

A Resource-Based Perspective on Job Crafting Consequences: An Empirical Study from China

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Abstract : Employee job crafting refers to employee's proactive behaviors of making customized changes to their jobs on cognitive, relationship, and task levels. Previous studies have investigated different situations triggering employee's job crafting. However, much less is known about what would be the consequences for both employee themselves and their work groups. Guided by conservation of resources theory (COR), this study investigates how employees job crafting increases their objective task performance and promotive voice behaviors at work. It is argued that employee would gain more resources when they actively craft their job tasks, which in turn increase their job performance and encourage them to have more constructive speak-up behaviors. Specifically, employee's psychological resources (i.e., job engagement) and relational resources (i.e., leader-member relationships) would be enhanced from effective crafting behaviors, because employees are more likely to regard their job tasks as meaningful, and their leaders would be more likely to notice and recognize their dedication at work when employees craft their job frequently. To test this research model, around 400 employees from various Chinese organizations from mainland China joins the two-wave data collection stage. Employee's job crafting behaviors in three aspects are measured at time 1. Perception of resource gain (job engagement and leader-member exchange), voice, and job performance are measured at time 2. The research model is generally supported. This study contributes to the job crafting literature by broadening the theoretical lens to a resource-based perspective. It also has practical implications that organizations should pay more attention to employee crafting behaviors because they are closely related to employees in-role performance and constructive voice behaviors.

Keywords : job crafting, resource-based perspective, voice, job performance

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