

Shaping the Role, Shaping the Self: Job Crafting through the Lens of Public and Private Sectors of Pakistan

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ABSTRACT

In this dynamic era of social revolution, rigidity in performing the role is tedious generating the path of the concept of Job Crafting, an individualistic approach of employees to reshape their jobs aligning to their strengths for efficient performance. This study examines job crafting activities executed and their relationship to proposed individual and organizational outcomes in the public and private sectors of Pakistan. Based on existing literature the study hypothesizes that employees who proactively craft their jobs are most likely to exhibit higher job satisfaction, job performance, organizational commitment, work engagement, and work-life balance. The model of job crafting and its outcomes is three-dimensional (task crafting, relational crafting, and cognitive crafting) with its five proposed outcomes. The data was collected through adopted questionnaires from 211 respondents (104 government employees; and 107 from the private sector). The results identified a positive relationship between job crafting and its outcomes including job satisfaction, job performance, organizational commitment, work engagement, and work-life balance. It was found that in government institutions, job satisfaction is insignificant with job crafting. Whereas in the private sector, all outcomes are significant but the relational crafting has no relationship with any of the outcomes. This study paves a pathway for organizations to understand the importance of job autonomy of employees to craft their job's holistic view, their tasks, and their relationships to improve their performance, work engagement, stress management, the work-life balance.



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 (Din, Khan et al. 2023).

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 (JC) (Wrzesniewski and Dutton 2001; Berg, Wrzesniewski et al. 2010; Zhao, Ma et al. 2025). Berg, Dutton 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.

Wrzesniewski and Dutton (2001) introduced the construct of job crafting for the first time. The meta-analysis on Job Crafting (JC) has identified that since its introduction, most studies until now were theoretical or qualitative in nature (Tims, Bakker et al. 2012; Parker, Tims et al. 2025). Current 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 (JS), job performance (JP), organizational commitment (OC), work engagement (WE), and work-life balance (WLB). Furthermore, it compares the results in the public and the private sectors of Pakistan of the effect of the three dimensions of job crafting (task crafting, relational crafting, and cognitive crafting) on the suggested outcomes. Moreover, the literature on JC had an outlook of Western context, however, this study understands the job crafting behaviors and their outcomes from Non-Western, developing society's perspective (Pakistan).

Theorization and Hypothesis Development

The theory of job crafting is an alternative approach to job design theory; it is a bottom-up approach of work design (Wrzesniewski and Dutton 2001; Zhang, Tims et al. 2025). 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 (Harju, Keltiainen et al. 2021). They include need and desire for more control over their work, additional meaning and more fulfilling relationships. These changes lead to positive individual outcomes, which include changes in meaning and work identity, increased achievement and enjoyment at work (Fong, Tims et al. 2022). 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 2014). 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 (Gori, Arcioni et al. 2021).

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 2014; Silapurem, Slemph et al. 2024). 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. Thus, it can be concluded that the concept of employees crafting their job is a consequence of job characteristics theory.

Three dimensions of job crafting include task crafting, relational crafting and cognitive crafting (Berg, Dutton et al. 2013; Dvorak 2014). 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 (Laurence 2010). However, the current study used most widely used and internationally accepted dimensions: task crafting, relational crafting and cognitive crafting.

Task crafting is a conceptual way to alter the boundaries of performing a specific task without compromising the main goal of the task (Berg, Dutton et al. 2013). Inclusion of Wellness Program of the firm because the employee is health conscious and wants the same for the others at the firm (Dvorak 2014). However, the level of autonomy allowed in the job does affect the crafting activities to some extent.

The second dimension of Job Crafting, Cognitive is concerned with the thinking process of the employee about his job activities and other happenings at the job. It is different perspective about the same agenda i.e. considering the performance appraisal as a phase of development rather than considering it monetarily (Laguía, Moriano et al. 2024). Or, think of a training session as career development rather than a holiday of two days trip to another city. When the employee focuses on perception he precisely looks at the key dimensions 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 (Wrzesniewski and Dutton 2001). 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 2014). In crafting relationships employees build new relationships, reframe current relationship, and bring sense of meaningfulness and understanding in relationships (McNaughtan, Thacker et al. 2022). They take mentoring and supportive role in relationships thus creating a purpose in a relationship.

Comparing the public and private sector is crucial as various authors (Lyons, Duxbury et al. 2006; Buelens and Van den Broeck 2007; Hur and Abner 2024) 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 life conflict; report fewer working hours and are less willing to exert considerable effort on behalf of the organization (Buelens and 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 as various comparative studies published in public administration and management literature (Rakhma and Roziqin 2025; Rios-Avila, Özekin et al. 2025).

Coming towards the outcomes; one of the outcomes is organizational commitment (Iqbal 2016; Noesgaard and Jørgensen 2024). To increase this commitment to organization, employees must be given such autonomy so they can craft their jobs (Iqbal 2016). Cognitive and relational crafting builds organizational commitment (Noesgaard and Jørgensen 2024). Workers who engage in higher level of job crafting are more likely to exhibit commitment to the organization (McNaughtan, Thacker et al. 2022). High levels of enjoyment at work and drive of employee to work is related to organizational commitment, performance, job satisfaction (Laurence 2010). These finding have important implication for understanding that work related factors can make workers stay with their organization (Xie 2023). 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. It should improve their performance, job satisfaction and commitment to organization (Laurence 2010). The sense of purpose is created by cognitive crafting of employees. As claimed that cognitive crafting has significant positive effect on commitment (Noesgaard and Jørgensen 2024). So the hypotheses we deduce from these studies are as follows:

H1: JC have positive significant relationship with OC.

H1(a): JC have positive significant relationship with OC in public sector.

H1(b): JC have positive significant relationship with OC 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): TC will improve employee OC.

H1(ii): RC will improve employee OC.

H1(iii): CC will improve employee OC.

Employee job performance is underlying objective of every organization. Employees who are proactive and craft their jobs perform better than non-proactive employees (Bakker, Tims et al. 2012; Zhang and Liu 2021; Moreira, Encarnação et al. 2022). Similarly, enjoyment at work and drive of employee to work is related to job performance (Laurence 2010). The drive of employees is to craft the job with the purpose of making it meaningful for him which increases their performance (Junça-Silva, Silva et al. 2022). This can only happen in a flexible working environment (Wang 2021). Thus, job crafting leads to higher job performance. Proactive behavior of employees can be enhanced by increasing their abilities, motivation, and opportunities (in terms if autonomy at workplace) and it directly affect their productivity and efficiency (Zahoora, Ahmadb et al. (2024)). This indicates a positive relationship of performance with task crafting and relational crafting (Geldenhuis, Bakker et al. 2021). Similarly, when the employees take initiative and cognitively reframe their jobs in their minds, their motivation level and performance also increases. Thus, the hypotheses are as follows:

H2: JC have positive significant relationship with JP.

H2(a): JC have positive significant relationship with JP in public sector.

H2(b): JC have positive significant relationship with JP 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): TC will improve employee JP.

H2(ii): RC will improve employee JP.

H2(iii): CC will improve employee JP.

Work engagement is a positive, fulfilling, work related state of mind characterized by dedication and absorption (Schaufeli, Salanova et al. 2002). It captures employee's experiences at work (Bakker, Tims et al. 2012). Thus, 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, Tims et al. 2012; Baghdadi, Farghaly Abd-EL Aliem et al. 2021). By allowing employees to craft their job within a given job structure, organizations can increase employee work engagement (Ko 2011; Letona-Ibañez, Martinez-Rodriguez et al. 2021).

Coming towards the dimensions of job crafting (JC) and its relation to work engagement (WE); 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 and Ngeche 2012). Similarly, Wijngaards, Pronk et al. (2022) argued that cognitive crafting leads to work engagement in nurses. 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 on the job. Thus, hypotheses are as follows:

H3: JC have positive significant relationship with WE.

H3(a): JC have positive significant relationship with WE in public sector.

H3(b): JC have positive significant relationship with WE 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): TC will improve employee WE.

H3(ii): RC will improve employee WE.

H3(iii): CC will improve employee WE.

Work life balance (WLB) is fast becoming a hot career issue of the new decade (Vyas 2022). While life interface with work originates in the personal life domain, direct consequences of it have been shown to be experienced in the work domain (Laurence 2010; Chen, Kwan et al. 2022). This spillover effect (García-Salirrosas, Rondon-Eusebio et al. 2023) impact employees work-life balance. High level of work-life conflict negatively impacts the performance and efficiency (Sari, Sari et al. 2021). It can be improved by giving employees autonomy to craft their jobs (Slowiak and DeLongchamp 2022) and by being flexible about the job characteristics; for example time duration and work from home. Sari, Sari et al. (2021) posits that job crafting leads to improved work-life balance.

Employee experience of the job and balance between his work-life lives may improve, having brought the job in to alignment with a narrower or less complex individual expectation and

meaning for the job (Laurence 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 personal life balance. It is also supported by Hill, Hawkins et al. (2001) that when the employees cognitively perceive the job as more flexible, it has a positive effect on their perceived work and personal life balance. Hence, job crafting leads to improved work-life balance (DeLongchamp 2020; Kardas 2023). Thus, the hypotheses are as follows:

H4: JC have positive significant relationship with WLB.

H4(a): JC have positive significant relationship with WLB in public sector.

H4(b): JC have positive significant relationship with WLB 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): TC will improve employee WLB.

H4(ii): RC will improve employee WLB.

H4(iii): CC will improve employee WLB.

Job satisfaction (JS) is of main concern in today's organizations. Employees craft their jobs to align with their own preferences and meanings and reflect higher level of job satisfaction (Laurence 2010; Ekmekcioglu and Nabawanuka 2023; Li, Yang et al. 2023). Similarly, Tims, Bakker et al. (2012) posited that job crafting has a positive impact on job satisfaction (JS); 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 (Sousa-Poza and Sousa-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: JC have positive significant relationship with JS.

H5(a): JC have positive significant relationship with JS in public sector.

H5(b): JC have positive significant relationship with JS in private sector.

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

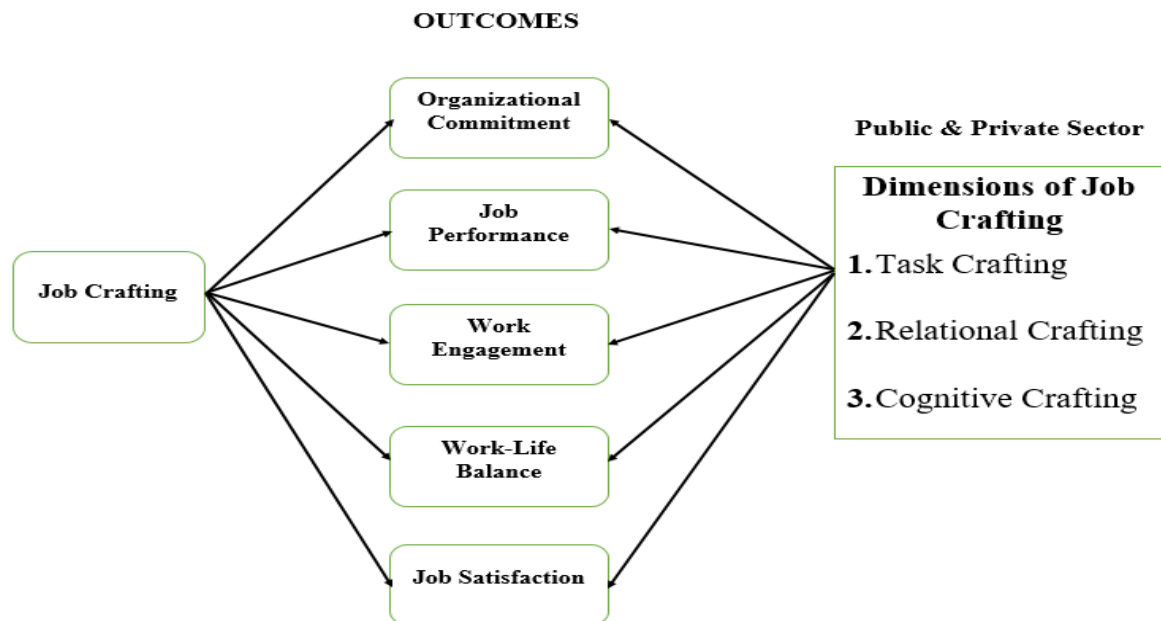
H5(i): TC will improve employee JS.

H5(ii): RC will improve employee JS.

H5(iii): CC will improve employee JS.

Finally, our model include job crafting construct and its relation to five outcomes including organizational commitment, job performance, work engagement, work life 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 sectors to identify the differences. The model is graphically explained below.



Theoretical Framework of the study (*Authors own work*)

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 sectors employees and 104 are from government sectors 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-sectors responses and then for 104 government-sectors responses. Then the three dimensions of job crafting are regressed with the outcomes one by one to see which dimension has a significant relationship with which outcome, in the government and then the private sectors 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 (2006). It has Cronbach's alpha of 0.873. Work life 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.

Table 1: Correlations Matrix (Authors own work)

	Mean	S.D	JC	WE	JS	WLB	OC	JP
JC	3.44	.797	1					
WE	4.36	1.07	.609	1				
JS	3.44	.798	.348	.444	1			
WLB	3.76	.844	.483	.579	.599	1		
OC	3.61	.861	.598	.650	.648	.683	1	
JP	3.26	.722	.574	.380	.354	.405	.454	1

Results

Organizational Commitment (OC) and Job Crafting (JC)

Government sectors: 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 multicollinearity, 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. Collinearity 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 β 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 sectors: There is significant positive relationship between job crafting activities and organizational commitment in private sectors 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 sectors) 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 do increases. The model is a good fit (R-square =0.253) with all the assumptions satisfied. Error terms are relatively independent (Durbin Watson= 1.45). Scatter plot of residuals shows no pattern and the histogram is normally curved. Correlation matrix shows 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 its outcome.

Table 2: Summary of OC on JC in Govt. and Pvt. Sectors (Authors own work)

Organizational Commitment (OC)				
		Government Sectors	Private Sectors	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 (JP) and Job Crafting (JC)

Government sectors: 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 sectors: 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 multicollinearity 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 3: Summary of JP on JC in Govt. and Pvt. Sectors (Authors own work)

Job Performance (JP)				
		Government Sectors	Private Sectors	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 (WE) and Job Crafting (JC)

Government sectors: 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 sectors: In private sectors work engagement have the same positive significant relationship with job crafting as was in Government sectors (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 4: Summary of WE on JC in Govt. and Pvt. Sectors (Authors own work)

Work Engagement (WE)		Government Sectors	Private Sectors	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 Life Balance (WLB) and Job Crafting (JC)

Government sectors: Work life 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 life balance, only cognitive crafting has a positive significant effect on it. Government employees rethinking and reimagining their jobs will result in a balance of work and personal 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 life 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 life balance. Meaning that employees think about their job in more meaningful ways and crafting the tasks at work have good work life balance in their lives.

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

Table 5: Summary of WLB on JC in Govt. and Pvt. Sectors (Authors own work)

Work-life Balance (WLB)		Government Sectors	Private Sectors	Overall
Test 1	Job Crafting	Significant Positive (significant at 0.04	Significant Positive (significant at 0.00	Significant Positive (significant at 0.00

		$\beta = 0.246$ Constant=2.826)	$\beta = 0.611$ Constant=1.681)	$\beta = 0.467$ 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 (JS) and Job Crafting (JC)

Government sectors: Job satisfaction does not have and significant relationship with job crafting activities in the government sectors. 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 sectors.

Private sectors: 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 sectors 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 6: Summary of JS on JC in Govt. and Pvt. Sectors (Authors own work)

Job Satisfaction (JS)				
		Government Sectors	Private Sectors	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 life 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 7: Comprehensive Summary (Authors own work)

	Organizational Commitment	Job Performance	Work Engagement	Work-life 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 sectors, 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 sectors (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 sectors, 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 life balance in both sectorss. 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 personal life balance (Hill et al, 2001).

Task crafting affects the work life balance in private sectors only. Private sectors 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 sectors employees, private sectors employees experience more work life 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 life conflict (Valcour, 2007) and employees of private sectors 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 personal life (Thoenthwaite, 2004). Compared to private sectors employees, public sectors employees report fewer working hours (Buelens & Van den Broeck, 2007). In Pakistan public sectors there is flexibility in working hours (Mumtaz, 2003) so they do not need to craft their working hours to improve work life 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 sectors. 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 sectors, task crafting does not have any relationship with any of the outcomes of job crafting. Whereas, in private sectors, it is positively related with organizational commitment, performance, work engagement and work life 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 sectors, task crafting affects the outcomes including organizational commitment, performance, work engagement and work life 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 life balance is enhanced by the changing the scope and type of tasks done at work (Hall, 1990).

In public sectors, 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 sectors. This can be explained by the claim that compared to private sectors employees, public sectors employees are more motivated by a supportive working environment (Buelens & Van den Broeck, 2007) and relationships at work.

Cognitive crafting has significant relationship with work engagement and work life 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 personal life balance (Hill et al, 2001). Petrou (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 sectors. 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).

Discussion

Present study examines job crafting activities and their individual and organizational outcomes. It empirically proves job satisfaction, job performance, work engagement, work-life balance and organizational commitment as outcomes of job crafting. The study also explicates the relationship of three dimensions of job crafting with these outcomes and compares them in public and private sectors organizations.

Theoretical implication

The study contributes greatly to the body of knowledge by providing insights as to what important positive outcomes can an organization get when they help their employees to craft their jobs, whether it is cognitive, relational or task crafting. As the context of public and private sectors organizations in Pakistan greatly differs, the study contributes in understanding of different crafting activities of employees in these sectors and their impact on job crafting outcomes.

The study contributes by indicating that when employees start crafting their jobs, they become more engaged and engrossed in their work; as supported by Bakker et al (2012) and Bruning (2014). Because they change the job factors according to themselves, it is inevitable that they become engaged and involved in their work; in both public and in private sectors. As far as dimensions are concerned; important finding of the study is that relational crafting does not contribute toward how much engaged an employee is in his work. Rofcanin, Bakker et al. (2019) also proposed that relational job crafting does not impact work engagement.

The study highlights that job crafting activities of an employee escalate his performance at the job. Similar case in public and private organizations, Laurence (2010); Tims, Bakker et al. (2015), and Bakker, Tims et al. (2012) agree that crafting activities do increase job performance. Dierdorff and Jensen (2018) on the other hand proposed a U-shaped relationship between job crafting and performance effectiveness.

In work-life balance literature, the study acmes that when employees are able to mold their jobs innovatively, their work-life balance improves (Zahoor, Sair et al. 2025). Bruning (2014); Akkermans and Tims (2017) and Sturges (2012) supports the study findings. Hornung, Rousseau et al. (2008) also posits that giving employee flexibility at the job decreases their work life conflict. Laurance (2010) conversely suggests that work life balance as an antecedent to job crafting.

Findings highlights that employees who craft their jobs are more committed to their organizations. Ghitulescu (2007), Gu-Ne and Lee (2015), Cheng, Chen et al. (2016), Wang, Demerouti et al. (2018), Dash and Vohra (2019) and Laurence (2010) agrees with it. Task crafting had positive impact on organizational commitment in private sectors. The reason can be employees in private sectors are given more autonomy to craft their tasks by the organization as compared to public organizations. This increases their commitment toward the organization. Ghitulescu (2007) supports this finding. Relational crafting had no impact on organizational commitment (Ghitulescu 2007).

The study realizes that job satisfaction is an outcome of job crafting (Ghitulescu 2007; Bruning 2014; Gu-Ne and Lee 2015). The study provides evidence that employee job satisfaction is not affected by any kind of job crafting activities in the public sectors. This is an important finding and area for future research because it appears to indicate that in government sectors, 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 rigidity in job is associated with lower job satisfaction (Laurance, 2010). Relational and task crafting does not have an impact on job satisfaction. It is also backed by Ghitulescu (2007). He gives the reason that employees engaging in more relational and task crafting experience job related stress; and this stress reduce the impact of relational and task crafting on job satisfaction.

Imperative finding of the study is that task crafting has no relationship with any of the outcomes in public sectors. Reason being that highly standardized tasks in government sectors leaves limited room for employees to craft their tasks. So the outcomes of job crafting are affected by other dimensions of crafting activities. Conversely, task crafting in private sectors 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).

Another significant finding of the study is that in private sectors, changing the type and scope of relationships does not affect the outcomes of job crafting. This is supported by Buelens and Van den Broeck (2007) who claimed that compared to private sectors employees, public sectors 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).

Practical Implications

The study helps practitioners realize that in public and in private organizations the crafting activities of employees differ, so the result and outcomes of these activities also differ. So they cannot make a singular policy for positive outcomes. This study makes them understand the difference present. So they can devise their policies accordingly.

Furthermore this study can be a beacon of light for the policy makers sitting in the top notch of any organization to cater the importance of job crafting and enhance the opportunities to allow their employees to re-design their tasks through innovative means so that they feel more affective toward their organization increasing their satisfaction and commitment at job (Ghitulescu, 2007).

Moreover, supervisory personnel can formulate directions concerning which of the work contextual factors (public or private sectors) enhances job crafting or dimensions of job crafting and how management can promote these behaviors for the company's underlying purposes. The study informs private sectors 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 sectors administration needs to allow for relational crafting to improve employee commitment and performance, which eventually contributes to organizational objectives.

Lastly, regardless of the sectors, 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 life balance of employees; eventually getting responsible and happy workers.

Limitations

There is no factual study without limitations. Firstly, the study takes the sample from public and private sectors teachers and lecturers. Education sectors are 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 sectors 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.

Future Directions

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 sectors job crafting activities. Secondly, there is a need to study that why employees administer crafting activities differently in public and private organizations. 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 sectors; 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 life balance and job satisfaction.

Conclusion

This empirical study aims to contribute to job crafting literature. It highlight the importance of job crafting and what organizational or individual positive outcomes it can produce. It also tells the importance of the context by empirically proving that different crafting activities produce difference outcomes if the organization is public or private. The findings suggest that employees who craft their jobs eventually have higher level of job satisfaction, job performance, organizational commitment, work engagement and work-life balance. Different dimensions of job crafting impact differently on these outcomes in public and private organizations.

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