

Introduction to job crafting

Job crafting can be a powerful tool to help individuals increase autonomy, creativity, and ownership of their jobs.

WHAT IS JOB CRAFTING?

Job crafting is a bottom-up approach to finding your purpose at work. Importantly, it is a shift from your organisation saying what your job is, to you taking charge and personalising your work.

Traditional approaches to enhancing the employee experience have focused on initiatives driven at the enterprise level, such as introducing a hybrid work policy or additional professional development.

Another common approach is for managers and HR teams to re-design job descriptions or role profiles. While useful, these approaches minimise the power that individuals have to design roles and experiences that fit their needs, values and preferences.



Recommended Resources



[Turn your boring job into a job you love.](#)
Dan Cable on job crafting.



[Ted Talk: Why some of us don't have one true calling.](#)
Emilie Wapnick describes how to job craft and career craft.

WHY JOB CRAFT?

As well as increased productivity, job crafting also enhances employee wellbeing, increased autonomy, and job satisfaction as important outcomes for individuals and organisations.

Research, both Australian and international, indicates job crafting is directly linked to greater levels of work engagement (both as a precursor and a consequence of engaging in job crafting), job satisfaction, job performance, productivity, and retention.

Even those jobs which are more 'routine' and 'restrictive' have been shown to have increased employee wellbeing when workers are able to engage in job crafting behaviours.



I was given the opportunity to craft a role that meant I was able to do what I love without leaving the team I love. Now I get to work directly with my customers to design their systems.

PAST CAREER REVIVE PARTICIPANT



When we are no longer able to change a situation, we are challenged to change ourselves.

VICTOR FRANKL, MAN'S SEARCH FOR MEANING

Job crafting: beyond job design

Job crafting is the next step beyond job design. The focus is on crafting meaningful work and opportunities for individuals to grow and learn in ways that suit them.

The typical approach to job design is to design top-down. In these cases, managers or HR design jobs for their employees based on what they need to get done to meet the goals of the organisation. Even inclusive job design, where there is greater focus on individual needs, is dependent on managers creating roles that fit within a pre-determined organisational framework.

The diagram below provide an overview of the similarities and differences of job crafting and job design.



SIMILARITIES

- Roles must fit within the broader organisation strategy and objectives.
- Employees feel personally responsible for the work they produce and understand the significance of their work within the broader business.
- Job design and job crafting can both introduce greater variety into roles, enhancing employee engagement and job satisfaction.
- Additional flexibility (such as hybrid work or reduced hours) can be introduced through job design and job crafting.



DIFFERENCES

- Job crafting is driven by the employee, rather than through management decisions. This builds more accountability into their role within the organisation.
- Job design is a formal process utilised by HR and managers, while job crafting can be done without organisational input. This increases employee engagement and satisfaction without relying on others in the organisation for input or to make decisions.
- Job crafting enables employees to choose specific tasks that align with their values and motivations.
- Job design may rely on past practice to understand roles in the organisation, while job crafting invites innovation and new ways of conceiving roles.