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July 2023

Current Trends

"**Job Crafting for Employee and Workplace**"

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Trends

Concept

Job crafting is an employee-initiated technique to redefine jobs and enable employees reshaping their own work based on their individuals' needs. It is about taking proactive steps to improve processes or change tasks, relationships, and perceptions of jobs while staying in the same role. The main purpose is to get more meaning out of the job and make it more aligned with employees' strengths, motives, and passions, to achieve better performance and enhance employee engagement and wellbeing. Employees can use job crafting when they feel the necessity of changing their jobs by adjusting the usual job demands and resources.

Job crafting is a relatively new approach within organizational psychology that may provide an alternative to leaving job or seeking a new position. It gives employees greater control over their work and help in boosting job satisfaction.

There are similarities between job design and job crafting, both concepts can involve task reconsideration where responsibilities are released or added to change the nature of a specific role. However, job design is mainly a 'top-down' organizational approach in which the worker is mostly passive while job crafting puts the responsibility for change in employees' hands, it is a a bottom-up approach that individual employees can implement without needing managerial input or permission.

In a nutshell, job crafting doesn't mean redesigning the complete job from scratch, but it means making changes/ improvements to make it a better fit for the employee as an individual.

Types of Job Crafting

Tasks/Responsibilities Crafting

This type of crafting involves adding or releasing the responsibilities set in the formal job description to better align with the employee's strengths and interests without affecting the quality or the impact of the role/job. *For example*, an accountant who enjoys problem-solving can be upskilled to take on more analytical tasks that involve data analysis and forecasting. Similarly, a marketing team member who enjoys writing can be provided training on content creation tasks such as writing blog articles and social media posts.

Relationship/Interactions Crafting

Relationship crafting reshape the type and nature of the employee's interactions with others involving the team members that they work with on different projects/tasks and the customers/partners they communicate and engage with on a regular basis. Crafting is about amplifying certain relationships, reframing certain relationships that aren't working properly, or perhaps diminishing certain relationships.

For example, a decision to unofficially mentor a new colleague or to voluntary work in a cross functional initiative with another team. HR leaders can also help employees seek mentorship with senior leaders who can provide guidance and support in career development

Cognitive/Mindset Crafting

Cognitive crafting involves modifying how employees perceive their job to better align with their values and goals. It is about how people change their mindsets and perspectives about the performed tasks. This type of crafting help in the optimization of the time and efforts oriented to different tasks and lead to more meaning about what might be seen as "busy work".

For example, if employees feel demotivated, HR leaders can help them focus on the bigger picture and their contribution to the company's goals. Another example, a facility team member can view their job not only about keeping the building clean and secured according to company policy and procedures to creating a safe and healthy environment for people to work in which directly and positively impact the organization whole productivity and performance.

Time crafting

Time crafting involves amending how employees allocate their time on different tasks to better align with their priorities and goals. *For example,* employees who struggle with time management can be trained to use time-blocking techniques to schedule specific time for tasks and prioritize the most important tasks first. Similarly, employees who feel overwhelmed by their workload may delegate specific tasks to others or use automation tools to streamline their workflow.

Energy crafting

Energy crafting involves amending how employees use their energy at work to better align with their needs and preferences. *For example,* easily distracted employees may work quietly or wear noise-canceling headphones to create a more focused work environment or they can be allowed to work remotely. Similarly, employees who feel exhausted by long work hours should be allowed to take breaks and practice mindfulness techniques throughout the day to recharge their energy.

Identity crafting

Identity crafting involves modifying how employees see themselves in their job to better align the job with their values and passions. *For example,* opening the opportunity for

employees who value creativity to incorporate their creative skills into their job, such as by suggesting new design ideas for a project. Similarly, employees who are passionate about helping others could be given opportunities to coach or mentor their colleagues.

Benefits

Benefits for employees

There are several potential benefits that employees can enjoy from crafting their jobs as follow:

- **Increasing job satisfaction:** Find greater meaning of the work and personally adjusting the job through job crafting can directly enhance the motivation and job satisfaction.
- **Reducing stress:** taking control of the jobs and making them more suited to own needs, may reduce work-related stress.
- **Improving employee engagement:** Allowing employees to take greater control over their work can lead to enhanced employee engagement.
- **Promoting performance:** improving job satisfaction and employee engagement, may also lead to better performance at work.
- **Achieving work-life balance:** Job crafting amplify the potential to manage both work and non-work commitments.
- **Planning for the career:** It can help employees to identify and establish their future career goals and to well plan for the career path.

Benefits for employers

Although crafting a job generally benefits employees, it also includes potential advantages for the employers as follow:

- **Complementing top-down approaches:** It can work alongside top-down organizational tool aiming to improve employee motivation and engagement.
- **Improving employee retention:** Employees who are more motivated and satisfied tend to stay with an organization for longer.
- **Revealing workforce requirements:** The changes that employees suggest in the job crafting process enhance the organizations' understanding to their workforce's requirements and needs.
- **Exploring talent:** Job crafting may reveal hidden talent within the organization.

- **Assuring better morale:** Employees who feel more in control over their work are likely to have better morale.
- **Enhancing communication:** As crafting can help employees feel more engaged with their work, it may also improve communication between employees their managers, colleagues and customers.
- **Improving productivity:** Employees who are more engaged and motivated tend to be more productive.

Limitations/ Challenges

By providing opportunities for job crafting, organizations can improve employee productivity, reduce turnover rates and recruitment costs, and enhance their employer brand. While job crafting can provide many benefits for both employees and employers as mentioned, there are also some potential limitations that should be considered:

- **Not suitable for all jobs:** Crafting can be applicable in some jobs more than others. For example, jobs that are inflexible or have very specific requirements may be unsuitable for crafting.
- **Not suitable for all employees:** Some employees may be more open to making the right changes than others. Those who are less engaged with their work or have a negative attitude may be less likely to make successful changes.
- **Negative outcomes:** If people make changes that are incorrect or in conflict with the organization's goals, crafting can have negative outcomes.
- **Employees' exploitation:** Job crafting may encourage employees to take on additional responsibilities without checking the possibility of increasing their pay accordingly.
- **Employees' demotivation:** If employees feel that their efforts are being ignored or they're taking too much responsibilities, they may begin to feel undervalued and unappreciated.

Steps to implement job crafting

Steps for employers to implement job crafting

- **Reveal job crafting resources**

HR team should orient and guarantee the access to all employees to check the available job crafting resources in place. This may include learning & training resources, guidance/processes for redefining roles and titles within the organization.

- **Empower employees and Engage managers**

HR leaders can create an explicit well-designed professional

experience empowering job crafting practice in the workplace. They can also work to train managers on how to speak about job crafting, how to assist in job crafting and how to encourage their direct reports to take advantage of it.

- **Define success metrics**

HR team has to select the relevant KPIs to be tracked at different levels to assess the output of job crafting. This might include better retention rates, improved productivity or higher scores on employee satisfaction surveys.

- **Integrate in the L&D strategy**

L&D professionals can integrate Job crafting practices seamlessly into their learning and development (L&D) strategy. For example, new skills gained through L&D can be implemented into a current role to shape the scope of the position and support further employee development. Additionally, in the career development plan, employees can expand their skills as well as seek additional credentials to change career paths or advance their position.

- **Check in regularly**

Similar to other L&D practices, job crafting has to be regularly checked in order to achieve optimal results. Heads and mangers can be encouraged to incorporate job crafting discussions with their employees as part of regular check-ins and evaluations.

Steps for employees to implement job crafting

Identifying the parts of their jobs that they enjoy the most and the areas that they would like to improve to consider the right changes.

- Mapping the job in terms of performed tasks and available resources while making a 'before' diagram of the job.

- Identifying and analyzing the relationships at work and the needed changes in this matter.

- Making an 'after' diagram of the job. This may look similar to the 'before' diagram but shows how the employee has crafted the job and reframed the tasks to highlight their meaningfulness.

- Putting the plan into action. Start making the identified changes, keeping in mind why they are making them.

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