

Disability Inclusive Job Crafting

ESF Transnational Conference 'Social Inclusion on the Labour Market'

 **Sonia Moro, Charlotte Claes & Bart Moens**
 May 17th, 2022

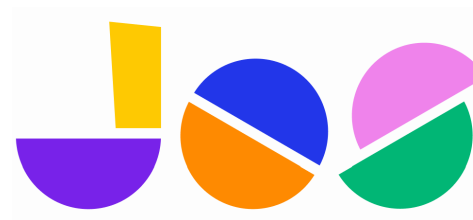


Sonia Moro

- ▣ Researcher at Odisee University of Applied Sciences
- ▣ My research topics
 - Inclusive and sustainable employment
 - Job redesign (job crafting, job carving & inclusive job design)
 - The integration of people with a distance to the labor market

Charlotte Claes





Disability Inclusive Job Crafting

ESF 'Innovation through Adaptation'
1/2020 – 3/2022



Flanders
State of the Art

Twenty years ago

Wrzesniewski en Dutton introduced the concept job crafting, which they defined as *“the physical and cognitive changes individuals make in the task or relational boundaries of their work”* (2001, p. 179).

Job crafting is a type of proactive work behavior – thus employee-driven, and not something that you tell people to do – that employees engage in to adjust their jobs to their needs, skills, and preferences (Tims & Bakker, 2010)

Academy of Management Review
2001, Vol. 26, No. 2, 179-201

CRAFTING A JOB: REVISIONING EMPLOYEES AS ACTIVE CRAFTERS OF THEIR WORK

AMY WRZESNIEWSKI
New York University

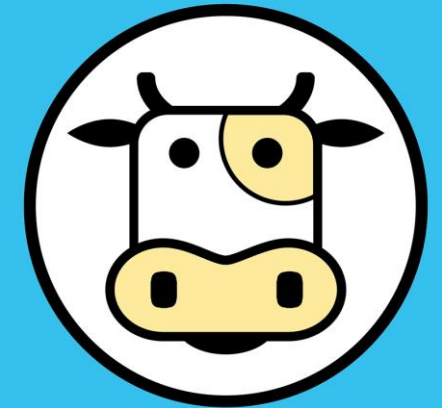
JANE E. DUTTON
University of Michigan

5 different ways to craft jobs

- 1) Task crafting, altering the type, scope, sequence, and number of tasks that make up their job (Wrzesniewski & Dutton, 2001)
- 2) Relational crafting, altering whom they interact with in work (Wrzesniewski & Dutton, 2001)
- 3) Cognitive crafting, modifying the way they interpret the tasks and/or work they're doing (Wrzesniewski & Dutton, 2001)
- 4) Contextual crafting, changing their workplace or work environment (Sanders et al., 2011)
- 5) Time and spatial crafting, changing where and when they work (Wessels et al., 2019)

Job crafting: why does it matter?

- ▣ Through job crafting, employees have a means to work on their person-job fit by adapting their work characteristics (Lu et al., 2014, Tims et al, 2016)
- ▣ And improving person-job fit has positive effects on (Rudolph, 2017)
 - Job satisfaction.
 - Well-being
 - Organizational citizenship behavior
 - Organizational commitment
 - Turnover intention
 - Performance



Happy cows make
good milk

Practically anyone can craft his or her job, at least to some extent

- Wrzesniewski and Dutton (2001) based their model on insights from previous research on how hairdressers, engineers, nurses, chefs, and hospital cleaners crafted their jobs.
- This is reinforced by recent studies that investigated job crafting among vulnerable groups, like:
 - low skilled employees (Fuller & Unwin, 2017)
 - older employees (Moghimi et al., 2017; Nagy et al., 2019; Kooij et al., 2020)
 - migrant employees (Arasli et al., 2019)
 - temporary employees (Plomp et al., 2019)

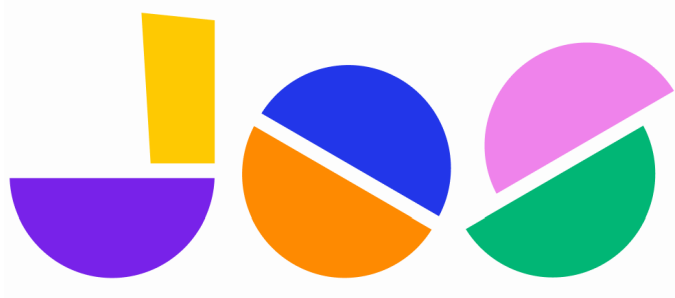
ESF Disability Inclusive Job Crafting

- ▣ *Aim of the project*

Developing and testing a customized job crafting intervention for people with disabilities


- Teach individuals how to craft their job, but also how to set concrete goals and achieve them
- Improve their person-job fit, job satisfaction and employability
- Self-guided, i.e. without individual support by a trained person or (job)coach
- Micro-interventions, i.e. five-week online program with several brief job crafting exercises

Meet JOS, the job crafting app developed for and with people with disabilities




1. Know yourself and your work
2. Fits en misfits
3. Choose how to craft your work

Levels


 My workplace


 My tasks

 My colleagues

 My energy

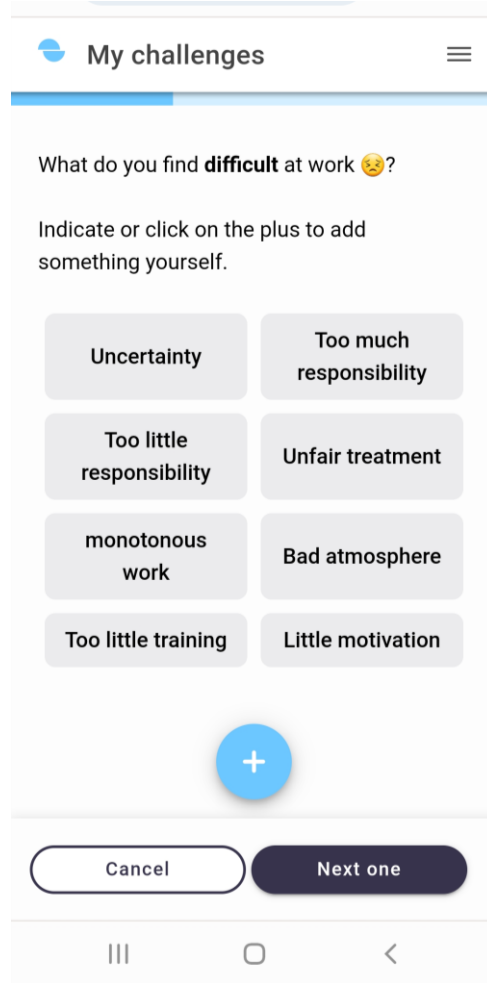
 My talents

 My challenges

 My task match

 My plans

In more than 100 languages (auto-translate in Chrome webbrowser)



Results Participants

	Pretest (T1) Total n (%) =96	Posttest (T2) Total n (%) n=45
Deelnemers		
<i>Gender</i>		
Female	55 (57,3%)	26 (57,8%)
Male	39 (40,6%)	18 (40,0%)
Other	2 (2,1%)	1 (2,2%)
<i>Age</i>		
< 45	69 (71,9%)	32 (71,1%)
≥ 45	27 (28,1%)	13 (28,9%)
<i>Education</i>		
No diploma	40 (42,7%)	19 (42,2%)
Diploma of high school	16 (16,8%)	8 (17,8%)
Diploma of higher education	39 (41,0%)	18 (40,0%)
<i>Disability</i>		
Physical	73 (76,8%)	38 (84,4%)
Mild cognitive	22 (23,1%)	7 (15,6%)
<i>Work</i>		
Regular employment (paid)	39 (40,6%)	18 (40,0%)
Sheltered employment (paid)	32 (33,3%)	15 (33,3%)
Volunteer work (unpaid)	25 (26,0%)	12 (26,7%)

Results

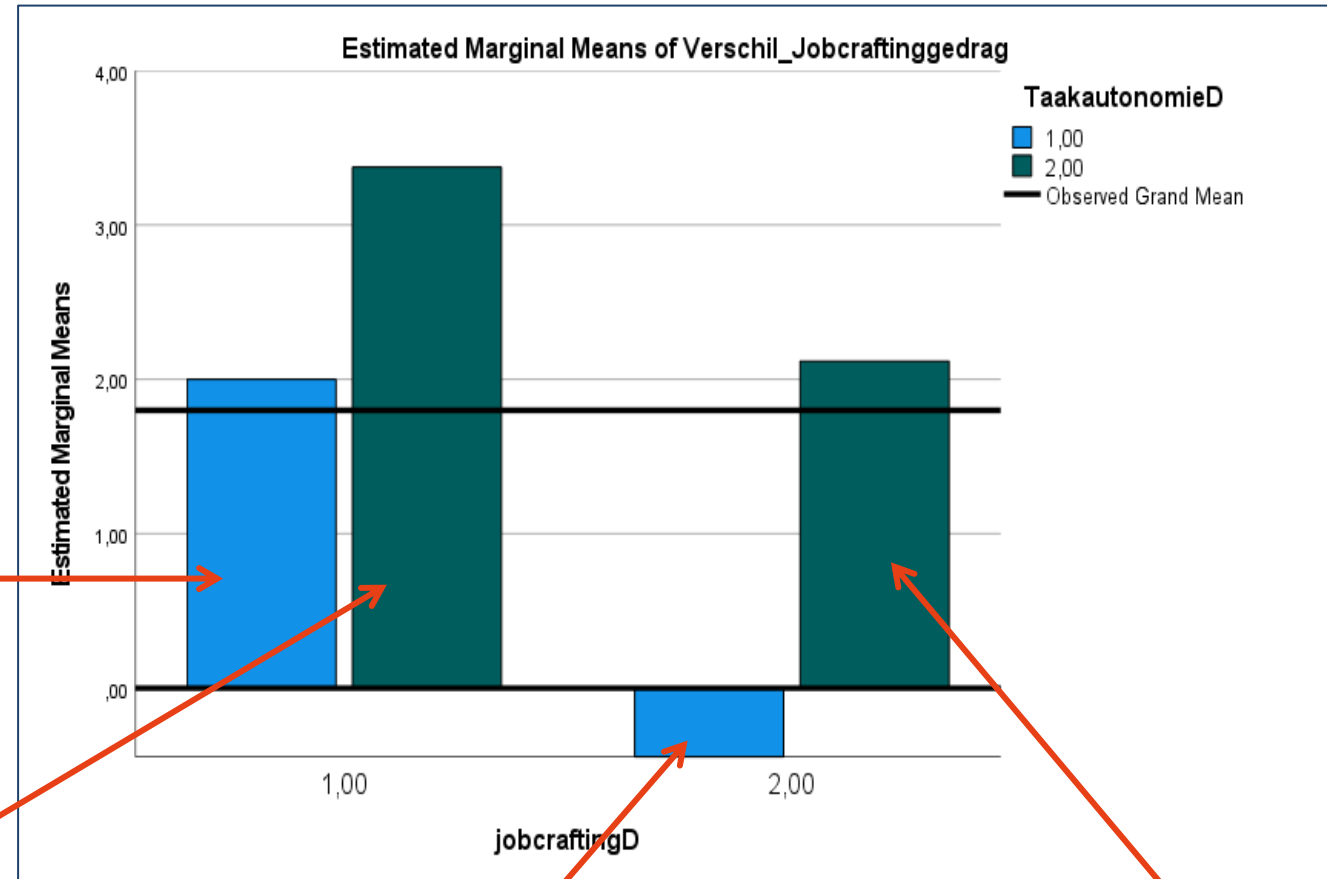
Better understanding of themselves and their work

	Through the JOS-app, I have gained insight into my...				
	Talents	Tasks	Energy givers	Energy takers	Difficulties
Average	3,8	3,8	3,8	3,8	3,7
Median	4,0	4,0	4,0	4,0	4,0
Standard deviation	,85	,85	,85	,79	,91

Results

More job crafting behavior

T1:
Low score on task autonomy
Low score on job crafting behavior



T1:
High score on task autonomy
Low score on job crafting behavior

T1:
Low score on task autonomy
High score on job crafting behavior

T1:
High score on task autonomy
High score on job crafting behavior

Results

No effect (yet) on job satisfaction and employability

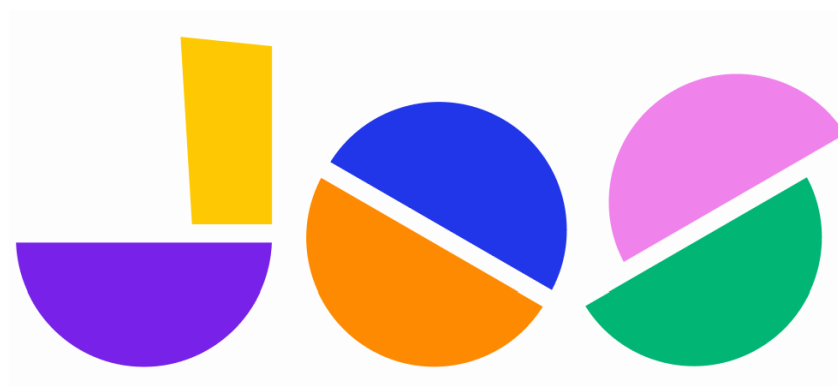
- ▣ These findings are in line with recent suggestions that proactive behavior may have no effects or even adverse effects in the short term, but beneficial effects in the long term. Positive outcomes of proactive behavior may need more time to establish (Cangiano et al., 2021; Giunchi et al., 2019).
- ▣ And/or possible effects of approach versus avoidance crafting:
 - Approach crafting, which involves activities to expand work roles and increase the motivating aspects of a job, has shown to be beneficial for job satisfaction and work engagement.
 - Avoidance crafting, which comprises activities to reduce and avoid the demanding and hindering aspects of a job, has related negatively with work engagement (Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017)

Results

Yes, I would recommend JOS to others

80%

Jos is here for you(r clients)!



www.jobstimulans.be

That's all, folks!

Bart Moens

bart.moens@odisee.be

0468 12 06 08

www.odisee.be



Research



Advanced education



Education