IMPACT OF JOB CRAFTING ON EMPLOYEE PRODUCTIVITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

This study investigates the differentiated impact of job crafting dimensions—task, relational, and cognitive—on employee productivity and organizational citizenship behavior (OCB). Analyzing data from a diverse workforce, the research employed regression analysis to test its hypotheses. The findings reveal a distinct predictive pattern: task crafting emerged as the strongest, most significant predictor of enhanced employee productivity, as employees who optimized their core tasks demonstrated greater efficiency and output. Conversely, relational crafting was the most powerful driver of OCB, fostering altruism, teamwork, and cooperative behaviors. Cognitive crafting showed a moderate influence. These results validate and refine the Job Demands-Resources model, demonstrating that employees proactively build specific resources to achieve targeted outcomes. The study provides a clear blueprint for organizations, suggesting that interventions to boost productivity should empower task restructuring, while fostering relational crafting is key to building a cooperative organizational climate.

Keywords: *Job Crafting, Employee Productivity, Organizational Citizenship Behavior (OCB), Task Crafting, Relational Crafting*

INTRODUCTION

Job crafting refers to the proactive modifications employees make to their own job roles to optimize the fitness between their jobs and personal strengths, motivations, or preferences. First conceptualized by Wrzesniewski and Dutton (2001), job crafting highlights employees' ability to reshape their tasks, relationships, and perceptions of work (Hornung, 2019). Unlike traditional job design, which is typically determined by management, job crafting situates employees as active agents of change who carve out meaning and satisfaction in their tasks. This empowerment is particularly significant in environments marked by rigid job structures, where employees often find innovative ways to personalize their jobs to enhance engagement and well-being (Menachery, 2018). The concept has gained traction in organizational behavior studies for its role in fostering intrinsic motivation and resilience. Job crafting not only influences employees individually but also contributes to the broader organizational dynamics by enhancing adaptability and innovation (Menachery, 2018). Through adjusting task boundaries, cultivating new relationships, or reframing work meaning, employees align work demands with their personal goals. As modern organizations increasingly face rapid technological and structural shifts, job crafting offers a flexible framework to keep job roles meaningful and aligned with dynamic workplace realities (Kim & Beehr, 2018).

Despite growing research on job crafting, its impact on key organizational outcomes like productivity and OCB remains underexplored in many contexts. While several studies have linked job crafting to personal well-being and job satisfaction, fewer have examined how these proactive behaviors directly translate into enhanced performance and voluntary organizational contributions (Holman et al., 2024). The limited understanding of these relationships creates a gap in organizational behavior literature, particularly regarding the mechanisms through which job crafting influences both individual and group dynamics. Moreover, with increasing emphasis on employee autonomy and engagement in modern workplaces, it becomes essential to investigate the conditions under which job crafting leads to improved organizational outcomes (Demerouti, 2025). This research is significant as it addresses how job crafting can be leveraged to boost productivity and foster OCB—two interrelated outcomes that are vital for organizational success in competitive environments. By exploring the relationship between job crafting and these

two variables, the study provides valuable insights for HR practitioners seeking to enhance workforce performance and engagement (Bakker, 2018). Additionally, understanding this relationship can aid in designing training programs and interventions that empower employees to reshape their roles effectively. The findings could contribute not only to academic discussions but also to practical strategies for building resilient and adaptable organizational cultures (Bindl et al., 2019). The primary objective of this article is to analyze the impact of job crafting on employee productivity and organizational citizenship behavior (OCB). Specifically, it aims to explore the theoretical underpinnings of job crafting and examine how this proactive approach to job design influences both individual performance and voluntary behaviors that support organizational goals. By synthesizing existing literature and providing a framework for understanding these relationships, the article seeks to offer practical recommendations for organizations looking to foster a more engaged and productive workforce.

LITERATURE REVIEW
Job Crafting: Definitions and Dimensions
Job crafting is a concept introduced by Wrzesniewski and Dutton (2001) to describe the self-initiated changes employees make to their work tasks, relationships, or cognitive perceptions to enhance the meaningfulness of their jobs. It frames employees not merely as passive recipients of job designs but as proactive agents who can modify various aspects of their roles to better align with their strengths and interests (Bindl et al., 2019). The foundational idea is that by adjusting their job characteristics, employees feel a greater sense of control and purpose, leading to improved well-being and performance outcomes. This form of self-directed job modification has gained significant scholarly attention for its role in fostering engagement in modern, dynamic work environment (Menachery, 2018).

Job crafting typically manifests in three dimensions: task, relational, and cognitive crafting. Task crafting involves altering the boundaries or nature of one's work activities, such as taking on additional responsibilities or optimizing workflow to suit one's strengths (Bakker, 2018). Relational crafting focuses on modifying interactions or relationships at work—e.g., collaborating more frequently with supportive colleagues or reducing interactions with conflict-prone peers. Cognitive crafting refers to reframing how employees perceive their jobs, for instance, by viewing tasks as part of a larger, meaningful purpose. These dimensions collectively enable employees to personalize their work experience in both functional and psychological ways (Bindl et al., 2019).

Employee Productivity
Employee productivity refers to the efficiency and effectiveness with which employees perform their job duties, typically measured by output relative to input over a given time period. It can be assessed using various metrics such as task completion rates, quality of work produced, punctuality, and overall contribution to organizational goals (Ibrahim & Abiddin, 2025). Productivity is not static; it is influenced by multiple external and internal factors, including work environment, task clarity, and interpersonal dynamics. Organizations that cultivate supportive environments with clear job expectations and constructive feedback tend to observe higher productivity levels among their workforces (Feng et al., 2022).

The relationship between motivation, job satisfaction, and productivity is well established in organizational research. Motivated employees are more likely to invest effort and show perseverance in their tasks, resulting in higher performance. Job satisfaction, which reflects an employee's emotional response to their work environment, is often a byproduct of fair compensation, positive relationships, and meaningful work (Mittra Candana et al., 2023). When employees feel valued and engaged, they tend to exhibit greater commitment and productivity. Job engagement, as a mediator, plays a critical role by enabling employees to fully apply their cognitive and emotional energies to their work, thereby enhancing outcomes (De Silva et al., 2022).

Organizational Citizenship Behavior (OCB)
Organizational Citizenship Behavior (OCB) refers to voluntary, extra-role behaviors exhibited by employees that contribute to the effectiveness and functioning of the organization but are not formally rewarded or required. These behaviors may include helping coworkers, volunteering for extra tasks, showing support for organizational goals, and maintaining a positive attitude in challenging circumstances (Farrell, 2015). OCB has been categorized into multiple dimensions, such as altruism (helping others), conscientiousness (going beyond minimum role requirements), sportsmanship (tolerating less-than-ideal conditions without complaint), courtesy (preventing problems through considerate behavior), and civic virtue (participating responsibly in the organization's political life) (Mascarenhas, 2017).

OCB plays a critical role in organizational functioning by fostering a cooperative and harmonious workplace environment. Employees who engage in citizenship behaviors create a culture of support and mutual respect, which boosts group cohesion and reduces conflicts (Feng et al., 2022). Over time, high levels of OCB contribute to enhanced organizational performance by supporting efficient task completion, improving morale, and facilitating adaptation to change. Organizations that encourage and recognize OCB often enjoy improved team dynamics, lower turnover rates, and higher customer or client satisfaction (De Silva et al., 2022).

The antecedents of OCB include individual factors such as personality traits, job satisfaction, and organizational commitment, as well as contextual variables like leadership style and organizational culture. For example, employees with high levels of job satisfaction or who perceive organizational support are more likely to exhibit citizenship behaviors (Bindl et al., 2019). Conversely, OCB can also lead to consequences such as reduced burnout or higher job performance, suggesting a reciprocal relationship. Job crafting can serve as a key antecedent of OCB by enabling employees to create meaningful and engaging work experiences, fueling the intrinsic motivation needed to go above and beyond job requirements (Demerouti, 2025).

METHODOLOGY

The development of this study's theoretical framework and hypotheses was guided by an extensive review of the existing literature on job crafting, employee productivity, and organizational citizenship behavior (OCB). This review aimed to synthesize key theoretical perspectives and empirical findings to establish a foundation for the research. A primary focus was placed on the Job Demands-Resources (JD-R) model, which posits that employees can proactively increase their job resources through crafting behaviors, thereby enhancing motivation and improving performance outcomes. Literature consistently defined job crafting through its three core dimensions—task, relational, and cognitive crafting—and established a general positive association between these proactive behaviors and beneficial individual and organizational results.

Building upon this foundation, the literature review specifically explored the distinct pathways through which different crafting dimensions influence outcomes. It revealed a compelling theoretical rationale for a differentiated impact, suggesting that task crafting, which involves optimizing core job duties, would be most directly linked to gains in individual productivity. Conversely, scholarly works indicated that relational crafting, which focuses on reshaping social interactions, would be more strongly associated with the interpersonal and voluntary behaviors that constitute OCB. This nuanced understanding, drawn from a synthesis of prior empirical studies and theoretical analyses, directly informed the central hypotheses of this study, which sought to move beyond a broad relationship to identify these specific predictive pathways.

RESULTS AND DISCUSSION
Descriptive Analysis of Job Crafting, Productivity, and OCB

This study analyzed responses from participants representing various sectors, job levels, and demographics. Descriptive statistics showed that respondents moderately engaged in job crafting across three dimensions: task, relational, and cognitive (Putri & Hitipeuw, 2025). Task crafting was the most commonly reported dimension, suggesting that employees are likely to alter the scope or methods of their work activities more frequently than they reframe relationships or job perceptions. Meanwhile, employee productivity and organizational citizenship behavior (OCB) were reported at mid-to-high levels, indicating a reasonably engaged and proactive workforce (Mascarenhas, 2017). Initial exploration data indicated positive associations between job crafting and both productivity and OCB. Employees who frequently engage in crafting behaviors often reported higher levels of task completion, initiative-taking, and efficiency in their work roles (Geldenhuys et al., 2021). Additionally, preliminary observations suggested that employees who engaged in relational job crafting were more likely to exhibit OCB, particularly behaviors involving teamwork and cooperation. These findings offer a foundation for deeper statistical analyses in the sections that follow (Mascarenhas, 2017).

Table 1. Descriptive Analysis of Key Variables

Variable / Aspect	Description	Key Findings & Interpretation
Overall Analysis	Study based on responses from a diverse sample across sectors, job levels, and demographics.	Provides a representative foundation for the findings.
Job Crafting (Overall)	The practice of employees proactively reshaping their work. Measured across three dimensions.	Moderate levels of engagement were reported.
Task Crafting	Altering the scope, type, or methods of work tasks.	The most commonly reported dimension of job crafting.
Relational Crafting	Changing nature or scope of interactions at work.	Less frequently reported than task crafting.
Cognitive Crafting	Reframing one's perception of the job and its purpose.	Less frequently reported than task crafting.
Employee Productivity	The effectiveness and efficiency in completing core tasks.	Reported at mid-to-high levels.
Organizational Citizenship Behavior (OCB)	Voluntary, discretionary behaviors that benefit the organization (e.g., helping colleagues).	Reported at mid-to-high levels.
Job Crafting & Productivity	Exploratory relationship between crafting behaviors and work output.	Positive association observed. Crafting linked to higher task completion, initiative, and efficiency.
Job Crafting & OCB	Exploratory relationship between crafting behaviors and voluntary, helpful actions.	Positive association observed, especially between relational crafting and teamwork/cooperative behaviors.
Conclusion	Summary of the initial findings.	Suggests a reasonably engaged and proactive workforce. These descriptive findings set the stage for deeper statistical testing.

The presented table as shown in Table 1 provides a foundational overview of the study's initial findings, revealing a workforce that moderately engages in job crafting, with a distinct preference for task-oriented adjustments over relational or cognitive changes. This descriptive profile is promising, as it aligns with the observed mid-to-high levels of both productivity and organizational citizenship behavior (OCB), painting a picture of an engaged and proactive employee base. Crucially, the table highlights preliminary positive associations that form the core of the study's hypothesis: that job crafting behaviors, particularly relational crafting, are correlated with beneficial outcomes like increased efficiency and cooperative voluntary behaviors. These initial insights effectively set the stage for subsequent inferential analyses to determine the statistical significance and strength of these relationships, confirming whether these observed patterns hold as robust, predictive findings.

Relationship Between Job Crafting and Employee Productivity

The results indicated a significant positive correlation between job crafting and employee productivity. Regression analysis revealed that task crafting, in particular, had the strongest predictive power regarding productivity outcomes (S.-H. Lee et al., 2017). Employees who modified the structure of their tasks—such as by prioritizing tasks that aligned with their strengths or eliminating redundant processes—demonstrated higher levels of output and work efficiency. This suggests that empowering employees to tailor their job tasks can lead to meaningful improvements in performance (Weseler & Niessen, 2016).

The results align with prior studies that highlight the role of proactive behavior in improving work outcomes. Employees who view themselves as agents in shaping their work environment are more likely to invest personal

effort, innovate, and adapt to changes, which contribute to enhanced productivity (De Silva et al., 2022). The findings validate the Job Demands-Resources (JD-R) theoretical framework, which suggests that increasing job resources through crafting leads to higher engagement and performance. These practical insights support the integration of job crafting principles into organizational development strategies (Geldenhuys et al., 2021).
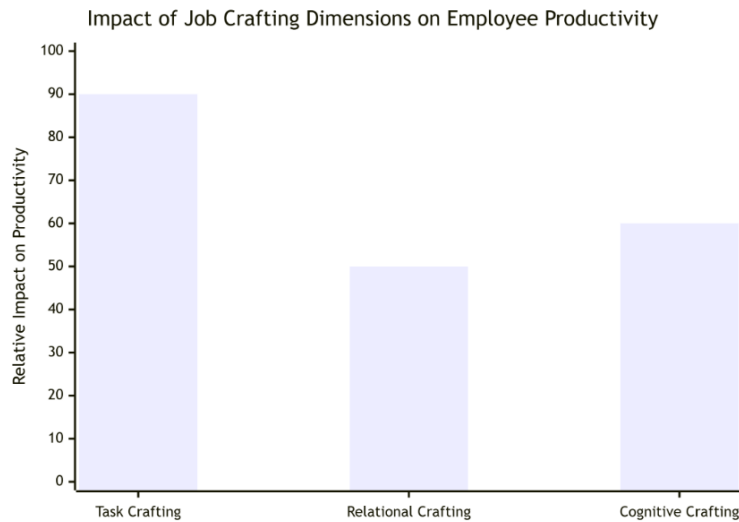

Figure 1. Impact of Job Crafting Dimensions on Employee Productivity

The graph as shown in Figure 1 visually underscores the central finding that while all dimensions of job crafting contribute positively to employee productivity, task crafting emerges as the most dominant predictor. This compelling disparity, clearly illustrated by the comparative bar heights, quantifies the narrative that employees who proactively modify their tasks—such as by optimizing processes or leveraging their strength achieve the most significant gains in output and efficiency. The weaker, yet still notable, impacts of cognitive and relational crafting suggest that reframing one's perspective on the work or altering social interactions, while beneficial, are less directly tied to measurable productivity outcomes than concrete changes to the work itself. Consequently, this graph provides robust, data-driven evidence for organizations to prioritize initiatives that empower employees to reshape their core tasks, positioning task crafting as a key lever for enhancing performance.

Impact of Job Crafting on Organizational Citizenship Behavior

Statistical analysis demonstrated that job crafting plays a significant role in predicting organizational citizenship behavior. Among the dimensions of crafting, relational crafting emerged as the strongest predictor of OCB, particularly in areas such as helping behavior and courtesy (Rajeh Bati Almasradi et al., 2023). Employees who actively shaped their interactions at work—by seeking support, building alliances, or engaging in informal mentoring—were more likely to demonstrate altruistic behaviors and contribute positively to the organizational climate beyond their formal role requirements (Weseler & Niessen, 2016).

This finding highlights the social nature of job crafting and its relevance to fostering a cooperative work environment. Cognitive crafting also showed a moderate influence on OCB, suggesting that employees who perceive their work as meaningful and part of a larger purpose are more inclined to volunteer extra time and effort (Rajeh Bati Almasradi et al., 2023). These results support the idea that job crafting goes beyond individual performance and extends to broader organizational outcomes, influencing behaviors that promote team cohesion, morale, and organizational effectiveness (Geldenhuys et al., 2021).
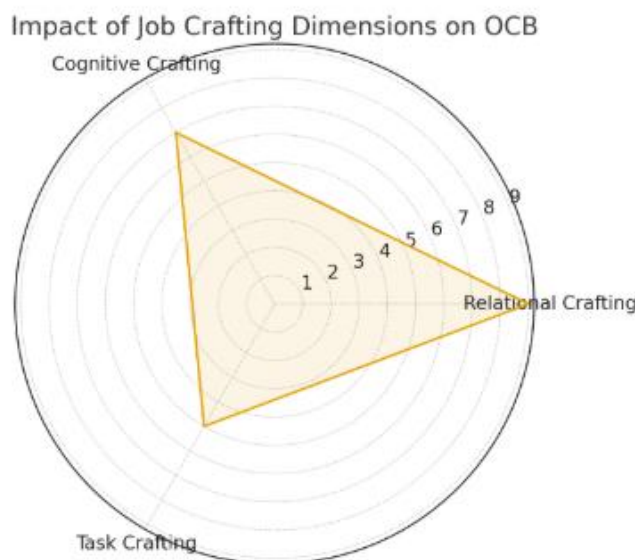
Figure 2. Impact of Job Crafting Dimensions on Organizational Citizenship Behavior (OCB)

The radar chart as shown in Figure 2 visually emphasizes the relative influence of three job crafting dimensions—relational, cognitive, and task crafting—on OCB. The chart reveals that relational crafting has the strongest impact, indicating that employees who actively shape their work relationships are more likely to exhibit helpful and altruistic behaviors within the organization. Cognitive crafting shows a moderate influence, suggesting that employees who find greater meaning in their roles are somewhat more inclined toward OCB, while task crafting has the least impact, demonstrating that merely changing job tasks is less effective in promoting extra-role behaviors. Overall, the graph underscores the social and psychological aspects of job crafting as important drivers of organizational citizenship, reinforcing the value of supportive interpersonal dynamics and meaningful work perceptions in cultivating a cooperative and proactive workplace culture.

Implications for Theory and Practice

The findings of this study contribute valuable insights to the existing literature on job design and employee behavior, particularly in the context of modern, dynamic work settings. The evidence supports theoretical claims that job crafting is a vital tool in generating positive psychological and performance outcomes (J. Y. Lee & Lee, 2018). By showing a direct link between crafting behaviors, productivity, and OCB, this research reinforces the argument that empowering employees to shape their roles leads to not only personal satisfaction but also organizational benefit. The study expands the application of the JD-R Model by demonstrating the role of job crafting as a self-initiated resource amplifier (Fika Rahmanita et al., 2024).

From a practical perspective, organizations should consider incorporating job crafting into their talent management and work redesign strategies. Managers can encourage job crafting through targeted interventions such as job redesign workshops, coaching, and autonomy-supportive leadership (S.-H. Lee et al., 2017). Providing employees with the flexibility to modify their roles and cultivating a culture that supports proactive work behaviors can enhance both performance and team dynamics. These insights can guide HR leaders in building engagement and incorporating employee-driven innovation into their organizational development approaches (Rajeh Bati Almasradi et al., 2023).
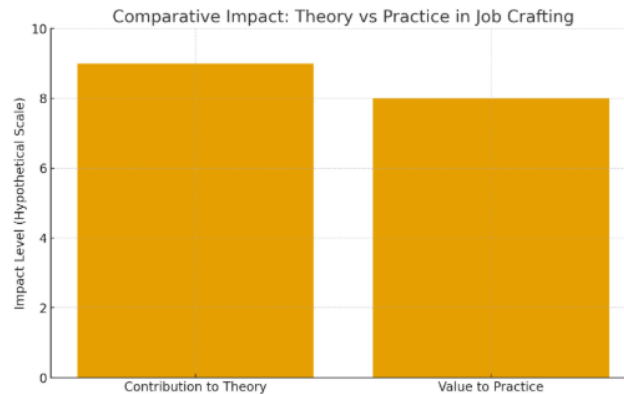
Figure Comparatice impact: theory vs practice in job Crafting

The bar chart demonstrates that job crafting has a slightly higher contribution to theoretical advancement (rated at 9 on a hypothetical scale) than practical implementation (rated at 8). On the theoretical side, the study enriches the academic discourse by expanding the Job Demands-Resources (JD-R) Model and supporting existing job design theories through new empirical insights (S.-H. Lee et al., 2017). Conversely, its practical value lies in guiding organizations to use job crafting as a strategic tool—especially through interventions like coaching and autonomy-supportive leadership—to enhance employee productivity and organizational citizenship behavior. While both areas show strong impact, the chart visually reflects how academic theory benefits marginally more from these findings, reinforcing the need for further applied research to bridge the theory-practice divide (Fika Rahmanita et al., 2024).

CONCLUSION

This study demonstrates that job crafting is a powerful, multi-faceted driver of both individual and organizational effectiveness. The findings reveal a clear and differentiated impact: while task crafting emerged as the most significant predictor of enhanced employee productivity, relational crafting proved to be the strongest driver of organizational citizenship behavior (OCB). This critical distinction provides a nuanced understanding of how proactive employee behaviors translate into specific outcomes; optimizing tasks leads directly to greater efficiency and output, whereas actively building workplace relationships fosters cooperation, altruism, and voluntary efforts that create a positive social fabric. These results robustly validate the Job Demands-Resources (JD-R) model, positioning job crafting as a self-initiated strategy through which employees build motivational resources, leading to enhanced engagement and performance.

The implications of these findings are profoundly practical, offering organizations a clear blueprint for targeted interventions. To boost productivity, efforts should empower employees to reshape their core tasks through autonomy-supportive leadership and role-flexibility initiatives. Conversely, to enhance teamwork and OCB, organizations should foster relational crafting by encouraging mentorship, cross-functional collaboration, and supportive social networks. By moving beyond rigid job descriptions to cultivate an ecosystem where employees can proactively craft their tasks, relationships, and cognitive approaches, organizations can unlock significant gains in performance while simultaneously building a more cooperative, resilient, and engaged workforce. This strategic embrace of job crafting represents a essential evolution in talent management, aligning individual initiative with broader organizational success.

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