mitigating performance-inhibiting demands (Decreasing hindering job demands).

RESEARCH METHODS

The purpose of this study is to investigate the phenomena of job crafting among workers and In order to monitor the latest advancements in the field of flexible and personalized job management, it is imperative to stay updated. in flexible and customized job management. In recent times, researchers have been interested in investigating job crafting due to the challenges employees face, such as the misalignment between assigned tasks, personal preferences, and psychological requirements (Demerouti et al., 2015; Tims et al., 2016). Observations made by researchers and practitioners have highlighted job crafting is a promising strategy for improving employee performance and well-being. This

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study aims to investigate the effects of job crafting techniques on employees in different organizational settings and to analyze the current trends in its implementation.

This study undertook a comprehensive review of existing literature on job crafting, employing a systematic approach. Conducting a systematic literature review involves the thorough examination and synthesis of all relevant research in a particular field, with the aim of addressing any knowledge gaps. PRISMA statement templates are frequently used to describe the detailed process of selecting and rejecting articles. The PRISMA statement provides a comprehensive framework for selecting and excluding relevant papers in systematic reviews and meta-analyses. in studies that analyze multiple research papers and compile the findings. The PRISMA statement assists researchers in improving the documentation of systematic literature review publications (Page et al., 2021). The review used research publications published in a reputable database between 2014 and 2024.

Literature Search. Conducting a thorough investigation of existing literature. The search was conducted on 15 May 2024, utilizing the Scopus database and focusing on the keywords 'Job' and 'Crafting.' During the ten years from 2014 to 2024, a comprehensive search yielded a total of 1482 items in the search results. Despite its initial launch in 2001, there has been a significant increase in the number of articles over the past decade. This growth has prompted the selection of this specific period as the main focus for the systematic review. After carefully analyzing a range of articles published between 2014 and 2023, it has been determined that there are currently 1223 articles that remain for further examination. The focus of this study was on business and management subjects, leading to the exclusion of publications from other fields. As a result, a total of 585 articles were deemed relevant for consideration. Once the research type was set to 'Articles,' a comprehensive collection of 489 articles was obtained. After considering the publication stage and language (limited to English), a total of 482 papers were taken into account.To uphold strict standards and guarantee the accuracy of our analyses, we exclusively examined papers with 100 or more citations. This yielded a total of 32 articles, although 4 of them were out of context. Based on the specified criteria, a comprehensive selection process was conducted to identify 28 papers that met the inclusion criteria for this study. It was ensured that each selected paper had a minimum of 100 citations. Figure 1 presents a concise overview of the inclusion and exclusion process.

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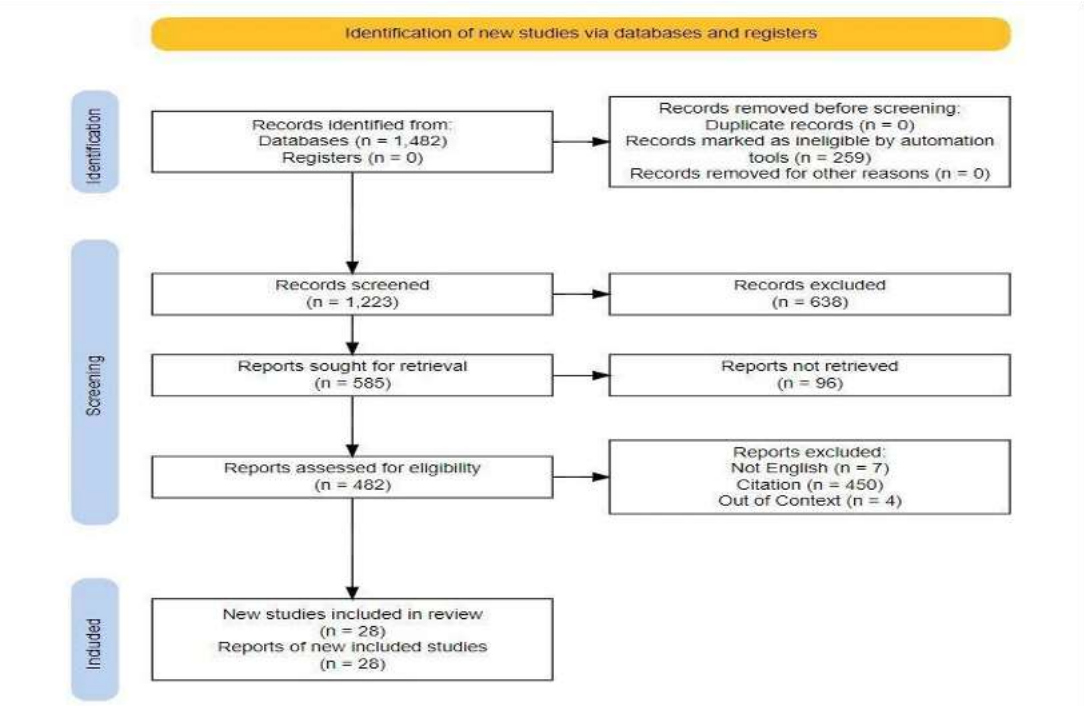


Figure 1. Prisma flow diagram of the methodology

Quality Assessment. The articles underwent a rigorous screening process to ensure that only the most exceptional research was included in the study. Articles were carefully chosen based on a citation count of over 100, ensuring the research's high quality and facilitating a comprehensive understanding of the subject matter. Throughout the selection process, a thorough examination was carried out to ensure that there were no instances of article duplication.

Eligibility and Inclusion Criteria. The original published articles on which this review is based, with conference articles excluded to ensure a high level of quality. Our study primarily examines business and management perspectives, so we have specifically chosen to focus on those sectors. According to Yuwono (2024), Scopus was selected as the primary data source due to its comprehensive collection of publications in this specific field, surpassing other databases such as Web of Science. The study specifically selected articles written in English due to the limited availability of literature on job crafting in other languages. The choice to utilize English was driven by the desire to ensure its comprehension and approval on a worldwide level.

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Studies included in the qualitative synthesis. This study examined a sample of 28 publications that were published in Scopus-indexed journals between 2014 and 2023. After carefully selecting the articles, the subsequent process was executed systematically. The first step entailed extracting pertinent metadata from Scopus and transferring it to Microsoft Excel. We aimed to thoroughly analyze the literature, specifically focusing on the prevalence of Job Crafting practices among employees in various years, fields, and countries. An annual analysis evaluated the quantity and pattern of publications over the past decade regarding Job Crafting practices among employees. A thorough investigation was carried out to identify the specific sectors in which Job Crafting has been successfully implemented in different companies

RESULTS AND DISCUSSION

The descriptive statistics relevant to the articles that were chosen for review will be covered in this part. The year, object base, amount of citations, journal the article was published in, and research methods may all be included in these statistics.

Year Base. Over the past ten years, from 2014 to 2024, there has been an increase in research related to job creation, as shown in the trend in Figure 2. This analysis is conducted based on the number of publications per year and focuses on frequently cited works. In 2016 and 2017, there were many publications on job creation in SMEs. However, in 2020, there was only one article in English on job creation in the field of business and management that received many citations, with more than 100 citations.

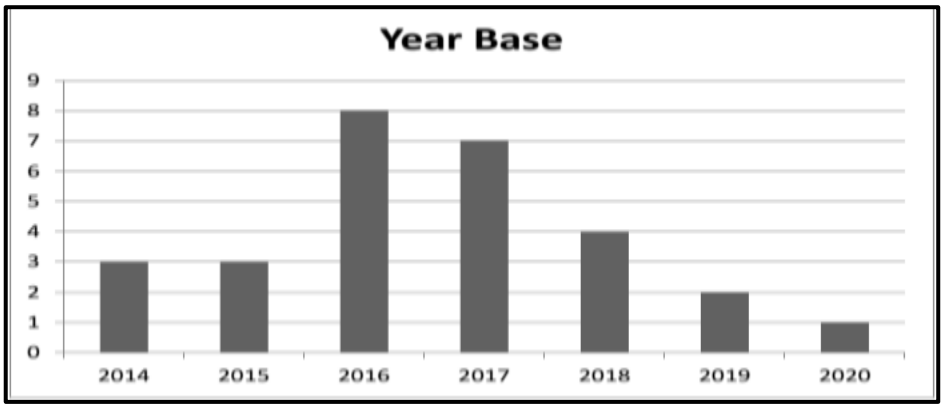


FIGURE 2. Publications on "Job Crafting" per year

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*Country of Research Object***.** The distribution of job crafting studies across various locations is one of the review's intriguing findings. As illustrated in Figure 2, the majority of research has been done in Europe, with the exception of a small number of studies carried out in China, the US, and Pakistan. This indicates a sizable gap in the knowledge and application of job crafting in other regions of the world. The Netherlands is widely recognized as a prominent contributor to scientific research in Europe (Figure 2). It's also crucial to note that some studies were carried out in numerous nations, and some studies failed to identify the nations in which they were done. This lack of regional specificity further underscores the need for a more global and detailed approach to job crafting research.

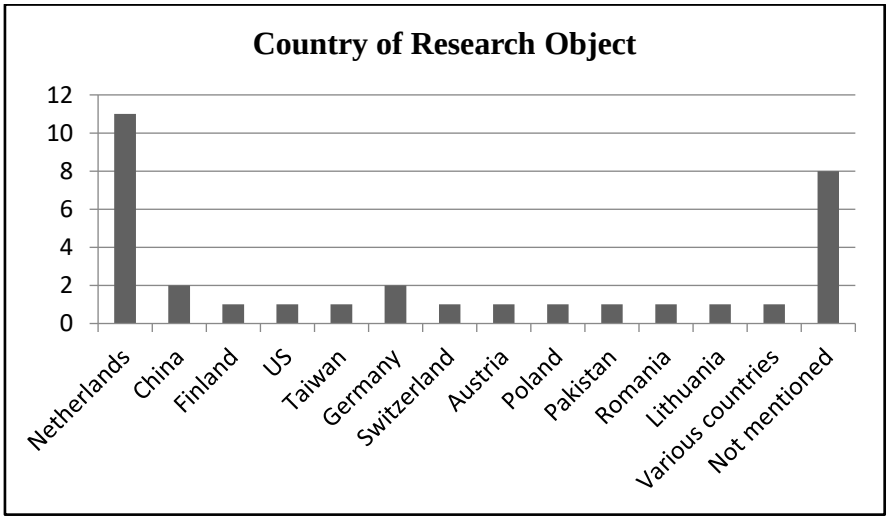


FIGURE 3. Country of Research Object

*Basic Base***.**Figure 3 illustrates the types of work performed by the job creation practices. The selected articles identified three occupational categories: company employees in various industries, medical or nursing personnel, police, and teachers. Of the chosen studies, 18 focused on employees from different industries. Four studies examined the occupation of teachers. In comparison, two studies delved into the field of police work, and another two explored medical personnel's experiences. No subjects were mentioned in the other two studies.

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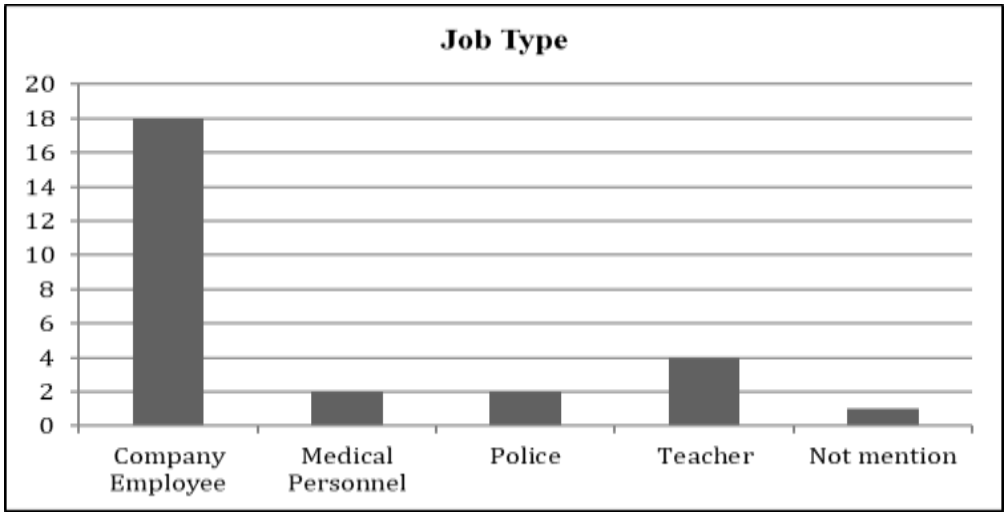


FIGURE 4. Job Type

*Basis jurnal***.** According to recent data, the 'Journal of Vocational Behaviour' has emerged as the leading publication in the past decade, with nine impressive articles published between 2014 and 2023. The 'Academy of Management Journal' and the 'European Journal of Work and Organizational Psychology' have published three articles each. The publications in 'The Journal of Managerial Psychology,' 'Journal of Occupational and Organizational Psychology,' 'Human Relations,' and 'International Journal of Hospitality Management' are each represented by two articles. Other publications, such as 'Human Resource Management,' 'Personnel Review,' 'Cornell Hospitality Quarterly,' 'Organizational Behaviour and Human Decision Processes, and 'Journal of Management,' have each published one article. The top 10 journals and papers published during the selected period are shown in Table 1.

Table 1. Top cited journals and its publications

Journal	**Amount.**
Journal of Vocational Behavior	9 articles
Academy of Management Journal	3 articles
Journal of Managerial Psychology	2 articles
Human Resource Management	1 article
Journal of Occupational and Organizational Psychology	2 articles
European Journal of Work and Organizational Psychology	3 articles

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Personnel Review	1 article
Cornell Hospitality Quarterly	1 article
Human Relations	2 articles
International Journal of Hospitality Management	2 articles
Organizational behavior and human decision processes	1 article
Journal of Management	1article

Based on the citations. In order to conduct this review, papers were selected based on a minimum of 100 citations per article. The article by Tims et al. (2016) received the highest number of citations in the chosen field, totaling 857.

Total Citation. Table 2 provides a comprehensive overview of the top 10 most cited papers, including the authors' information and the year of publication.

TABLE 2. Top Cited Publications

Authors	Theory used	Cited by
Tims et al.	Journal of Vocational Behavior	857
Demerouti et al.	Journal of Vocational Behavior	682
Petrou et al.	Journal of Management	626
Lu et al.	Journal of Vocational Behavior	604
Tims et al.	Journal of Managerial Psychology	594
Tims et al.	European Journal of Work and Organizational Psychology	562
Van den Heuvel et al.	Journal of Occupational and Organizational Psychology	545
Van Wingerden et al.	Human Resource Management	538
PF Bruning, MA Campion	Academy of Management Journal	498
Wang et al.	Journal of Vocational Behavior	486
Tims et al.	Journal of Vocational Behavior	857
Demerouti et al.	Journal of Vocational Behavior	682
Petrou et al.	Journal of Management	626
Lu et al.	Journal of Vocational Behavior	604
Tims et al.	Journal of Managerial Psychology	594

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CLASSIFICATION

When examining the research focus areas in the current literature, this section categorizes the existing literature and provides an overview of the key trends in Job crafting research.

Theme 1: Tools and methodologies.

The majority of the studies, about 94%, utilized SEM methods for their analyses. The remaining studies employed tools such as OLS regression analyses, Linear Recession, Latent Change Score, Actor-Partner Interdependence Model, General Linear Modeling (GLM), and multilevel structural equation modeling (MLSEM). According to Figure 4, a small percentage of the studies (3%) utilized qualitative and mixed methods, while the remaining 3% solely relied on qualitative approaches.

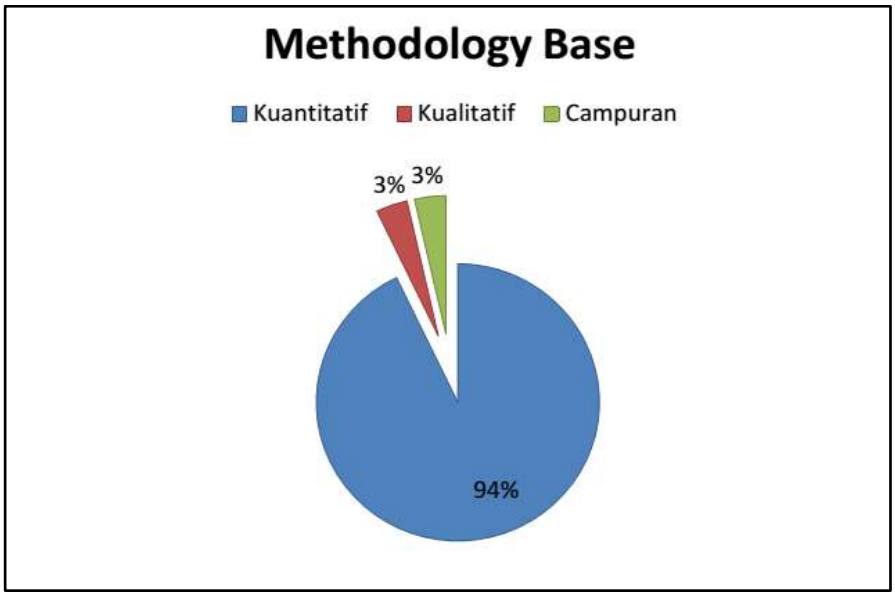


FIGURE 5. Methodology Base

Theme 2: Factors that Influence Job Crafting in the Workplace.

The factors that influence employees' job crafting are of great importance. Considering the impacts of job crafting holds significant importance. As the field of job crafting research progresses, there is an increasing wealth of information on the factors that

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influencing job crafting and its resulting outcomes. Table 3 presents the antecedents and consequences of each of the 28 selected articles.

TABLE 3. Antecdens and Consequences Job Crafting

No	Authors	Year	Antecdens	Consequences
1	Tims et al.	2016	-	Person Job-Fit and Meaningful Work
2	Demerouti et al.	2015	-	Contextual Performance and Creativity
3	Bruning et al.	2018	-	Engagement and Tension Reduction
4	Tims et al.	2014	Self-Efficacy	Job Enjoyment and Daily Performance
5	Van Wingerden et al.	2017	-	Work Engagement and Performance in Role
6	Van den Heuvel et al.	2015	Organizational Change, Workload	-
7	Lu et al.	2014	Work Engagement and Job Insecurity	-
8	Petrou et al.	2018	-	Work Engagement and Adaptivity
9	Tims et al.	2015	Intention Job Crafting and Work Engagement	Work Engagement and Job Performance
10	Wang et al.	2017	Transformational Leadership, Adapability. Organizational Identification	-
11	Niessen et al.	2016	Self-Image, Need for Human Connection, and	OCB

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No	Authors	Year	Antecdens	Consequences
			Work Experience	
12	Oldham & Fried	2016	Self-efficacy, proactive personality, and workplace autonomy	Employee Performance, Trust
13	Vogel et al.	2016	-	Employee Engagement and Job Performance
14	Cheng & O-Yang	2018	-	Job Satisfaction, Burnout, and Organizational Support
15	Chen et al.	2014	-	Performance in Role
16	Lin et al.	2017	-	Creativity and OCB
17	Harju et al.	2016	Work Shortage	Job Boredom, Work Engagement
18	Gordon et al.	2018	-	Performance
19	Van Wingerden et al.	2017	-	Person Job-Fit and Work Engagement
20	Lazazzara et al.	2020	Personal Needs, Job Characteristics	Positive and Negative Experiences
21	Bakker et al.	2016	-	Work Engagement
22	Vogt et al.	2016	-	Work Engagement and Psycap
23	Bakker & Oerlemans	2019	-	Work Stress
24	Wingerden et al.	2016	-	Work Engagement and Performance
25	Van Wingerden et al.	2017	-	Work Engagement, Satisfaction, and Performance
26	Afsar et al.	2019	Transformational Leadership, Knowledge Sharing,	-

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No	Authors	Year	Antecdens	Consequences
			Innovative Work Behavior	
27	Bavik et al.	2017	Servant Leadership	-
28	Petrou et al.	2017	-	Work Engagement, Meaning-Making

Theme 3: The Theories Used to Base This Research

Out of the 28 articles that were chosen, it was found that 14 studies utilized grand theory as the framework for their research models. In several studies conducted by various researchers, the concept of job crafting has been explored as a strategy for individuals to modify their job characteristics, such as job demands and job resources, to improve the overall healthiness and motivation of their job and increase its suitability. These studies include research by Tims et al. (2016), Demerouti et al., (2015), Tims et al. (2014), Van Wingerden et al. (2017), Tims et al. (2015), Gordon et al. (2018), Wingerden et al. (2016), and van Wingerden et al. (2017b). Both van den Heuvel et al. (2015) and Bakker et al. (2016) utilized Social Cognitive Theory as the foundation for their hypotheses, demonstrating this theory's significance in the research field. In a study published in 2017, Petrou et al. used Regulatory Focus Theory to investigate how workers' motivational styles affect how they understand behaviour related to job-crafting. In the study conducted by Harju et al. (2016), another theory utilized is the COR theory. This theory suggests that individuals engage in job crafting to safeguard and enhance their resources, thus mitigating potential threats to their overall well-being. In their study, Bakker et al. (2016) drew upon Self-Regulation Theory to guide their research. Table 4 presents the study's findings and the corresponding theoretical framework.

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TABLE 4. Theory Used

Theory used	Autors
Job Demands-Resources (JD-R) Theory	Tims et al., 2014, 2015, 2016; Demerouti et al., 2015; Wingerden et al., 2016 Van Wingerden et al., 2017; Van Wingerden et al., 2017a; Van Wingerden et al., 2017b Gordon et al., 2018;
Social Cognitive Theory	Bakker et al., 2016; Van den Heuvel et al., 2015
Regulatory Focus Theory	Petrou et al., 2018
Conservation of Resources (COR) Theory	Harju et al., 2016
Self Regulation Theory	Bakker & Oerlemans, 2019

Theme 4

Job crafting articles in this decade conceptualized job crafting in various ways that enriched the understanding of this phenomenon. According to Tims et al. (2016),job crafting involves self-initiated adjustments made by employees to their tasks, social interactions, and perceptions of their work. Tims also emphasized the importance of increasing workplace resources and reducing onerous job requirements. Demerouti et al. (2015) extended this concept by emphasizing that job crafting is an active and reactive process in which individuals change the physical, cognitive, and relational constraints of their jobs to improve their orderliness and well-being at work. Another article by Bruning & Campion (2018) highlighted structural and social changes in work as key aspects of job crafting. The job crafting paradigm in the research of Bakker et al. (2016) dan Vogt et al. (2016) includes changes in tasks, relationships and perceptions at work, as well as a focus on the cognitive aspects of work. Bakker & Oerlemans (2019) defined job crafting as physical and cognitive changes within the boundaries of work tasks or relationships, with the aim of enhancing work meaning and work identity

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Job crafting is conceptualized as a way to increase perceived work meaning and form a new identity, as well as reduce burnout and powerlessness (Bavik et al., 2017). In addition, Petrou et al. (2017) defined job crafting as a tactic used by workers to modify their working environment in orderto achieve the desired results, with a focus on enhancing meaning and engagement through the provision of more social and structural resources as well as demanding tasks. According to van Wingerden et al. (2017a), job crafting has the potential to greatly improve workers' working conditions and encourage more job crafting behaviours.

Research conceptualizes job crafting and its measurement based on various scales and indicators that have been developed by researchers. Research by Demerouti et al. (2015), van den Heuvel et al. (2015), dan Petrou et al. (2018) measured job crafting using three scales proposed by Petrou & Bakker (2016), which included indicators such as seeking resources, seeking challenges, and reducing demands. Petrou & Bakker (2016) explained that seeking resources involves active efforts to obtain additional support and resources to increase work engagement and adaptation to organizational change. Seeking challenges involves proactive confrontation of challenges in the work environment to increase self-efficacy and adaptability to change. Meanwhile, reducing demands may not always be beneficial as it may reduce work engagement and lead to ineffective coping mechanisms during organizational change.

Bruning & Campion (2018) measured job crafting using seven sub-dimensions based on qualitative analysis, which showed the complexity and diversity of how employees crafting their jobs. The articles of Van Wingerden et al. (2017), Tims et al. (2016), Bakker & Oerlemans (2019), van Wingerden et al. (2017b) van Wingerden et al. (2017b), Afsar et al. (2019) measured job crafting using a scale developed by Tims et al. (2012). This scale includes indicators such as increasing structural job resources which include autonomy and social support; increasing social job resources which involve interactions with coworkers or superiors; increasing challenging job demands include challenges and learning opportunities; and decreasing hindering job demands, such as high workload.

A four-item scale created by Leana et al. (2009) was used by Vogel et al. (2016), Cheng & O-Yang (2018), Chen et al. (2014), and Lin et al. (2016) to measure work crafting, which involves both individual and collaborative crafting. According to Leana et al. (2009), individual crafting refers to modifications made to a worker's task by them alone, whereas collaborative crafting refers to modifications performed in tandem with others.

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CONCLUSION

The main objective of this study is to discuss the research questions and conduct a thorough evaluation of the literature on job crafting. Using descriptive statistics, this study addresses the first research question by giving a summary of the state of the art in the field of job crafting in the workplace. The second research question is answered by identifying factors that influence and are influenced by job crafting. These factors include the antecedents and consequences listed in the 28 selected articles, which show that increasing job resources and reducing restrictive job demands are key in job crafting. The third research question was answered by outlining the theories used in job crafting research. Of the 28 articles selected, 14 studies used grand theory as a framework, including Job Demands-Resources (JD-R) Theory, Social Cognitive Theory, Regulatory Focus Theory, Conservation of Resources (COR) Theory, and Self-Regulation Theory. Table 4 details the relationship between the theories used and relevant studies. The fourth research question was answered by explaining how the concept of job crafting is defined and conceptualized in the literature. This research shows the various ways in which job crafting is understood, including changes in task, social characteristics, and job perceptions, as well as a focus on increasing engagement and well-being at work and reviews the measurement methods used in job crafting research. The three-dimensional Petrou & Bakker (2016) scale, the Tims et al. (2012) scale, and the Leana et al. (2009) four-item scale are some of the scales that were employed. These scales contain a variety of indicators, including seeking resources, seeking challenges, lowering demands, raising structural job resources, raising social job resources, raising challenging job demands, and lowering hindering job demands. This research demonstrates the complexity and diversity in how job crafting is measured and understood.

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