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Article: **Relationship between Job Crafting, Work Engagement and Psychological Empowerment in Pakistan**

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## Relationship between Job Crafting, Work Engagement and Psychological Empowerment in Pakistan

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### Abstract

The study tests if job crafting could positively stimulate the engagement of work to employees in Pakistan. The relationship between job crafting and work engagement was investigated. In addition, the possible moderating effect of psychological empowerment was taken into account. Data was collected from 320 bank employees of Pakistan which included the top management of banks, through questionnaires. Results revealed significant positive relationships between job crafting, work engagement and psychological empowerment. Psychological empowerment was a significant moderator and enhanced the relationship between job crafting and work engagement. This study would be beneficial in the field of organizational psychology and would help to understand the concern of employees regarding their workplace productivity. This study has also helped in understanding that there is a need to pay attention to employee psychological empowerment, and what changes should be made in the organization to get employees more engaged at work.

**Keywords:** job crafting, work engagement, psychological empowerment

### Introduction

Workplace wellbeing and empowered employees are an important side of the career nowadays, and also an important element to be focused on by the organization to have desirable outcomes. People are having high expectations related to workplace; they want a workplace which gives them the confidence to craft the monotonous tasks they have been doing since day one so that they are more involved in their work which will in return give them happiness, sense of fulfillment, personal development

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and wellbeing. A sense of engagement at work is something that most employees desire. A possible means to attaining that may involve what has come to be called job crafting (Frederick & VanderWeele, [2020](#)).

Banks play a vital role in the economy and the financial system of a country, as a basic component of the monetary system the banks assign funds to the borrowers from the savers in a very effective and efficient manner. Banks provide financial services and they help to make overall economy of the country and without empowered and fully engaged employees the banks cannot work properly. It is very important for the country to focus on the wellbeing of their bankers as they are dealing with day to day tasks of the bank and having an impact on the economy. Therefore, it is important that research should be undertaken in the area specifically to know about the employee's psychological empowerment and how engaged they are at workplace in banking sector. How employees try to be engaged at work? What techniques they use? And how empowered they get after crafting their job?

The main motive of this study was to show that if job crafting could positively stimulate the work engagement of employees in Pakistan. In addition, the possible moderating effect of psychological empowerment was taken into account. The study was purely quantitative in nature and correlational research design was used to investigate the relationship between the variables. The independent variable was job crafting defined by relational crafting, cognitive crafting and task crafting. The dependent variable of the study was work engagement and the relationship was being moderated by psychological empowerment.

### **Significance**

1. Pakistan is a developing country and it should be concerned about its economy; the banking sector is playing a dynamic role in the economy of Pakistan. The employees working in banks should have a mindset to craft their work-related responsibilities and tasks so that they are more psychologically empowered while working and get more engaged in work tasks.

2. Job crafting could definitely work towards something new, in terms of interventions it can promote decent work rather than just enhancing organizational performance.
3. Job crafting will enhance the commitment of an employee with his organization emotionally which will result in good productivity. Hence, the employee will be more active in a role he enjoys.
4. This study will help an individual when he feels unhappy with work/their role and decide to go out in search for a new position. At this point the employers can avoid this by make known to the option of job crafting to maintain their assets (employees). By making some changes the employees will be more likely to stay with the current organization.
5. This study may contribute to the field of research pertaining to job crafting at work place and its effect on work engagement of employees and most importantly whether psychological empowerment moderates the stated relationship or not.
6. It may also benefit the work environment of the organization; by making job crafting an important part of the organizational plan can actually have high indulgence level of employees at work. Also, by analyzing psychological empowerment of employees due to job crafting organizations may make it an integral part of their plan.
7. Empirical research has been done on job crafting and has given massive knowledge about the antecedents and outcomes of job crafting which makes it very useful for further work. So, this research is going to add more information and new knowledge for the variables job crafting, psychological empowerment and work engagement.
8. Nowadays extensive pressure is being put on the effectiveness of employees and the organizational growth, the world of work focuses a lot on psychological empowerment and work engagement of employees regarding the performance and growth of the organization. Psychological empowerment gives more self-control to employees and they get more engaged in work. So, this study is going to contribute to it.

### Literature Review

Svicher and Di Fabio (2021) investigated Job crafting: A challenge to promote decent work for vulnerable workers. The COVID-19 pandemic is having unequal consequences on workers who are vulnerable, such as

unemployment and underemployment. This highlights the extreme need to enhance access to decent work. The study focuses on decent work and job crafting, according to the definition of decent work by psychology of working theory (PWT) and interrogating the evolution of the construct of job crafting. Subsequently, the literature on job crafting is being discussed focusing on the variables related to the PWT model of decent work and their effect on sensitive workers. Finally, potential for further research and intervention focused at promoting decent work through job crafting were discussed.

Frederick and VanderWeele (2020) investigated longitudinal meta-analysis of job crafting which shows positive association with work engagement. The research was aimed at work engagement which was measured on three levels vigour, dedication and absorption; and job crafting which is a proactive behaviour to alter job related tasks. Higher job crafting maybe linked with higher work engagement. Similarly, Sharma and Nambudiri (2020) investigated work engagement, job crafting and innovativeness in the Indian IT industry. There is a moderating effect too in this research paper of perceived supervisory support and openness to experience. The sample consisted of 377 working IT professionals. The data was collected through survey method. This research paper illustrated that workers who are more task oriented tend to have higher levels of uniqueness and innovation orientated patterns. Moreover, work engagement had significant and positive relationship with work engagement and innovativeness.

(Gong et al., 2020) studied psychological empowerment and work engagement as mediating roles between trait emotional intelligence and job satisfaction. This study plays a very important role in human well-being, it probed the impact of psychological empowerment and work engagement in the connection between emotional intelligence trait and job satisfaction. The sample consisted of 370 female nurses who completed psychological empowerment scale, work engagement scale, emotional intelligence scale and job satisfaction scale. The results of the study revealed that work engagement partially mediated the association between EI and job satisfaction. It was also revealed that EI could influence job satisfaction via the serial mediating impact of psychological

empowerment-work engagement. In 2014, Sahar and Waqar also conducted a study to find the relationship between workaholism and psychological well-being among employees of banking and telecom sector on the sample of two hundred and seventy-six bankers.

Matsuo (2019) elaborated goal orientation and work engagement via job crafting and aimed to investigate the techniques that are helpful in promoting work engagement through goal orientation. The sample comprised of nurses of public and private hospitals who had been part of two training programs under different programs of human resource development. Total three hundred and three nurses participated in the study and it was explored that the relationship between learning goal orientation and work engagement is being mediated by job crafting.

Moreover, Guan and Frenkel (2019) examined different HR practices related to work engagement and job crafting in relationship to performance. The sample consisted of four hundred and fifty-five employees related to different HR practices and it was found that

Employees tend to be more involved in their job-related tasks and job crafting where the management is more in power.

Smeenk (2017) investigated the interrelationship between individual and contextual factors in explaining job crafting. It was hypothesized that role breadth self-efficacy is positively related to job crafting, proactive personality is positively related to job crafting, a high involvement HR system is positively related to job crafting. The results revealed direct effects of proactive personality, RBSE and high involvement HR on seeking job resources. Moreover, direct effects of individual HR practices on job crafting were found; in short individual factors and HR practices do not interrelate with each other in explaining job crafting.

## Hypotheses

- There will likely be a positive relationship of job crafting with work engagement of bakers.
- There will likely be a positive relationship of psychological empowerment with work engagement of bankers.

- Psychological empowerment will likely strengthen the relationship of job crafting and work engagement of bankers. (Moderation).

## **Theoretical Framework**

### **JDR Model**

The JD-R model posits that work-related environment has significant characteristics that are linked with this model as a whole as being a probing model it specifically investigates how does well being of employees and effectiveness can be linked with two different sets of working conditions. Job related demands that highlight different factors of the jobs fall in the first set that lead to stress if they excel the ability of the employee. “The second set related to work related conditions can be named as the tendency to which job represent resources to every employee related to the organization” (Bakker et al., [2007](#)). Job resources are different physical, psycho-social or organizational conditions related to the job. They can be helpful in functionality of achieving work related goals, reducing job demands and associating physiological and psychological costs and tend to increase personal growth. “The employees work related activities and increased performance is linked to job resources” (Xanthopoulou et al., [2009](#)). Job resources can also be linked to organizations at different levels i.e. interpersonal or social and also incorporate intrinsic and extrinsic motivation (Bakker et al., [2007](#)).

An encouraging process is the second process processed by the JD-R model. Job resources have both internal and external motivational potential, intrinsically motivating by satisfying human needs and extrinsically motivating by achieving work goals.

### **Job Design Theory**

Job design is very essential to workplace motivation as a well-designed job can motivate employees to have a positive behavior and create good work environment and a strong infrastructure for employee success. Job design focuses on the responsibilities, roles, specifications and objectives which are required to satisfy the expectations of the role. Managers should keep some techniques in mind which would make the

employees work better, keep them motivated, lead them to empowerment and have satisfied employees. Some of the techniques/ methods are:

Job rotation. It is not motivating to do the same task every day, as a result rotating job tasks and expanding employee's skill set could be beneficial. Job enlargement (horizontal). It's about giving the employees the luxury to step back and have a look at their work, assess it and then improve the work, address the mistakes and make it satisfying. Intrinsic, extrinsic rewards. Intrinsic rewards are the self-satisfaction and motivation to oneself whereas extrinsic rewards are a bonus, commission etc. Job enrichment (vertical). The managers can take a role in this by delegating their planning to seasoned employees. This could make the employees be engaged and progress more into their work.

## PERMA

One of the major key concepts in PERMA model is meaningfulness that how much significance is being given to work. Positive psychology says to increase the happiness one should have meaning to his work or find meaning to his work, and if we see empirical research there is a lot of evidence that if the person has meaningfulness it plays great role in the workplace as enhanced job satisfaction, performance and motivation (Hackman, [1980](#)). The benefits of the approach are enhanced organizational performance, more work engagement and adding challenge advances mastery.

Theories of psychological empowerment includes outcomes and processes, suggesting that actions, structures, activities could be empowering for an individual. The outward form of empowerment processes and outcomes are different as there is no single standard that can get its meaning in all contexts. Talking about the empowerment at community level the individuals might participate in community organization, and the participation is of taking decision collectively and having shared leadership. Collective action is also part of it to access government and other community resources. When we study organizations then empowerment outcome is the development of organizational networks, the growth of the organization, and policy leverage, and all this will come with psychologically empowered employees (Bess et al., [2010](#)).



### **Intrapersonal Component**

It deals with how people think about themselves and it has a domain of specific perceived control which is the level of confidence one person has over his ability to influence work, family, socio-political contexts. Intrapersonal component is basically about perceptions because that is the important element on which the individual initiate to engage in behaviors to influence the desired outcomes. It is unlikely that people who do not think that they have the capability to achieve goals would achieve them or even know what it takes to achieve them (Zimmerman, [1995](#)).

### **Interactional Component**

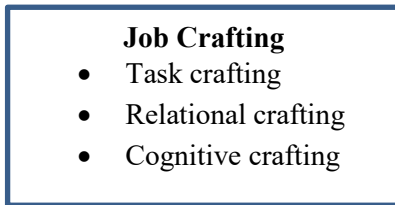
The interactional component of psychological empowerment refers to the understanding of the community and socio-political issues which people have. This aspect of psychological empowerment suggests that people are aware of the tactics, behaviours they need to use to accomplish the goals which they believe are appropriate for them. Individuals need to know the options in the given context. By knowing the norms, values, systems so that the individuals are able to decide and be committed. Having the awareness of the resources that are needed to achieve desired goals, knowledge of how to acquire those resources and skills of how to manage those resources once the individual has them. This ability is known as mobilization of resources which is the key aspect of interactional component of PE because it suggests environmental mastery. This component also includes decision making, problem solving and leadership skills (Zimmerman, [1995](#)).

### **Behavioral Component**

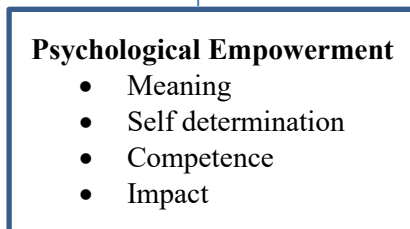
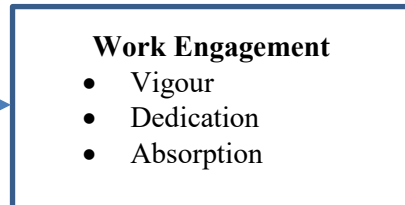
This component of psychological empowerment deals with the actions which are directly helpful in outcomes. The dispositions, mood, and feelings everything affects the capability of an individual to work and get better outcomes. Also includes the effective decision making to the level of creativity and ability to work well with others (Zimmerman, [1995](#)).

## Theoretical Model

### Independent variable (IV)



### Dependent variable (DV)



### Moderator variable (MV)

This model depicts that job crafting is being defined by task, relational and cognitive crafting. Being the independent variable, it has its effects on dependent variable which is work engagement defined by vigor, dedication and absorption. The model also shows that there is a moderator in between the independent and dependent variable which is psychological empowerment defined by meaning, self-determination, competence. The moderator also has its effects on the dependent variable.

## Method

The study is purely quantitative in nature, which is designed way of gathering and scrutinizing data from various sources. Quantitative research is all about measuring variables using a numerical system, and then analyzing the results through a statistical model and then reporting the relationships and associations among the studied variables. Statistical techniques that mostly used by the organization for analysis and interpretation and visualization of numerical data into presentable form. In this present study correlational research design was used to evaluate the

connection with job crafting, psychological empowerment and work engagement in bankers.

Correlational research methodology and structure was used in the extant study. A correlational study is a type of non-experimental research in which there are two or more variables which are measured, assessed and understood statistically and the relationship is being seen between them with no influence from any extraneous variable the present study was done to evaluate the connection with job crafting, psychological empowerment and work engagement in bankers.

### **Data Extraction Procedure**

The unit of analysis in this research was an individual employee working in a private bank of Lahore. Both male and female employees of private banks with at least 1 year of experience were included in the population of this research.

To perform calculation of sample size Solvin's formula was used (Ryan, [2013](#)).

$$n = N / (1 + N e^2)$$

Where n = Number of samples

N = Total population

e = Error tolerance

In this particular research the population was 1650 of the total employees selected falling under the management position. 5 randomly selected private banks of Lahore.

$$n = N / (1 + N e^2)$$

A total of 350 survey forms were circulated among arbitrarily to particular private banks. The questionnaires with incomplete information were not taken into account, whereas 330 questionnaires were filled properly. Furthermore, a total of 320 responses were considered eligible for data analysis with proper and complete information.

The population in this research was all the private banks of Pakistan. But, due to time and financial constraint private banks only from Lahore

were selected, so the target population for research study included private banks from Lahore.

## Findings

Pearson r value for job crafting and psychological empowerment is .539, which depicts a good positive relationship between them. This means that when employees craft their work-related tasks and duties they get positively empowered psychologically. Value of Pearson r for work engagement and job crafting comes out to be .535, which depicts positivity in a connection of job crafting with work engagement. Depicting that when employees craft their work-related responsibilities, when they alter their daily routine tasks they get more engaged in work. Value of Pearson r for psychological empowerment and work engagement is .618, which depicts a strong positive relationship between the two. This means that when the employees are empowered psychologically they work more efficiently with full concentration and engagement.

**Table 1**

*Descriptive Statistics of Demographic Variables (N=320)*

Variables	F	%
Gender	320	100
Male	191	59.7
Female	129	40.3
Qualification	320	100
Undergraduate	32	10
Graduate	193	60
Post graduate	92	28
Phd	1	.3
Others	1	.3
Age	320	100
35-40 years	185	57.8
41-45 years	128	40
46-50 years	7	2.2
Bank	300	100
Private	320	100

Variables	F	%
<b>Designation</b>		
Middle management	243	75.9
Senior management	77	24
	<i>M</i>	<i>SD</i>
Work experience	4.67	2.32

*Note.* For Gender, 1=male, 2=female; Qualification, 1=undergraduate, 2=graduate, 3=post graduate, 4=phd, 5=others; Age, 1=25-30 years, 2=31-40 years, 3=41-50 years; Bank, 1=private, 2=public; Designation, 1=middle management, 2=senior management

**Table 2**

*Inter Correlation between Job Crafting, Psychological Empowerment and Work Engagement (N=320)*

	JC	PE	WE
JC	1	.539**	.535**
PE	.539**	1	.618**
WE	.535	.618**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 3**

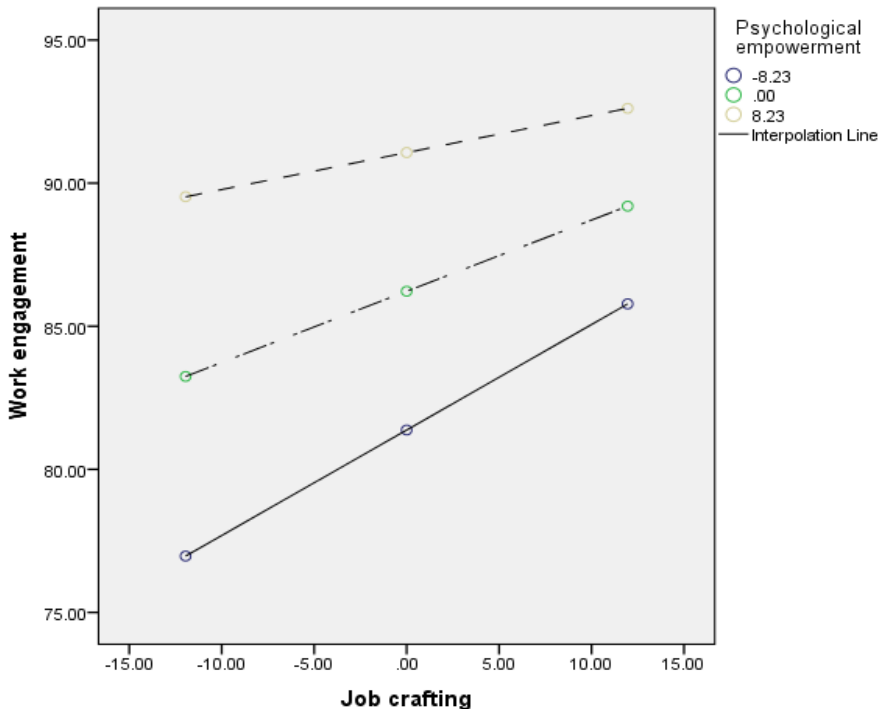
*Moderation Analysis through Hayes Process Predicting Psychological Empowerment among Bankers (N=320)*

<i>b</i>	Se	T	P	LLCI	ULCI
-.0146	.0029	-5.0575	.0000	-.0202	-.0089

The main moderation analysis in which it tells the *b* – value. Using the t test, *b* value is compared to zero. That is calculated from the division of beta by its standard error. The confidence interval for *b* is also computed. A significant interaction value looking at the output the interaction is highly significant *b* = -.0146, 95% CI (-.0202, -.0089), *t* = -5.0575, *p* < .01, shows the moderation effect. These values indicate that the bond of

job crafting with work engagement that has moderated by psychological empowerment.

**Figure 1**



### Interpretation of the Graph

This plot depicts that the moderator which is psychological empowerment is being measured on three different levels, level 1 is -1 standard deviation, level 2 is zero and level 3 is +1 standard deviation. So, this graph represents the three slopes of psychological empowerment (moderator) on negative, zero and positive levels. The interaction term in the model is statistically significant, these slopes test the association of job crafting and work engagement at moderation levels (psychological empowerment).

- Significant positive association between independent and dependent variable.
- Significant positive association between moderator and work engagement
- Good moderation of psychological empowerment between independent and dependent variable.

### **Discussion**

It has been stated that 53% of employees are very confident that if they leave their job today they will get a new job within months (Gallup, [2018](#)). Indicating that if the organization fails to give a strong reason for employees to stay they will find other reasons to work in other organizations. This is the importance of engagement at work which is needed in organizations to have psychologically empowered employees so that they work for the goals of the organization. Overall the importance of employee performance can be seen as one of the major factors for any successful enterprise. According to job demands resources model where resources are playing very significant role to increase positive outcomes and reduce adverse results (Bakker et al., [2007](#)). Job crafting initiates changes in each particular's job design and job description, as mentioned in this model the job characteristics which are job demands and job resources. The job characteristics which require the efforts of the employees are the job demands and the characteristics which help in attaining the work-related goals are the job resources. Existing research has analyzed different antecedents of job crafting which are individual characteristics, attitudes, job characteristics, job demands and person job fit. More researches have been done on job crafting and they mention that job crafting helps in positive outcomes such as positive feelings, attitudes, social relatedness, and work engagement and all together they resulted in positive wellbeing of employees and performance at work. However, overall there is a paucity of researches focusing on how job crafting can benefit the employee wellbeing and the performance at work.

The result of the study supported the hypothesis as there were a directly proportional relationship with the variables in the certain sample. These results were consistent with the previous findings of Harju et al. ([2016](#)), who examined that how job crafting reduces job boredom and

increases work engagement, the study was conducted on Finnish employees from different organizations and the results revealed that seeking challenging at work really enhances the work engagement of the employees, prevents them from being bored at work and also produces job crafting behaviours. Another study by van Wingerden et al. (2017) supported the result of the research as it examined the energetic with ability to do work readily kind of personality and job performance; the role of job crafting and work engagement. The results of the study revealed that employees with energetic and self-driven personality have more probability to craft their jobs and workers proactively adjust to their environments and get engaged in work to perform well.

Furthermore, the result of the research supported the hypothesis and there was a directly proportional relationship with variables. Jose and Mampilly (2014) investigated the psychological empowerment as the predictor of work engagement, they did this research on 101 non-managerial employees from three organizations and the study revealed that all the dimensions of psychological empowerment other than self-determination were strongly predicting work engagement. Additionally, a research by Stander and Rothmann (2010) supports the results of this study, it investigated the relationship between psychological empowerment, job insecurity and employee engagement. The results revealed that psychological empowerment (self-determined, competence and cognitive orientations) and employee engagement had a strong statistical significant relationship.

Lastly, it was hypothesized that psychological empowerment will firm up the relationship designed by employer or organization with work engagement and job crafting of bankers. That it would bring a self-resistant effect with job crafting and work engagement, the results of this learning reveal that psychological empowerment as strong, noteworthy and a constructive moderator. A lot of work has been done on psychological empowerment as a moderator but with job crafting as an IV and work engagement as a DV researched this firstly and investigating moderation consequence of it. Job crafting is such a proactive behavior where an employee crafts his tasks, duties and job meaningfully that it results in psychologically empowered employee and once the employee is



psychologically empowered it is confirmed that it has directly proportional correlation with all of the dimensions related to work engagement (Meng & Sun, 2019). Nowadays a lot of effort is being put by organizations, banks to enhance the employee wellbeing, how empowered they are so that the workplace gets the best out of each employee by being well engaged in their work and motivated towards the achievement of goals of the organization.

Moderation has been investigated on three levels which are high, medium and low. Psychological empowerment has shown highly significant results as a moderator on all three levels.

## **Conclusion**

The study has helped in understanding that there is a need to pay attention to each employee as an individual, as a whole being who needs to focus on his mental wellbeing so that he works as a healthy person who is motivated towards his goals and works hard for the organization to achieve its goals too. This study will be beneficial in the field of organizational psychology and in all the organizational fields, as it would help the organization to better understand the employees and helping them to stay active and focused. On the basis of these findings, trainings should be conducted by organizational psychologists to help employees how to craft their duties and responsibilities to better benefit the organization and their own mind.

The research is a gateway that gives a more detailed that will help to understand the connection of variables in a certain framework. For furthermore studies could be conducted on this certain area that would consolidate its consistency and reliability.

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