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Relationships among Job Design, Job Crafting, and Task Performance from an Employee Participation Perspective

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Abstract

This study adopted an employee participation perspective to investigate the effects that employees' perception of job design, job crafting, and task performance have on their organization. Data were collected from 5,398 employees of a Taiwanese firm, of which, 2,577 (48%) employees proactively crafted their job. Results of this study indicate that employees' perception of job design influenced their task performance.

We also found that employees' perception of job design in organizations had a proactive effect on their formal job crafting, and the mediation of employees' formal job crafting influenced the relationship between job design and task performance. Thus, we infer that formal job crafting enhances proactive behavior in organizations. Finally, we discuss the implications of this study and provide suggestions for future research.

Keywords: Employee participation, job design, proactive job crafting, task performance
1. Introduction

For over 40 years, in response to social, technological, and environmental changes, companies have frequently employed job design theory to develop the organization using the leaders’ managerial knowledge and the employees’ work experience (Grant & Parker 2009). Employee participation has been strategically applied by quality control circle (QCC), labor committees, and in ISO 9001 quality management meetings to enhance the validity of job design for nearly a decade (Brannick, Levine & Morgeson 2007). Job design is beneficial for human resource management activities (Morgeson 2008), encourages a positive work attitude and behavior, and is required as legal evidence of labor relationships, for example, as a supporting document in a court defense (Strauss 2006). This shows that organizations are obligated to and find it worthwhile to satisfy the needs of the system.

Grant and Parker (2009) reported that the relational and proactive perspectives of job design theory have increased in popularity in recent years. A proactive approach may be demonstrated using the bottom-up management practice. Thus, the proactive attitudes and behavior of individual employees can be analyzed. Proactive job crafting represents one dimension of this perspective. Wrzesniewski and Dutton (2001) contended that the scope, meaning, and status of work does not depend on the formal job parameters, but on employees who understand and define their own work. In addition to the supervisor defining the goals of their subordinates, employees can also understand and self-define their role, which results in positive psychological development. For example, if employees are free to make decisions regarding their out-role behavior (Griffin, Neal & Parker 2007), they have appropriately employed proactive job crafting to benefit organizational effectiveness.

In the legitimate scope of work, the benefits of job crafting remain inconclusive. Although individual-level proactive behavior can reduce pressure and friction, at an organizational-level it is a potential risk factor, which can damage employees social skills and the organizational culture (Bolino et al., 2010). This behavior allows employees to be whistleblowers (Bjorkelo et al., 2010). Thus, if employees’ behavior cannot be organized by their supervisors, despite the employees understanding the supervisors’ organizational behavior, whistleblowing can result in a negative effect. We believe that employees adopt more favorable and proactive behavior into the formal scope of their job through job crafting, and supervisors monitor the organizational effectiveness. Conversely, top-down management systems, where employees conduct the design of their own role, their function is to provide information to supervisors and facilitate the launch of a restructuring plan and managerial support (Oldham & Mackman, 2010). However, these systems are also more prone to instability caused by the job crafting effect. Therefore, if employees have a higher level of involvement in the role of job design, their role shows more evidence of job crafting (Berg, Wrzesniewski and Dutton, 2010). We contend that organizations that encourage more employee-level job design have higher job crafting, which increases organizational effectiveness. Employees participating in job design, who can autonomously determine their work content, undergo examination by their supervisor and HR manager to confirm that their role of job design comprises the organizational objectives and expected performance.

We determined from a literature review that organizations that allow employees to actively participate in job design decisions influence employees’ current work.
Additionally, we discuss the process and development of our theories and hypotheses. We emphasize the proactive job crafting of employees, but do not predict the nature of the work. Furthermore, considering the development of job design theory, we extend job crafting theory and explore employees’ formal job self-design. In the base conditions adopted in this study, employee participation in job crafting decisions resulted in positive outcomes and increased employee wellbeing. In the following section, we report the results of a survey conducted among 2,308 employees. Finally, we present our conclusions and discuss the implications of our findings on job design theory and future organizational policy.

2. Literature Review

Regarding the proactive development of job design theory, job crafting theory is worthy of organizational attention and adoption. For the employees who participate in job design, formal job crafting can enhance their performance.

2.1 Job crafting in job design

Job design outlines the work methods, tasks, and roles that accompany structural formulation and revision, as well as the impact of these structures on the implementation and modification of individuals, groups, and organizations (Grant & Parker, 2009). In today’s rapidly changing conditions, the dynamic work environment can no longer adopt a static view of job design. Parker et al. (2001) proposed a job characteristics model that could be extended to more extensive applications for determining employee characteristics, such as security and creativity, which affect a wide range of achievements. Their study explored the motivational mechanisms and discussed the relationship between individuals and organizations. Other developments emphasized the potential trade-offs and solutions of job design (Campion, Mumford, Morgeson, & Nahrgang, 2005). A proactive perspective is one development of modern job design. The positive organizational benefit of proactive behavior is job crafting (Amabile et al. 1994). Job crafting is defined as “the physical and cognitive changes individuals make in the task or relational boundaries of their work,” (Wrzesniewski and Dutton 2001: 179). People use job crafting to improve the validity of job design.

2.2 Proactive job crafting

Job crafting is a proactive and adaptive process and can be used to determine employees’ position or status in an organization (Berg, Wrzesniewski & Dutton 2010). Thus, proactive changes to the structure and content of work is not required to wait for the supervisor’s initiative (Oldham & Hackman, 2010). Highly motivated individuals with a strong personality exhibit proactive behavior that does not necessarily agree with the organizational goals. However, through participation in decision making, proactive job crafting behavior can be encouraged in employees. This job-related decision-making freedom increases the emotional foundation for self-determination (Spreitzer & Sonenshein 2003). Conversely, a high degree of close supervision limits employees’ discretion, reducing their opportunities to participate in job crafting (Wrzesniewski & Dutton 2001). We believe that if the job can be crafted according to organizational goals, the scope of employees’ work will be considerably formalized. When organizations use this experience to alter the self-managed work of employees, employees develop a method of job crafting that ensures the organization benefits. By contrast, when managers believe that non-authorized subordinates must be prevented from engaging in job crafting behavior and employ additional supervision practices to control employee behavior and skills, they damage employee motivation and organizational culture (Bolino et al., 2010).
In positive organizational behavior, managers must accept this behavior for better leverage to convince higher management that these behaviors are in the interests of the organization. In other words, implementing active monitoring strategies to control subordinates is a supervisor’s responsibility and an aspect of leadership. However, if managers cannot control employees’ positive organizational behavior, job crafting may result in frustration for managers (Schmoker, 2004) and cause employees to become whistleblowers (Bjorkelo et al., 2010). Therefore, job crafting, which allows employees to participate in job design, can be considered a proactive development method that benefits job design theory.

2.3 Employees’ perception of task characteristics in job design

Job design in organizational activities has the impact of its antecedents including individual differences and work characteristics (Parker & Ohly 2008). LePine, Podsakoff and LePine (2005) pointed out that job demand is the pressure (such as using the wrong management tool) and the challenging effects (such as higher task complexity). We believe that the task characteristics of job design would be affected by the proactive job crafting. First, job design is the work design process, analysts feel that this task needs directly. For example, the functions in the same job level, job will be crafting the work activities, context and complexity of the impact (Lievenes et al. 2010). Analysis (such as employees) work must be designed to assess the task difficulty and task importance. At this point, the staff works from the implementation of self-analysis and standard setting, he will find that analysis of the more difficult task will make the expected contribution of the higher self. This may be the task difficulty in job design with higher requirements, will lead to self-competence and experience good results can be expressed survived. In addition, the task importance in job design should also be considered one of the design requirements. When the staff analysis the individual work-item that has higher tasks importance, they can display themselves in the higher relative task importance. We can see the reason to get on employees that higher task difficulty and task importance in job design, it will affect the job design process. Therefore, we expect demand to improve job design and promote the higher proactive job crafting.

H1: Employee perception of task difficulty and task importance in job design processes is positively correlated with formal job crafting.

2.4 Proactive feasibility of job crafting

Job design changes typically consider the existing job scope and emphasize benefiting the organization. Job crafting behaviors are systematically employed to encourage staff to engage in good behavior. Among them, job norms are the acceptable standards of behavior for group members. Because the organizational structure considers how the work is formally divided, classified, and coordinated, specialization within an organization must consider disaggregate preparation. When the work structure is assigned during programmed decisions, formalization of the organization must consider the degree of standardization. When the organization allows staff to participate in job design and determine their own work settings, employees begin to craft their own work processes. Job crafting according to personal preferences strengthens employees motivation and task performance, and enables them to redefined and develop their careers (Wrzesniewski, Berg & Dutton 2010). Proactive job crafting also emphasizes employees’ self-motivation and development in new positions. When the organization uses a bottom-up approach for employee job design, proactive job crafting can be successfully applied to the formal standards or times of work. Thus, staff will devote more effort to increase their performance and feel satisfied with their work. From a proactive perspective, previous studies implemented a number of task changes to observe the effects, such as altering the
frequency of personal and team tasks (Leana, Appelbaum, & Shevchuk 2009), changing the task type and quantity (Wrzesniewski & Dutton 2001), monitoring employees’ willingness to change (Ghitulescu 2006) as well as their response to changes in a particular situation (Lyons 2008). In job design, changes in the tasks can be considered external validity. Employees’ feelings regarding the changes is considered the perception of task changes. Relationship changes and cognition changes are also measured using perception as a basis. Perception stability and consistency provides an assessment of the importance of proactive job crafting.

2.5 The stability and effectiveness of proactive job crafting

Job crafting is a task resulting from job design. A well-designed job may increase the welfare of employees and provide challenges that promote personal growth (Strümpfer 2006). Employee job design is one of the benefits of working for basic units that can be adapted to local conditions, that is, a job redesign. For example, metropolitan and non-metropolitan units have different labor costs and services. The employees of metropolitan units must provide an all-day service each working day, whereas the employees of non-metropolitan units are only required to provide services five days before payment deadlines. Job crafting benefits employees’ self-assessment, work satisfaction, attitudes toward the supervisor, and task performance (Ghitulescu 2006). When the job-design process is included in the employees’ work scope, their behavior in the organization’s business environment can be included to their task performance. If employees participate in establishing their work standards setting according to their preference and skills, their contribution will increase. Subsequently, supervisors can better assess employees’ individual performance and effort. Thus, an employee’s task performance influences the job design process. Furthermore, according to the theory of motivation, organizations typically adopt a top-down job design process, where employee requirements are only partially recognized and work standards are established. When employees can participate in job design according to the bottom-up process, they better understand the content of their work. This increases employees’ motivation to fulfill the work requirements. Thus, when employees participate in job design and determine their own work standards, they adjust their behavior and task performance to meet their personal needs. Therefore, we expect that proactive job crafting is required to increase employees’ task performance.

H2: In the job design process, perceived job crafting positively mediates the relationship between perceived job design task and employee task performance.

3. Research Methods

3.1 Research design and sampling

![Figure 1. Research structure of job crafting and its relations](image)

The research structure of this study is shown in Fig 1. We selected a company as a case study to examine the “formal” (degree of work standardization in the organization) development of proactive job crafting and its effect. In a top-down approach, every
employee must follow the same work scope, the work cannot be altered according to personal discretion and work diversity. Previous studies (Wrzesniewski & Dutton 2010; Leana, Appelbaum & Shevchuk 2009; Lyons 2008) investigated the employees who redesigned their own work. However, we are more interested in how the employees determine their work standard and content. Wrzesniewski and Dutton (2001) stated that individuals who actually conduct proactive job crafting develop their own work identity and individual roles. Therefore, we explore the job design process at the individual level and examine the impact of job crafting on employee performance. We investigate the execution of the job design of a company in Taiwan (with a 78% market share). Suitability for the situation, in August 2008 we explored the views of staff by conducting open-ended interviews, including interviews with 50 staff from 13 units that had different work contents for metropolitan and non-metropolitan areas. This information enabled us to identify the process of employee job self-crafting, which facilitates employee surveys. From January 2009 through to March 2009, we investigated the job design process at the staff level. In the past, the company had initially adopted a top-down approach, where the supervisors conduct the job design, redesigning the role of their subordinates. However, the firm switched to a bottom-up approach, where the employees design the job themselves according to their skills that most benefit the organization. Thus, employees determine their work content. Whether the top-down or bottom-up approach, designers are working for agreement of supervised unit as the final scope of work, which is sure employees work on the basis of self-correction. The case company has 5,398 employees, of which only 2,577 (48%) spontaneously create work; thus, we selected these 2577 employees as the study sample. Employees to participate in this start event, we gather personal background information (gender, age and seniority), perceived job design. During October 2009 (6 months after job crafting), the results of proactive job crafting and task performance were investigated. During the job design process, each participant was encouraged to proactive develop their own job design. Of the participants, 55.1% were female, their mean age was 50 (SD = 6.8), and they had an average of 24.1 years work experience (SD = 8).

3.2 Design

Job-design task
Perceived job-design task was used as the independent variable based on the suggestions of Brannick, Levine and Morgeson (2007: 96) for two important dimensions. The first dimension was the perceived task difficulty of job design, which referred to the difficulty of performing a task correctly in relation to other tasks within a single job. A five-point Likert scale, ranging from 1 (very easy) to 5 (very difficult), was used to measure the three items. We obtained a reliability (Cronbach’s alpha = .90) in time 1. The other dimension is perceived task importance of job design, which is the assessment that a specific work leads to the appropriate proactive results. The 5-point Likert scale in three items was utilized to measure from 1 (consequences of errors are unimportant) to 5 (extremely important result). We also received the reliability (Cronbach’s alpha = .96) in time 1.

Job crafting
Formal job crafting was used as the mediated variable and referenced that employed by Wrzesniewski and Dutton (2010). The three dimensions of job crafting and the questionnaire items are built from the study. A five-point Likert scale was utilized, ranging from 1 (strongly disagree) to 5 (strongly agree). The first dimension is the self-task change boundary in job crafting, which allows employees the freedom to change their own work design. That was used to measure the three items. We obtained a reliability
(Cronbach's alpha = .83) in time 2. The second dimension is the self-task relationship boundary in job crafting, which allows employees the freedom to change their own working relationships. That was used to measure the three items. We obtained a reliability (Cronbach's alpha = .73) in time 2. The last dimension is the self-task cognition boundary in job crafting, which is employees' practical experience of implementing changes. That was used to measure the three items. We obtained a reliability (Cronbach's alpha = .77) in time 2. These items were developed during the pretest interview process.

Task performance
This study used task performance as the outcome variable according to the suggestions by Ghitulescu (2006). This variable was measured according to the employee's performance and the manager's assessment of employee effectiveness. A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used to measure the four items. We obtained a reliability (Cronbach's alpha = .88) in time 2.

Control variables
Participants' gender, seniority, age, organizational support, and supervisory support were used as control variables to prevent unnecessary biasing of the results. Regarding the measures for organizational support, that is, employees being allowed the freedom to practice their job crafting skills, and the degree of organization support, we selected 8 items used by Eisenberger et al. (1986). We also assessed their degree of deviation from that of existing studies. We obtained the reliability (Cronbach's alpha = .92) in time 2 based on suggestions by Rhoades and Eisenberger (2002, p. 699). A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was employed to measure the four items. We then obtained the reliability value (Cronbach's alpha = .88) in time 2. We also selected 6 of the question items used by Eisenberger et al. (1986) (Cronbach's alpha = .93) to develop the measurement scale for staff participation in job crafting (1 = strongly disagree, 5 = strongly agree). We also assessed their degree of deviation from that of existing studies. Furthermore, we referenced the research strategy employed by Rhoades, Eisenberger and Armeli (2001) and used of two forward and four reverse items, which we control for during our analysis. In addition to the work content and workplace barriers, gender roles may result in role ambiguity and affect task performance. This study focuses on the role of changes in work incentives rather than incentives that motivate change. Senior personnel may have higher human capital, which affects task performance. However, more advance age may result in greater fatigue, less innovation, lack of initiative and enthusiasm, which can also affect task performance. Furthermore, the higher the level of employee involvement, the lower the organizational support and supervisory support (Strauss 2006), which also affects employees' task performance.

3.3 Procedure
For the analysis, we used 2,308 samples obtained by conducting two iterations of the survey with the study participants. These participants were employees with the freedom to design their own job, which enabled us to obtain integrated research data. Efforts to avoid systematic errors, also known as common method variance (CMV), should be included in the research design. According to the suggestions presented by Podsakoff, MacKenzie and Podsakoff (2003), this study applied two methods to the pre-design. We conducted quantitative data collection of the same samples at different times, using a questionnaire survey to reduce the errors in the design and arrangement of the measuring tool. Considering the potential interpretations of the survey questions, participants with different variables were randomly mixed together and instructed to clarify the questions.
According to the multicollinearity of Kennedy (1993) in the posttest, the VIF value of the variable did not exceed 10, and the independent variable did not show substantial collinearity. The independent variable residual error possessed a reasonable range for the D-W value, with no correlations. Confirmatory factor analysis (CFA) was used to examine the validity of the variables, and AMOS 6.02 statistics software was used to calculate the maximum likelihood estimate. The parameter used in this study was unaffected by missing data (Arbuckle 2003). Before examining our hypothesis, structural analysis was applied to examine the validity of variables. The measured variables included perceived task difficulty and task importance of job design, perceptions of formal job crafting, and task performance. We used $\chi^2/df < 3$ (Carmines & Mcalver 1981) to assess all criteria (Bentler & Bonnett 1980; Jöreskog & Sörbom 1993) for convergent validity including GFI > .9, NFI > .9, CFI > .9 and RMSEA < .05. The results showed that individual employees conduct and implement job design differently based on their experience and develop their own unique concept of job crafting. In this case, the common method error was relatively low. Table 1 shows the mean, standard deviation, and related results of the analyzed research variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
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<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<tbody>
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<td>1. Gender</td>
<td>1.55</td>
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<td>2. Age</td>
<td>50.09</td>
<td>6.82</td>
<td>.05**</td>
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<td>3. Experience</td>
<td>289.14</td>
<td>95.66</td>
<td>.02</td>
<td>.76**</td>
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<tr>
<td>4. Perceived organizational support</td>
<td>2.51</td>
<td>.63</td>
<td>.01</td>
<td>.06**</td>
<td>.05**</td>
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<tr>
<td>5. Perceived supervisor support</td>
<td>2.40</td>
<td>.69</td>
<td>.01</td>
<td>.06**</td>
<td>.04</td>
<td>.82**</td>
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<tr>
<td>6. Perceived task-difficulty in job design</td>
<td>3.27</td>
<td>.54</td>
<td>.01</td>
<td>.02</td>
<td>.02</td>
<td>.28**</td>
<td>.29**</td>
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<tr>
<td>7. Perceived task-importance in job design</td>
<td>3.64</td>
<td>.74</td>
<td>.01</td>
<td>.06**</td>
<td>.05**</td>
<td>.49**</td>
<td>.53**</td>
<td>.39**</td>
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<tr>
<td>8. Self-task change in job crafting</td>
<td>3.47</td>
<td>.60</td>
<td>.02</td>
<td>.04</td>
<td>.01</td>
<td>.63**</td>
<td>.68**</td>
<td>.34**</td>
<td>.54**</td>
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<td>9. Self-relationship change in job crafting</td>
<td>3.60</td>
<td>.58</td>
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<td>.02</td>
<td>.03</td>
<td>.51**</td>
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<td>10. Self-cognition change in job crafting</td>
<td>3.59</td>
<td>.63</td>
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<td>.02</td>
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<td>.65**</td>
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<td>.33**</td>
<td>.50**</td>
<td>.65**</td>
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<td>11. Task performance</td>
<td>3.97</td>
<td>.76</td>
<td>.02</td>
<td>.07**</td>
<td>.61**</td>
<td>.65**</td>
<td>.37**</td>
<td>.64**</td>
<td>.60**</td>
<td>.61**</td>
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</table>

n=2308, *p < .05, **p < .01

The test procedure used by Baron and Kenny (1986) was employed for test verification, as shown in Table 2. The analysis results for the relationship between independent variables and outcomes showed that job characteristics (task difficulty and task importance in job design) was related to task performance. The analysis results for the relationship between independent variables and mediating variables showed that job characteristics (task difficulty and task importance in job design) was related to job crafting. Finally, the analysis results for the relationship between the effects of independent variables and mediating variables on the dependent variables showed that job characteristics and job crafting had a mediating effect on task performance. All the multivariate models were estimated using SPSS 18. Interference analyses were performed using stepwise regression analysis.

<table>
<thead>
<tr>
<th>Control Variable</th>
<th>Self-task change in job crafting (Model 1)</th>
<th>Self-relationship change in job crafting (Model 2)</th>
<th>Self-cognition change in job crafting (Model 3)</th>
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<tbody>
<tr>
<td>Gender</td>
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<td>.00</td>
<td>.00</td>
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<td>Age</td>
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<td>.00</td>
<td>.02</td>
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<td>Experience</td>
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<td>-.03</td>
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<td>Perceived organizational Support</td>
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<td>-.19**</td>
<td>-.22**</td>
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<td>Perceived supervisor Support</td>
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<td>-.36**</td>
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<td>.10**</td>
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<tr>
<td>Perceived task-importance in job design</td>
<td>.20**</td>
<td>.17**</td>
<td>.16**</td>
</tr>
<tr>
<td>P</td>
<td>427.14**</td>
<td>362.46**</td>
<td>204.61**</td>
</tr>
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<td>R²</td>
<td>.48</td>
<td>.52</td>
<td>.31</td>
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</tbody>
</table>

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4. Results

4.1 Correlation analysis

We provided each participant with a number and conducted two iterations of the survey for 2,308 valid questionnaire samples. After matching the surveys to each participant according to their assigned number, we examined whether the work content of each employee was in accordance with the formal job crafting results. We found that each participant had at least 3 to 15 revised work standards. This result is higher than that reported by previous studies (Lian 2006), which found an average of 1.49 revisions. However, we found that only 48% of employees conducted job crafting, which is less than the 78% reported by Lian (2006). This is primarily because 52% of the employees feared that participating in formal job crafting would lead to reprisals or alter their works responsibilities, that is, their routine tasks. The results shown in Table 1 indicate that the control variables of age and seniority were positively correlated with the independent and dependent variables, whereas organizational support and supervisory support were negatively correlated. Job crafting and task performance (antecedent and outcome variables) also have a positive correlation. These findings are worthy of further investigation considering our hypotheses.

4.2 Predictors of job design

We predict that employees’ willingness to participate in job crafting is influenced by their perceptions of the difficulty and importance of job design (H1). The stepwise regression method was applied to examine this assumption. Table 2 shows the predictors of job crafting and employees’ perceptions of job design.

We found that the antecedents of job crafting, namely changes in task boundaries (F = 362.46, p < .001), changes in relationship boundaries (F = 193.55, p < .001), and changes in cognitive boundaries, were significantly correlated (F = 328.39, p < .001). Furthermore, the perceived difficulty (β = .09, p < .001) and the perceived importance (β = .20, p < .001) of job design under changing boundaries were significantly positively correlated. The perceived difficulty (β = 17, p < .001) and perceived importance (β = 17, p < .001) of job design under changing relationship boundaries were significantly positively correlated. Additionally, the perceived difficulty (β = .10, p < .001) and perceived importance (β = .16, p < .001) of job design under changing cognitive boundaries were significantly positively correlated. Regarding explanations of the variation, the perceived job design of job crafting accounted for 52% of the changes in task boundaries (Model 1), 37% of the changes in relationship boundaries (Model 2), and 50% of the changes in cognitive boundaries (Model 3). This shows that the predictors of job crafting are significantly related, thereby supporting H1.

4.3 The effect of job design

Regarding the effect of job design, we predict that job crafting mediates the antecedents and consequences of job design (H2). To examine this hypothesis, we adopted a linear regression method at the employee level. Table 2 shows the job crafting results provided by Model 4 (task performance). For the relationship between the independent and dependent variable (Table 3), the antecedents of job crafting and task performance showed a significantly positive correlation (F = 419.63, p < .001), accounting for 56% of task performance. Furthermore, after including mediated variables, whether the observed independent variable is significant or insignificant, the effect is supported by the intermediary. By including job crafting in Model 4, the overall explanatory power of the
results increased by 7%. This significantly reduced the results for the perceived difficulty of job design and organizational support, which did not reach a level of significance; the β values for perceived importance of job design with supervisor support were also reduced. Therefore, job crafting is positively mediated between its antecedents and task performance. Thus, H2 is supported.

5. Discussion

Employee participation is a hidden management not to include supervisor decisions in the formalized and organizational activity. We propose the proactive job crafting of employees can be applied in job design, and there are three findings. First of all, we found that employees perceived task to job crafting has a positive impact on the employee participation of job design. This is the last study (Tims, Bakker & Derks 2011) has a similar view with the work source to affect the job crafting. Such as the general situation, the work demands and resources would affect job crafting (Tims & Bakker 2010). We believe that they participate in the process or situation of job design is to reach adaptation. Person-job fit has been formalized by the jobs. Employee participating in job design is able to effectively reflect the self-psychological needs. Higher self-determination does, better job crafting effects are (Wrzesniewski & Dutton 2001). This task shows that employees feel the task to have more own decision-making in self job crafting of work situation.

Furthermore, the formal job crafting becomes one importance of application methods for job design. In particular, in do-decision job crafting of employees, this study found that the formalization is the employee can effectively create a reasonable job. To extend past research has proposed autonomy to crafting view (Wrzesniewski & Dutton 2010), we used to determine the crafting content is reasonable. That can also avoid the self-convenience of the employee to negatively conducive crafting behaviors for team, unit or organization. For example, if the job crafting is only to meet the performance of self-view, individual performance may not be a very positive relationship. The results in employees create a more unstable quality. Other hand, the job crafting is often in charge of the mission is in line with demand, and less consideration of the needs of the organization, and the lack of breadth of the crafting quality. Therefore, the past research used the number of direct changing to assess the job crafting content, such as changed in the mandates of the frequency (Leana, Appelbaum, & Shevchuk 2009), changed the task type and quantity (Wrzesniewski & Dutton 2001), monitored the initiative to change (Ghitulescu 2006), changed the amount of a particular situation (Lyons 2008), etc. We are used to the appropriate samples and observe the effect of perceptual tasks. This allows the job crafting theory to directly apply a existed case on management practices.

As for the employees participated in job design, formal job crafting become work motivation process. We found that it would be mediated between task need and task performance. This is consistent with Parker and Ohly (2008) point of view. The need of tasks be reached with job crafting to affect job performance. At this point, the formal job crafting, employees can work to implement the self-authenticity. It also makes people re-interpretation of the work roles, and reduce the work content due to discrepancies resulting role ambiguity. In addition, employees can only be the original contribution of organizational citizenship behavior for their organization and themselves, now they changed self-work content to meet job situation and predict task performance. This makes the job crafting motivate employees to shape positive psychology. Visible, that may make the organization or the supervisor master the work scope of employees and avoid unnecessary misunderstanding or framed (such as Bjorkelo et al., 2010). Since their competitiveness and the quantity of job crafting has a significant positive correlation.
(r=.53) (Klisan 2002), organizations can improve employee participation to achieve organizational effectiveness and employee well-being. When employees have the opportunity to craft their own job, 74% in the same position did the job crafting, and 79% of employees think they have the opportunity to modify its substantive work (Lian 2006). Be seen whether the staff spontaneously craft job is a key importance for the organization implement the employees to participate in job design. Such as organizations allows employees to participate in job design. This is an important development that the formal job crafting becomes the scope of organizational activities. For example, in self work role, the staff feels his need job content and changed self-work scope. The management process of the organization motivates employees to modify their work. In other words, the organization encourages or strengthens employees’ job crafting is allowed. For example, Kodi and Wana (2002) proposed a work model to encourage maximum use of workers' judgments, knowledge, creativity, intelligence and initiative, so that the needs of customers get the best service. In formalization, the top-down procedure influenced job design and limited employees to open the most suitable operating characteristics, but the bottom-up procedure enabled employees to modify their work to obtain a proactive value, including specificity, high complexity, control, and lower pressure source (Hornung et. al. 2010). Therefore, formal job crafting is beneficial to employees’ proactive values and interests of the organization in job design. Our analysis may indicate that the individual actually involved in the job crafting behavior of job design, and may help explain some of the practical role and effect of crafting behavior. We provide the starting point of a dynamic situation to job crafting in the practical case studies.

Brannick, Levine and Morgeson (2007) pointed out that when the size of the organization design to achieve a certain degree towards the institutionalization of management and information technology, the organization may begin to modify job design. This task required to re-examine every couple of years, can also provide information to influence the basic functions of human resource management. Job design is the nature of a decision and reporting process of the relevant work information, that is, tasks, this task from the work, skill, knowledge, ability and job performance necessary to achieve the success of the responsibility to form. It also is important from observation, research and data on the nature of work to be made a decision process (Byars & Rue 2008). The overall structure of the organization's work is an important key structure, and most of the core or advanced leader to build. For work standards and instructions within the work structure is common to a leader of each unit to be established and subordinates to comply with the reach. That top-down bureaucratic style of management. This is prone to all employees working in pairs be not counted in full contribution to the organization. At this point, we believe that employees in non-task behavior more easily reflected in the organizational citizenship behavior (e.g., Podsakoff et. al. 2000). If employees can participate in job design, work standards and norms are more able to meet the real people the status of work. This makes the aforementioned organizational citizenship behavior as formalized work norms and standards, and clearly the work of the staff roles and identity. The view from the overall pattern of benefits, employees have the formalized job crafting to product 83% of task performance. This is a new study found that when organizations give employees the opportunity, employees have a responsibility to make proactive changes in work. For the employee's needs, improve service quality, improve relationships with others and self-performance, formal job crafting is clearly demonstrated employees' task performance.

6. Conclusions and recommendations

6.1 Conclusion
Our findings extend previous theories and research of job crafting. First, we formalize the concept of job crafting, defining individual tasks, relationships and cognitive change boundaries and verified the various dimensions. Specifically, employee participation promotes discretion; almost half of all employees participate in job crafting. Second, for the task of job design, we found that encouraging staff to conduct job crafting of their own job provided an alternative method for them to exhibit their proactive behavior. As expected, the self-task change boundaries have more influence on proactive behavior compared to its antecedent. Third, our results suggest that formal job crafting is good method of conceptualizing individual work and enables individual-level analysis. The findings of this study support those reported by Wrzesniewski and Dutton (2001) regarding job crafting theory. Because 52% of the participants did not initiatively participate in job crafting, we believe that it is the organization’s responsibility to implement job crafting and encourage staff proactive behavior. Additionally, the results also support our prediction that formal job crafting has a mediating effect on task performance. This may be because people believe that the formal job crafting benefits organizations, units, and individual employees. Because the organization and supervisor do not interpose, employees can be assured that their self-crafted job designs are implemented. In addition, employees’ job crafting enhances their sense of responsibility. When staff are working to meet their personal needs, they are motivated to expend more effort to achieve a good performance. These results are very significant to job crafting theory.

6.2 Combined with practical theory

The results of this study contribute to job crafting theory and verify the mediating effects between the antecedents and consequences. Using a combination-job-analysis-method (C-JAM)-centered design approach benefits organizations endeavoring to implement staff job crafting. This enables employees to proactively apply their feelings, memories, ideas, and skills, and provides training on how to establish appropriate work responsibilities. Therefore, using formal job crafting to established the job design for an organizational activity has a positive psychological impact on employees. We conducted formal job crafting in a company with a 78% market share, using all junior staff as the sample. This process is very important for all aspects of development in each industry. Finally, the job crafting not only considered the needs of individuals, but should also include the organizational goals and management. Formalization in an organization involves developing important applications. Therefore, positive organizational behavior management practices can chosen to implement this method.

6.3 Management for practices

Those results indicate that informal job crafting benefits organizations and individuals such as Wrzesniewski & Dutton (2001). Employee participation in decision making regarding specific projects encourages formal job crafting and is conducive to achieving the organizational goals. For the organization and the supervisor, because employees conduct informal job crafting unknowingly, they may perceive that that do not have control and thus implement rigorous monitoring. However, employee participation in job crafting influences the job design and completion of work, assists organizations in performing a key function, and contributes to organizational development.

6.4 Study limitations

Because only 48% of the employees participated in formal job crafting, this study
focused on informal job crafting by employees to explain the effect of organizational citizenship behavior. In addition to adopting job designs from the crafting information of actual samples to ensure the authenticity of the results, future studies should examine samples from other organizations to ensure a more complete analysis. Furthermore, regarding job crafting as work motivation, we did not explore the potential influencing or confounding job characteristics. Additionally the dynamic data collection method employed by this study obtained only limited data of the effects of the work motivation process. Finally, because this study only examined 78% of the market share of a large firm in a single industry, firms from other industries should also be examined to verify the findings regarding the dynamic work motivation process.

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