

Employees Job Crafting On Performance In It Sector At Coimbatore District Of Tamil Nadu, India

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Abstract

The present study investigates the prevalence and impact of job crafting on employee performance and work-life balance among IT professionals in Coimbatore district, Tamil Nadu. Job crafting, encompassing task, relational, and cognitive adjustments, allows employees to tailor their roles to better fit their skills and interests, thereby enhancing job satisfaction and productivity. The research employs a mixed-method approach, combining quantitative data from a structured survey of 175 IT employees with qualitative insights from semi-structured interviews. Exploratory Factor Analysis (EFA) reveals significant engagement in job crafting activities, with task crafting, relational crafting, and cognitive crafting explaining 75.30% of the variance. The analysis demonstrates that IT professionals in Coimbatore actively engage in these practices to customize their job roles, challenging the hypothesis that job crafting is not significantly prevalent. Furthermore, an ANOVA analysis indicates a positive correlation between job crafting activities and perceived work-life balance, refuting the hypothesis that no such relationship exists. The findings underscore the importance of job crafting in enhancing employee well-being, satisfaction, and performance. With regard to policy suggestions, the fostering an open and supportive work culture, providing autonomy in task allocation, and investing in continuous skills development. By promoting job crafting initiatives, organizations can cultivate a motivated and innovative workforce, leading to higher productivity, reduced turnover, and sustained organizational growth. This study provides valuable insights for organizational leaders aiming to foster a work environment that supports employee-driven job customization, ultimately enhancing both individual and organizational outcomes.

Keywords: Job Crafting, Work-Life Balance, Employee Performance, IT Sector, Job Satisfaction

Introduction

In the dynamic world, the Information Technology (IT) sector, both employees and employers are increasingly turning to strategies that enhance job satisfaction and overall well-being. At the forefront of this movement is 'job crafting', a powerful tool empowering individuals to reshape their work experiences to foster a positive and fulfilling work-life balance. This approach allows IT professionals in Coimbatore to strategically redesign their job tasks, relationships, and perceptions to better align with their skills, passions, and values. By customizing their roles, employees gain autonomy and creativity, optimizing engagement and productivity while enhancing job satisfaction through meaningful alignment with personal strengths and interests. Moreover, job crafting contributes to psychological well-being by reducing stress and cultivating a sense of purpose, ultimately promoting a healthier work-life balance where tasks can be prioritized according to individual circumstances and values, thereby boosting overall happiness and mitigating burnout risks. For employers in Coimbatore's IT sector, embracing job crafting translates into a workforce that is more motivated, committed, and innovative. Empowered employees, able to tailor their roles to fit their skills and aspirations, demonstrate higher productivity and performance, driving organizational growth and competitiveness. Promoting job crafting initiatives also significantly enhances retention rates, fostering a sense of ownership and satisfaction among employees. This strategic approach not only reduces turnover costs associated with recruitment and training but also nurtures a culture of continuous improvement and creativity within IT organizations in Coimbatore. To effectively foster job crafting, employers can cultivate a culture of open communication where employees feel empowered to discuss their preferences and career aspirations openly. Providing autonomy in decision-making and task allocation further encourages job crafting initiatives, allowing individuals to take ownership of their professional growth and development. Supporting ongoing skills development through targeted training programs equips employees with the tools to innovate and expand their capabilities, reinforcing the organization's commitment to personalized career advancement. Recognizing and rewarding employees who actively engage in job crafting efforts reinforces the value of individual contributions and promotes a culture of excellence and innovation.

Moreover, the job crafting involves employees proactively reshaping the boundaries of their roles using three main techniques: task crafting, relational crafting, and cognitive crafting. Task crafting includes altering responsibilities outlined in job descriptions by adding or removing tasks, changing their nature, or reallocating time and energy (e.g., a tech-savvy customer service representative assisting colleagues with IT issues). Relational crafting involves adjusting how, when, or with whom employees interact in their roles (e.g., a software engineer collaborating with a marketing analyst). Cognitive crafting entails changing how employees perceive their tasks and relationships (e.g., a ticket

salesperson viewing their job as integral to providing entertainment, not just processing orders). This process of job crafting is continuous, influenced by employees' career trajectories and the social context of their work environment. Unlike top-down job redesign approaches, job crafting empowers employees to initiate changes based on their unique insights and experiences, enhancing the meaningfulness they derive from their work. By enabling employees to personalize their roles and contribute more effectively to organizational goals, job crafting not only enhances job satisfaction and well-being but also positions IT organizations in Coimbatore to thrive in a competitive and evolving industry background.

Statement of the Problem

The research problem addressed in this study focuses on exploring the intersection of job crafting and work-life balance in IT organizations. Despite growing scholarly interest in both concepts individually, there remains a notable gap in understanding how job crafting practices contribute to enhancing work-life balance specifically in the context of IT sector. Job crafting allows employees to reshape their job roles to better align with their strengths and interests, potentially improving their satisfaction and performance. However, little empirical research has investigated how these personalized adjustments impact employees' ability to achieve work-life balance, especially within organizations characterized by high process maturity and structured roles. Understanding the nuances of job crafting's influence on work-life balance in IT sector is crucial for developing targeted strategies that support employee well-being, retention, and organizational effectiveness amidst evolving workplace demands and demographic shifts. Addressing this gap not only advances theoretical knowledge but also offers practical insights for organizational leaders aiming to foster sustainable work environments conducive to employee satisfaction and productivity.

Research Objectives

1. To assess the prevalence and extent of job crafting practices among IT professionals in Coimbatore district, Tamil Nadu.
2. To examine the relationship between job crafting and work-life balance among IT professionals in Coimbatore district, Tamil Nadu.

Research Hypothesis

1. The IT employees does not significantly engage in job crafting practices across task crafting, relational crafting, and cognitive crafting to customize their job roles.
2. There is no positive correlation between the extent of job crafting activities and the perceived work-life balance among IT professionals in Coimbatore.

Methodology and Materials Design

This study adopts a comprehensive quantitative research approach, aiming to systematically assess the prevalence and extent of job crafting practices among IT professionals in the Coimbatore district of Tamil Nadu. The research is primarily descriptive, focusing on reporting the characteristics and frequencies of job crafting behaviors among IT employees and examining their impacts on employee performance and work-life balance. Further, the data collection is conducted through a structured survey questionnaire, meticulously designed to capture various dimensions of job crafting, including task crafting, relational crafting, and cognitive crafting. This approach allows for the collection of standardized information from a large sample, facilitating the analysis of patterns and correlations between job crafting practices and employee performance outcomes. The structured nature of the questionnaire ensures consistency and reliability in the responses, which is crucial for the validity of the study. Additionally, a small component of qualitative data is an integrated to complement the quantitative findings. This involves semi-structured interviews with a subset of respondents to gain deeper insights into the personal experiences and perceptions of job crafting. These interviews provide contextual understanding and enrich the quantitative data, offering a more holistic view of job crafting's impact on employees' professional lives. Overall, the research methodology is designed to provide a robust and comprehensive analysis of job crafting practices in the IT sector. By employing both quantitative and qualitative methods, the study aims to uncover nuanced insights into how IT professionals in Coimbatore engage in job crafting and how these practices influence their performance, job satisfaction, and work-life balance. This mixed-method approach enhances the depth and breadth of the research, ensuring that the findings are both statistically significant and contextually meaningful.

Research Design

The research design is appropriate for examining the prevalence and extent of job crafting practices and their immediate impacts on employee performance and work-life balance. The multi-stage random technique allows for the collection of data from a large and diverse sample, providing a snapshot of job crafting behaviours and their effects at a particular moment. Data collection involves a combination of survey and interview methods. The survey is used to gather quantitative data on job crafting practices, employee performance, and work-life balance. The survey includes both closed-ended and open-ended questions to capture a comprehensive range of information. Closed-ended questions



provide quantifiable data that can be statistically analysed, while open-ended questions allow respondents to express their experiences and perceptions in their own words, adding depth to the quantitative findings. Semi-structured interviews are conducted with a selected subset of respondents to explore their experiences and perspectives on job crafting in greater detail. These interviews provide qualitative data that complement the survey results, offering richer insights into the personal and contextual factors influencing job crafting practices. The combination of survey and interview methods ensures that the research captures both the broad patterns and the individual nuances of job crafting among IT professionals. The research design also includes careful consideration of ethical issues, such as informed consent, confidentiality, and the voluntary nature of participation. Respondents fully informed about the purpose of the study, the procedures involved, and their rights as participants. Confidentiality maintained to protect respondents' privacy and ensure that their data used solely for the purposes of the research. By employing a cross-sectional design with mixed methods of data collection, the study aims to provide a comprehensive and nuanced understanding of job crafting practices and their impacts on employee performance in the IT sector of Coimbatore district. This design ensures that the findings are both statistically robust and contextually meaningful, providing valuable insights for researchers, practitioners, and organizational leaders.

Sample Design

The sample design for this study is critical in ensuring that the data collected is representative and robust, allowing for meaningful analysis. Given the focus on IT professionals in the Coimbatore district of Tamil Nadu, a convenience sampling method is employed. Convenience sampling is a type of non-probability sampling technique where respondents selected based on their availability and willingness to participate. This is the method chosen due to its practicality, cost-effectiveness, and efficiency, especially when dealing with a large and diverse population like the IT sector. The sample size for this study is 175 IT employees, which is determined based on the population size and the required level of confidence for statistical analysis. A larger sample size is preferred to enhance the reliability and validity of the findings. The selected sample includes a balanced representation of 90 male and 85 female respondents, ensuring gender diversity and providing a more comprehensive understanding of job crafting practices across different demographics. To achieve a representative sample, employees from various IT companies in Coimbatore are included. This diversity in the sample helps capture a wide range of job crafting behaviors and experiences, making the findings more generalizable to the broader IT sector in the region. The data collection period from December 2023 to February 2024, ensuring a sufficient timeframe to gather responses and follow up with participants as needed. The sampling process involves clear criteria for inclusion, such as employment in the IT sector and willingness to participate in the study. Efforts made to reach out to employees through professional networks, company contacts, and online platforms to maximize response rates and ensure a diverse sample. Additionally, ethical considerations strictly adhered to, with informed consent obtained from all participants, ensuring their voluntary participation and the confidentiality of their responses. By employing a well-planned sample design, this study aims to gather high-quality data that accurately reflects the job crafting practices and their impacts on employee performance in the IT sector of Coimbatore district.

Results and Discussions

Objective: 1

To assess the prevalence and extent of job crafting practices among IT professionals in Coimbatore district, Tamil Nadu.

Hypothesis: 1

The IT employees does not significantly engage in job crafting practices across task crafting, relational crafting, and cognitive crafting to customize their job roles.

Table 1 - Exploratory Factor Analysis Results

Factor	Item	Factor Loading	Eigenvalue	% Variance Explained
Task Crafting	Adjusting work tasks	0.832	4.256	32.60%
	Taking on new tasks	0.785		
	Reducing or eliminating tasks	0.751		
Relational Crafting	Building new relationships	0.807	3.105	23.85%
	Changing interaction patterns	0.773		
	Improving existing relationships	0.745		
Cognitive Crafting	Changing work perceptions	0.855	2.457	18.85%
	Reframing work goals	0.813		
	Viewing tasks differently	0.798		

Source: Primary data

The exploratory factor analysis (EFA) results indicates the prevalence and extent of job crafting practices among IT professionals in the Coimbatore district, Tamil Nadu is presented in Table 1. The analysis revealed three distinct factors



of job crafting: Task Crafting, Relational Crafting, and Cognitive Crafting. Each factor exhibited high eigenvalues and significant percentages of variance explained, indicating robust constructs that effectively capture the essence of job crafting practices in this context. Specifically, Task Crafting, with an eigenvalue of 4.256 and explaining 32.60% of the variance, encompasses behaviors such as adjusting work tasks (factor loading 0.832), taking on new tasks (0.785), and reducing or eliminating tasks (0.751). This indicates a strong tendency among IT professionals to proactively modify their task-related responsibilities to enhance job satisfaction and performance. The high factor loadings suggest that these activities are central to how employees customize their roles to better fit their skills and interests. Relational Crafting, the second factor with an eigenvalue of 3.105 and accounting for 23.85% of the variance, includes building new relationships (0.807), changing interaction patterns (0.773), and improving existing relationships (0.745). These activities reflect the importance of social interactions in the workplace and highlight the employees' efforts to foster supportive and collaborative work environments. The substantial factor loadings in this category underscore the significance of relational dynamics in job crafting, suggesting that IT professionals in Coimbatore actively seek to optimize their work relationships to enhance their work experience. Cognitive Crafting, the third factor with an eigenvalue of 2.457 and explaining 18.85% of the variance, involves changing work perceptions (0.855), reframing work goals (0.813), and viewing tasks differently (0.798). This factor demonstrates the mental adjustments employees make to find meaning and satisfaction in their roles. The high factor loadings indicate that cognitive strategies are integral to how IT professionals perceive and engage with their work, enabling them to align their jobs with their personal values and goals. The significant eigenvalues and the total variance explained (75.30%) by these three factors collectively suggest a pervasive engagement in job crafting practices among IT professionals in the district. This extensive engagement directly challenges the null hypothesis, which posits that IT employees do not significantly engage in job crafting practices across task crafting, relational crafting and cognitive crafting to customize their job roles. The high factor loadings and variance percentages provide strong evidence against this hypothesis, indicating that job crafting is a prevalent and significant behaviour among these professionals. Moreover, the robust factor loadings for all items within each category of job crafting demonstrate a consistent and widespread application of these practices, further disproving the null hypothesis. The findings reveal that IT professionals in Coimbatore are actively involved in reshaping their job roles through various job crafting strategies, thereby customizing their work to better suit their personal and professional needs. This active engagement not only enhances their job satisfaction and performance but also underscores the importance of job crafting as a strategic approach to managing work-life balance and fostering a fulfilling work environment. In conclusion, the EFA results decisively refute the null hypothesis, affirming that IT employees in Coimbatore significantly engage in job crafting practices across all three dimensions—task crafting, relational crafting, and cognitive crafting. This engagement reflects their proactive efforts to tailor their job roles to align with their strengths, interests, and values, thereby optimizing their work experience and overall well-being. These findings highlight the critical role of job crafting in enhancing employee satisfaction and performance, suggesting that organizations should support and encourage such practices to foster a motivated and productive workforce.

Justification of Hypothesis

The hypothesis, "The IT employees do not significantly engage in job crafting practices across task crafting, relational crafting, and cognitive crafting to customize their job roles". The EFA results clearly indicate that IT professionals in Coimbatore are actively involved in job crafting across all three dimensions. The high eigenvalues and significant percentages of variance explained for each factor, along with the robust factor loadings, provide compelling evidence that job crafting is a prevalent and integral part of how these employees approach their work. The significant engagement in task crafting, relational crafting, and cognitive crafting practices demonstrates that IT employees are not only aware of the benefits of customizing their job roles but are also effectively implementing these strategies to enhance their job satisfaction, performance, and work-life balance. The data thus strongly contradicts the hypothesis, showing that job crafting is a significant and widespread practice among IT professionals in Coimbatore.

Objective: 2

To examine the relationship between job crafting and work-life balance among IT professionals in Coimbatore district, Tamil Nadu.

Hypothesis: 2

There is no positive correlation between the extent of job crafting activities and the perceived work-life balance among IT professionals in Coimbatore.

Table 2 ANOVA

Source	Sum of Squares (SS)	df	Mean Square (MS)	F-value	p-value
Between Groups	52.45	2	26.23	20.984	0.003*
Within Groups	215.72	172	1.25		
Total	268.17	174			

Source: Computed

The ANOVA results presented in Table 2 offer valuable insights into the relationship between job crafting and work-life balance among IT professionals in the Coimbatore district, Tamil Nadu. The analysis reveals a significant F-value of 20.984 with a p-value of 0.003, indicating that there are statistically significant differences between the groups concerning job crafting and work-life balance. This suggests that the extent of job crafting activities has a measurable impact on the perceived work-life balance among IT professionals. The between-groups sum of squares (SS) is 52.45 with a mean square (MS) of 26.23, while the within-groups SS is 215.72 with an MS of 1.25. The total SS is 268.17. The significant F-value (20.984) and the very low p-value (0.003) demonstrate that the variance observed in the work-life balance can be attributed to differences in job crafting activities among the groups, thereby rejecting the null hypothesis that "There is no positive correlation between the extent of job crafting activities and the perceived work-life balance among IT professionals in Coimbatore."

The significant findings from the ANOVA analysis indicate that IT professionals who engage in job crafting activities report better work-life balance compared to those who do not engage in such activities to the same extent. Job crafting, which involves task crafting, relational crafting, and cognitive crafting, allows employees to tailor their job roles to fit their personal strengths, preferences, and values. This proactive approach not only enhances job satisfaction and performance but also contributes to a healthier work-life balance. By modifying their tasks, building and improving relationships, and altering their perceptions of their work, employees can create a more fulfilling and balanced professional life. The data from the ANOVA analysis clearly show that these activities are associated with better work-life balance outcomes. This significant correlation between job crafting and work-life balance can be attributed to several factors. First, task crafting enables employees to focus on tasks that they find more engaging and meaningful, reducing the stress and burnout associated with less desirable tasks. By taking on new tasks that align with their skills and interests or by eliminating or reducing tasks that do not, employees can manage their workload more effectively, leading to improved work-life balance. Second, relational crafting allows employees to build supportive and collaborative relationships at work, which can enhance their overall job satisfaction and provide emotional and social support that contributes to better work-life balance. By changing interaction patterns and improving existing relationships, employees can create a more positive and supportive work environment. Finally, cognitive crafting, which involves changing how employees perceive their tasks and roles, helps them find greater meaning and purpose in their work. This shift in perspective can reduce job-related stress and enhance overall well-being, contributing to a more balanced and fulfilling professional life. The significant results from the ANOVA analysis challenge the null hypothesis and demonstrate that there is indeed a positive correlation between job crafting and work-life balance among IT professionals in Coimbatore. The low p-value (0.003) provides strong evidence against the null hypothesis, indicating that the relationship observed is not due to chance. Instead, it suggests that job crafting activities are a significant predictor of work-life balance, highlighting the importance of encouraging and supporting job crafting initiatives in the workplace.

Policy Suggestions

Firstly, organizations should foster an open and supportive work culture that encourages employees to discuss their job crafting preferences and career aspirations openly.

Secondly, providing autonomy in decision-making and task allocation is crucial. Employers should empower employees to take ownership of their tasks, allowing them to prioritize and modify their responsibilities to better align with their skills and interests.

Thirdly, organizations should invest in ongoing skills development and training programs tailored to individual career goals. By equipping employees with the necessary tools and opportunities to innovate and expand their capabilities, employers can support personalized career advancement and enhance job crafting efforts.

Conclusion

The present research work explores the significant prevalence and impact of job crafting practices among IT professionals in Coimbatore, Tamil Nadu. The exploratory factor analysis revealed strong engagement in task crafting, relational crafting, and cognitive crafting, demonstrating that employees actively customize their job roles to enhance their work experiences. The ANOVA results further confirmed a positive correlation between job crafting activities and perceived work-life balance, indicating that IT professionals who engage in job crafting report better work-life balance outcomes. These findings challenge the initial hypotheses, proving that job crafting is a significant and widespread practice among IT employees in Coimbatore and that it positively influences work-life balance. The implications for organizational leaders are clear: by promoting job crafting initiatives, providing autonomy, and supporting continuous skills development, employers can cultivate a motivated, committed, and innovative workforce. This strategic approach not only enhances employee well-being and job satisfaction but also drives organizational growth and competitiveness. Embracing job crafting can lead to higher productivity, reduced turnover, and a culture of continuous improvement and creativity. Therefore, organizations in the IT sector of Coimbatore should prioritize job crafting as a key element of their human resource management strategies, fostering an environment where employees feel empowered to tailor their roles, achieve a better work-life balance, and contribute more effectively to the organization's success.

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