

The influence of job crafting on employee flourishing : A comprehensive study among IT sector employees in India from the millennial and Gen Z generations

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Abstract

This research examines relationship of job crafting with employee flourishing among Gen Z and Millennials in Indian IT sector. The traditional top down and 'one-size-fits-all' job design approach does not effectively boost engagement and performance instead leads to employee dissatisfaction at workplace. By integrating this modern bottom-up method, individuals can thrive at their jobs and can drive better performance. This study explores job crafting's connection to employee flourishing, a key positive psychology construct. In the research, job crafting levels and flourishing were measured using standard instruments and data was analysed and statistically proven significant. We also analysed three job crafting

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dimensions - task, relationship, and purpose crafting - and their role in driving employee flourishing. Various researches indicates that job crafting enhances employees' psychological well-being and many other positive psychology variables. This study investigates this impact, particularly among younger individuals born after 1980s hence contributing valuable insights to both theory and practice about job crafting's effect on employee flourishing. The findings are relevant for organizational leaders, HR professionals, and scholars interested in enhancing employee well-being and developing great workplaces.

Subject Classification: 62P15, 90B70.

Keywords: *Job crafting, Relations crafting, Task crafting, Cognitive crafting, Flourishing, Millennials, GenZ.*

1. Introduction

India's Information Technology (IT) industry is at the forefront of global innovation and employs its youth significantly, playing a solid role in shaping the overall economy. The entry of the millennial and Generation Z workforce has significantly changed traditional work norms, ushering in a new era characterized by technology fluency, diverse perspectives, and a redefined approach to professional engagement.

Millennials and Generation Z, collectively known as the 'next generation workforce,' constitute a significant portion of the talent pool in the Indian IT industry. Born between the early 1980s and the mid-2000s, these generations have grown up in a time of rapid technological advancements, globalization, and easy access to information. As they take up key positions in the workforce, their impact on the industry is becoming increasingly pronounced, shaping the workplace culture and influencing technological innovation. The unique characteristics of these generations, influenced by the digital age and marked by a firm reliance on connectivity, collaboration, and a desire for continuous learning, present opportunities and challenges for employers in the Indian IT industry. Understanding millennials and Gen Z's distinct preferences, values, and work styles is crucial for organizations that aim to create an environment that attracts top talent and supports their professional growth and engagement. Such reforms are inevitable as individuals need engaged and satisfying work, and the need for self-actualization is high.

This study delves into the complexities of the Millennial and Gen Z workforce in the Indian IT industry. It examines the factors that define their professional identity, their expectations from the workplace, and

how they contribute to and shape the industry's culture. By exploring the interplay of generational dynamics in the IT landscape, this research adds valuable insights for industry leaders, HR professionals, and policymakers navigating the changing field of talent management and organizational development. This tech-driven revolution is forcing companies to change their operating paradigm with these changes [1]. By examining the attitudes, aspirations, and challenges Millennials and Gen Z face in the Indian IT industry, this study shares a comprehensive knowledge of the workforce dynamics that drive one of India's most vibrant and influential industries into the future.

The presence of this new workforce introduces a novel viewpoint, distinguished by their adeptness in digital technology, inclination towards innovation, and aspiration for meaningful and purposeful work. Nevertheless, despite their potential value, IT companies face a considerable obstacle in retaining talent from these generations. Attrition is high among this age group as their needs and demands from a job are not just salary or safety needs but more on the top of the motivational hierarchy. Hence, when not getting these needs and wants from a job, they do many jobs, hoping for that 'perfect job,' which they cannot achieve. This is where job crafting reinstates the logic of creating that workplace to help the individual by tweaking their existing job to their advantage.

In the ever-evolving landscape of contemporary workplaces, the pursuit of employee well-being has emerged as a crucial element that influences the success and sustainability of organizations. At the intersection of individual satisfaction and organizational productivity lies the idea of job crafting—the phenomenon where individuals take proactive measures to redesign, relook, and personalize their jobs in accordance with their own skills, strengths, passions, and values. This research aims to unravel the relationship by providing valuable insights into the underlying mechanisms that contribute to a positive and thriving work environment. Employee flourishing, which encompasses psychological, social, and professional well-being, has gained significant recognition as an essential indicator of organizational health. As organizations acknowledge the intrinsic connection between a fulfilled workforce and enhanced performance, it becomes imperative to understand the factors that promote employee flourishing. Job crafting, deeply rooted in self-determination theory and positive organizational behavior, emerges as a powerful tool that employees utilize to shape their work experiences.

The theoretical framework guiding this research is that job crafting plays the role of individuals aligning their roles with personal preferences, thereby fostering autonomy, mastery, and purpose in their professional pursuits. Crafting of the job takes place in three domains: the task, relationships, and purpose. By examining the interplay of job crafting behaviors and employee flourishing, this research provided nuanced perspectives to the existing literature. It sheds light on pathways for organizational leaders to enhance the well-being of their workforce. The model helped study the quantitative associations of job crafting flourish while capturing the lived experiences and contextual nuances that shape these dynamics within diverse organizational settings. Over time, job crafting has evolved as a highly advantageous approach for the new workforce due to its alignment with their core values of self-governance, ongoing knowledge acquisition, purposeful labor, and flexibility. Enterprises that acknowledge and facilitate job-crafting endeavours are expected to cultivate a highly engaged, content, and adaptable workforce.

In the pursuit of purpose and meaning in their professional lives, this new-age workforce can be fulfilled through job crafting. Hence, achieving a work-life balance is considered as hygiene factor among these age group irrespective of the monetary returns [2]. This practice empowers employees to infuse their roles with greater significance by selecting tasks that align with their values and contribute to their sense of purpose. Consequently, it caters to aspiration for work that transcends mere financial compensation. Employees are frequently confronted with occasions to enhance engagement and satisfaction in their work. These occasions may manifest in minor adjustments to work tasks aimed at heightening enjoyment, facilitating connections with a broader range of colleagues, or simply adopting a fresh perspective on one's job to imbue it with greater purpose. Although certain occupations may offer more opportunities than others, all jobs present situations where one can effect subtle modifications to enhance engagement and fulfillment.

The value this generation places on flexibility in work arrangements could be met through a job crafting approach as it is more self-initiated for won advantage. Facilitating individuals to modify various aspects of their roles, such as task selection and collaboration methods, enables customization and tweaking of their work to align their preferred working styles. This flexibility ultimately leads to more harmonious work and personal life integration.

Also, when it comes to innovation and creativity, the young workforce thrives when they are allowed to work on projects aligned with their interest areas. Job crafting facilitates this by granting employees the freedom to explore and implement innovative solutions within their roles, fostering a sense of creativity and enabling them to contribute to the organization's overall culture of innovation. In job crafting, the individual does the self-introspection to tweak their job by laying it on their passion, skills, and strengths. As organizations discover that there is no single solution to serve all individuals' needs, they can introduce job crafting, which allows them to customize their experience based on their unique strengths and interests. This customization enhances job satisfaction and fosters a sense of personal fulfillment and belongingness. It empowers individuals to adjust their roles in response to changing circumstances, enabling them to thrive in dynamic work environments.

Literature Review

In recent years, job crafting has evolved as a significant aspect of organizational dynamics, garnering recognition from researchers and corporations due to its potential influence on overall well-being and thriving in the workplace. Job crafting is a well-versed concept practiced in the West since the early twentieth century, but it is not popular in Asia. Research on job crafting's effects on flourishing has been very scarce. This literature further adds to the body of knowledge concerning the correlation between job crafting and the flourishing of employees, with a particular emphasis on how employees actively shape their jobs and experiences to achieve a state of flourishing within the confines of the workplace. Recent empirical studies analyzed the connection between job crafting behaviors and various dimensions of flourishing, thereby contributing to a deeper comprehension of the factors contributing to overall well-being within the workplace. Lot of studies suggest that technological innovation has a positive impact on employee way of working and, need from work and performance [3]. Additionally, the dynamic nature of the Information Technology (IT) sector, coupled with the entrance of the young, dynamic workforce, has sparked an increasing interest in comprehending such positive psychology approaches in enhancing job satisfaction, overall work engagement, and well-being [4].

In studies done by Wrzesniewski and Dutton in [5], the concept of job crafting relates to minor tweaks and adjustments that individuals make to their job roles to better align them with their skills, interests, and values. The job crafting term explained by Wrzesniewski and Dutton as the identity model was fixated on adjusting three aspects of a job: task, purpose, and relationships [6]. Relational crafting, which encompasses changes in interpersonal interactions, has been linked to improved social relatedness [7], thereby contributing to the social connectedness aspect of employee flourishing. Similarly, the sub-dimension of job crafting, known as Cognitive crafting, directly contributes to the meaning and purpose components of flourishing [8]. By selecting tasks that align with their values and contribute to organizational objectives, these young individuals at the workplace find purpose in their daily tasks [9].

The younger generation (born after the 1990s) has high expectations of flourishing and thriving at work, valuing autonomy, continuous learning, purpose-driven work, and meaningful contributions to their organizations [10]. Empowering these employees to shape their roles fosters ownership and autonomy at work [9]. This is where the construction of Flourishing seems essential to this generation as they look at the job as more than work to get money. Seligman [11] defines flourishing as a state where individuals experience positive emotions, engagement, relationships, meaning, and accomplishment [11]. Being far from basic needs like safety and security, this generation looks at more comprehensive experiences like flourishing [12]. Flourishing reconnects the socio-psychological richness to supplement individual emotional well-being [13].

The flexibility inherent in job crafting aligns with these employees' preference for adaptable work structures. Modifying aspects of their roles contributes to a better work-life balance and overall satisfaction [14]. Earlier research established a positive correlation between job crafting and various outcomes, including increased job satisfaction, engagement, and overall well-being [15]. As organizations strive to optimize the well-being and performance of their employees, recognizing the role of job crafting in fostering flourishing becomes crucial. Future research should delve into nuanced dimensions of job crafting and their specific contributions to different facets of flourishing, thereby providing actionable insights for organizational interventions and practices.

Hypotheses

- H1: There is no significant influence of task crafting on flourishing
- H2: There is no significant influence of cognitive crafting on flourishing
- H3: There is no significant influence for relations crafting on flourishing
- H4: There is no significant influence for overall job crafting on flourishing

Research Methodology

This research follows a quantitative approach where we used the existing standard instruments to analyze and measure job crafting and employee flourishing levels under the PERMA model. The tools were tested in a pilot study, and all checks were cleared for the more extensive study with high reliability and validity values. Since the tools have already been proven to be highly internally consistent and reliable. For the current study, the questionnaire was administered to 500 individuals across IT sector corporates across India; after the cleanup, 463 responses were chosen for the analysis after removing redundant and outlier responses. The survey collection methodology combined in-person and online surveys via Google Forms. To ensure and avoid any potential skewness in data, the questionnaire was administered across multiple organizations and not within the same organizations. The study's demographics included attributes like age, gender, marital status, years of experience, mode of working, and designation.

Table 1
Instruments used in the study

Instrument	Dimensions	Authors	No: of items
Job Crafting (JCQ)	Task Crafting, Cognitive Crafting, Relation Crafting,	Slemp, G. R., & Vella-Brodrick, (2013).	15
Flourishing (PERMA)	Positive emotion, Engagement, Relationships, Meaning, & Accomplishment	Butler, J., & Kern, M. L. (2016).	23

The questionnaire for job crafting (JCQ) consists of fifteen questions, with the first five questions reflecting task crafting, the following five reflecting cognitive crafting, and the last five reflecting relational crafting. The Likert scale of the instrument was as follows: score '1' was marked as 'hardly ever,' and score '6' was called out as 'very often.' The overall scale and the sub-dimensions have shown a high level of internal consistency reliability.

In his book Flourish (2011), Seligman defined wellbeing based on five key pillars. The instrument used here is this PERMA profiler, a concise assessment tool that captures the concept of well-being and is further refined by Butler and Kern. The profiler has been shown to possess adequate model fit, internal and temporal consistency, and evidence supporting its content validity. Visualized as a profile encompassing various domains, the scores obtained from the PERMA profiler reflect the multidimensional nature of thriving. Expanding the range of well-being measures available, the PERMA profiler empowers individuals to monitor their well-being effectively. The instrument exhibited a satisfactory fit with the proposed model, displaying internal and cross-time consistency. The tool exhibits a commendable reliability level, with an average reliability coefficient of .94. To gauge responses, a graduated scale ranging from 0 to 10 was utilized, with zero as 'extremely low' and ten as 'extremely high. The assessment is comprised of a total of 23 different items in the instrument. The inquiries about health, negative emotions, loneliness, and overall happiness serve as supplementary questions, offering additional insights. While it is possible to utilize the abbreviated version of the assessment, which includes only 15 questions related to the PERMA domains (three questions per domain), other dimensions, like health, etc., were also included to make the profiler more comprehensive. The assessment consists of 23 different items. The inquiries about health, negative emotions, loneliness, and overall happiness serve as

Table 2
Regression test - overall job crafting to flourishing

Regression Test			Std. Error of the Estimate	Change Statistics				
R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change
.450 ^a	0.24	0.24	1.04	0.24	117.13	1	461	<.001

Predictors: (Constant), Job Crafting | Dependent Variable: Flourishing

supplementary questions, offering additional insights. While it is possible to utilize the abbreviated version of the assessment, which includes only 15 questions related to the PERMA domains (three questions per domain), others are also called out under dimensions.

Results

Since the research methodology was quantitative, the data was structured, and software was used to analyze the data in detail. First, the demographic relationship between the variables of job crafting and flourishing was checked, and none of the demographics influenced the variable. The results are aligned with the literature's assertion that individuals can craft jobs regardless of age, gender, and job roles. Even the variables marital status and mode of working proved no significant difference in variable scores. Post this, the relationship between job crafting and flourishing as independent and dependent variables was studied using the regression test.

There is a moderate association between job crafting and flourishing. The outcome of the regression analysis reveals that job crafting and flourishing have a positive influence, and job crafting accounts for 24% of the variability in flourishing. Moreover, the regression model posits that a substantial portion of the variability in flourishing is caused by job crafting.

Table 3
Job crafting sub-dimensions to flourishing

Correlations Test		Flourishing	TC	CC	RC
Pearson Correlation	Flourishing	1	0.41	0.47	0.39
	TC	0.41	1	0.65	0.58
	CC	0.47	0.65	1	0.53
	RC	0.39	0.58	0.53	1

Flourishing demonstrates a positive correlation with all three sub-dimensions of job crafting, namely Relations crafting, Cognitive Crafting, and Task crafting. Furthermore, a correlation exists between Task Crafting and Cognitive crafting, with a coefficient of 0.65, suggesting a relatively robust positive association between these two variables. Later, in the qualitative interview approach, there was a drive for individuals to do task crafting more once they perform cognitive/ purpose crafting by personifying goals to their jobs.

Table 4
Regression test – job crafting dimensions to flourishing

Regression Test			Std. Error of the Estimate	Change Statistics				
R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change
.505 ^a	0.255	0.25	1.006	0.255	52.396	3	459	<.001

Predictors: (Constant), Relations crafting, Cognitive Crafting, Task crafting | Dependent Variable: Flourishing

The regression model, taken as a whole, exhibits a noteworthy degree of statistical significance; the predictors that have been incorporated contribute significantly to the explanation. To elaborate, including these predictors noticeably enhances the model's overall fit, with values confirming that around 25.5% of the variation in Flourishing (dependent variable) is explained by job crafting and its dimensions (relations crafting, cognitive crafting, and task crafting).

Implications

In organizational contexts, these findings can guide strategic initiatives and interventions aimed at promoting job crafting, which in turn can enhance the well-being and performance of employees. Organizations may consider fostering a workplace environment that fosters positive relational interactions, supports cognitive reframing, and empowers employees to actively shape their tasks to optimize outcomes related to the dependent variable. Managers are also crucial in facilitating job crafting opportunities by encouraging employees to identify their strengths and align their job responsibilities accordingly. Implementing a system that recognizes and rewards proactive job crafting efforts can reinforce the organizational culture and boost morale, benefiting both individuals and the organization. As a proactive and employee-driven approach to shaping work experiences, job crafting holds significant potential for practitioners seeking to enhance organizational effectiveness, employee flourishing, and overall engagement. Job crafting provides individuals with the opportunity to exercise autonomy so that individuals can align their job responsibilities. Consequently, the fusion of autonomy emerges as a mechanism that drives the flourishing. There are numerous ways practitioners can leverage job crafting to achieve tangible benefits.

Creating workplaces prioritizing collaborative work, improved communication, and a positive organizational culture can enable job crafting and contribute to the flourishing and well-being of employees. Practitioners can utilize the potential of job crafting to establish a work milieu that appreciates the unique contributions of individuals, nurtures a feeling of purpose, and ultimately results in a more contented and involved workforce. The assimilation of job crafting into the practices of an organization can be viewed as a method for practitioners who aspire to enhance the efficiency of their human resources and propel the triumph of the organization.

Conclusion

The study confirms the importance of job crafting as a decisive factor in promoting overall well-being. It guides organizations to create conditions where employees endure and thrive. As the workplace changes, incorporating job crafting principles becomes crucial in establishing thriving culture where the mutually beneficial connection between individual empowerment and organizational achievements is realized brought into practise.

Although our research has made significant strides in enhancing our comprehension of job crafting and flourishing, there are still opportunities for further investigation. We can gain more profound insights by delving into the intricate connections between individual dimensions of job crafting and various aspects of flourishing. Moreover, exploring the moderating and mediating factors that impact these connections offers exciting prospects.

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