



Publisher

<http://jssidoi.org/esc/home>



JOB CRAFTING IN INDIVIDUALISATION FIELDS OF COMPANY HUMAN RESOURCES*

Jaroslav Stanislaw Kardas

Siedlce University of Natural Sciences and Humanities, Faculty of Economic and Legal Science, 2 Konarskiego, 08-110 Siedlce, Poland

E-mails: jaroslav.kardas@uph.edu.pl; kardas@kardas.pl

Received 23 September 2019; accepted 18 January 2020; published 30 March 2020

Abstract. The subject of the research is individualization fields of HR policy, including Job Crafting, in the opinion of working and nonworking students. The aim of the article is to identify individualization fields of staff management and the attitude of survey respondents towards Job Crafting. To this end, the author has conducted a discussion and a diagnostic survey, critically analysing literature. The starting point is to define individualization fields: a form and period of employment, working hours, workplace, job responsibilities, work process, professional development, forms of remuneration and social benefits. In each of the above fields the possibility of Job Crafting use is discussed. The research shows that the present and future employees want to engage in the design of their work using Job Crafting. They declare such willingness in many individualisation fields. It has been found that Job Crafting used during the induction of new recruits brings more benefits because at this stage they shape their opinions about work, employers, employees, management, and relationship in the company; at this stage the recruits often come up with innovative solutions. Redesigning even a small element in an individualization field creates an important and positive impact on their approach to work.

Keywords: human resources; Job Crafting; adaptation; competences; individualization

Reference to this paper should be made as follows: Kardas, J.S. 2020. Job Crafting in individualisation fields of company human resources. *Entrepreneurship and Sustainability Issues*, 7(3), 1937-1950. [https://doi.org/10.9770/jesi.2020.7.3\(33\)](https://doi.org/10.9770/jesi.2020.7.3(33))

JEL Classifications: J24, J28, M54

* *The research was carried out under the research theme No. 499/18/S financed from by a science grant provided by the Ministry of Science and Higher Education of Poland.*

1. Introduction

Present-day society seems to be in constant motion, with private and professional life constantly changing. Assumptions common a dozen or even a few years ago are not relevant to what it is experienced today in personal or professional development. Everything is changing with growing personal age, and things like appearance or reality perception evolve together with different taste, sense of smell, reception of stimuli, but also with professional aspirations and objectives. Present pursuits are not the same as those in the past, with choices made according to knowledge, skills and attitudes, constantly acquired and developed. Thus, it is obvious and inevitable that everything around, together with people and their environment, is undergoing continuous change. Therefore, it is very difficult, from the point of view of an entrepreneur, to adjust staff policy standards to the needs of employees, who changing with age do not stop progressing professionally following their experience and skills. Of course there are companies that have mastered the processes of adapting workplaces to meet the staff's demands quite well, for example, helping those with physical or mental disabilities, which is confirmed by the results of the studies carried out within the framework of "Ergo Work project – Joining academia and business for new opportunities in creating ERGOnomic WORK places" Programme: Lifelong Learning Programme, Erasmus (Project no.: 539892-LLP-1-2013-1-SI-ERASMUS-EKA, Grant Agreement no.: 2013-3750/001-001); the author of the present paper was a co-author of the Partner 4 programme. As is apparent from the above project, some workplaces are changing along with other processes, responding to the needs of disabled workers, while at the same time social dialogue on working conditions develops (Kardas & Wójcik-Augustyniak, 2015). It has been also found in those studies that in the context of working teams with, for example, different cultural background, there is a stronger preference to work in a multicultural environment at the initial stages of the adaptation process. However, during later stages there is some inclination to work in a team of the same culture (Stankiewicz & Ziemiański, 2018, p. 216-228).

In terms of their business activities companies follow their individual preferences in HR policy, actively using feedback from staff and management. Enriching the workplace environment with positive attitudes and solutions they consistently improve working conditions, increasing staff's job satisfaction. This strategy strengthens the use of labour potential and generates an additional energy for company performance. It can be concluded that companies apply what is called Job Crafting, engaging in activities focused on improving the quality of the environment and working conditions. For the first time Job Crafting was described and studied by Amy Wrzesniewski and Jane E. Dutton (Wrzesniewski & Dutton, 2001, p. 179-201).

Job Crafting is directed at making adjustments in the workplace to make it more satisfactory for the employee. In other words it means overcoming the limits of work (listed in job description) to make the job closer to the employee so that it becomes more exciting, consistent with the company strategy and in accordance with individual potentials (Berg and Dutton & Wrzesniewski, 2013, pp. 81-104). To put it differently, it is based on an effort to change working conditions so that the staff can enjoy what they do. Therefore, in the individualization fields of Human Resources policy it is important for the management and staff to establish planning rules to create dedication to work processes known as Job Crafting. Dedication here means matching one's work and professional activity to personal and professional abilities and development. In this case, the cooperation between supervisors and employees is crucial. Such cooperation translates into an increase in loyalty of employees, and this in turn has a big impact on steady efficiency of their work and on long-term financial situation of the company. This process starts from the moment of the new recruit induction, but the effects of Job Crafting is obtained at the time of full satisfaction of all other employees.

The biggest challenge to the management is creating and then preserving the workers' satisfaction, and for this purpose it is necessary to individualize human resource policy. Taking this into account, the purpose of this article is to identify individualization fields of Human Resource policy and to study the attitude of the respondents to Job Crafting in each of the fields.

2. A literature review on Job Crafting

In the implementation of Job Crafting what is necessary first of all is competences. In literature the term 'competence' is variously defined because of different interpretation by different scientific disciplines. The results is that it should be looked at as a construct, and it should be accepted that there is no single and best competence model (Walkowiak, 2008, p. 143). Denoting integrated use of abilities, personality traits, acquired knowledge, and skills, as well as typical behaviour and procedures the term 'professional competence' when translated into action brings about successful execution of complex tasks within the framework of the company expecting all the above from a worker in the spirit of its strategy and its culture (Levy-Leboyer, 1997, p. 19). Understanding and interpreting the term 'competence' and 'competence profiles and groups' are dealt with more broadly by such authors as S. Whiddett and S. Hollyforde (2003, pp. 11-36), G. Filipowicz (2004, pp. 17-45), R. Wood and T. Payne (2006, pp. 32-45), and T. Oleksyn (2006, pp. 17-97).

The measure of a success of an entity's competence is its efficient management. Well organized work should take into account four basic elements: (1) awareness of real objectives, (2) planning, (3) acquisition and allocation of resources, (4) control based on comparing action results with accepted patterns and on conclusions for the future drawn from such comparisons. It seems that well organised work giving employees a significant role is in itself a fulfilment of Job Crafting. Thus, the idea of Job Crafting is to give employees satisfaction from work by increasing their involvement (Wrzesniewski & Dutton, 2001, pp. 179-201).

In the process of Job Crafting there is a comprehensive thinking about work, treating it as a process consisting of many tangible and intangible components. Those components are activities aimed at the individual adaptation of work to abilities and aptitudes of workers. Those abilities and aptitudes allow for proper relationships with the work environment, leading to a belief that one is responsible not only for oneself, but also for other co-participants. Each employee, and especially the manager should be aware of such liability, but the latter has more control over the quality of mutual relationship than the former (Atwater & Dionne, 2007, pp. 183-208). In the above view, the question is how to identify staff's and recruits' competences so that Job Crafting can be introduced into the company in a responsible manner.

Competences of staff and recruits can be assessed at work and in particular in the process of selecting company future employees, particularly during recruitment and induction. Identification of competences can be done based on experimental methods, diagnostic surveys, statistical comparisons, studies of focus groups, and analyses. What is determined then is a recruit's personality features, abilities, interests, work experience, and achievements. At the same time such assessment allows identifying company needs and competence gaps. Then, it is necessary to establish individualization fields of HR policy and to use them efficiently.

For the development of competences employees and recruits should have motivation to be followed in their future work. This motivation is a necessary condition for self-development, creating positive self-image at work, and proper relationship with others (Baumeister & Leary, 1995, pp. 497-529).

Company staff with high competences but low motivation do not reach success, not being able to effectively design their work. Therefore, in creating a job profile consistent with Job Crafting objectives what needs identifying first is the characteristics and conditions that make a highly competent employee, motivated and full of energy to work. To this end methods of new recruit adaptation should be adjusted. Adaptation should be carried out in cooperation with new employees in order to include them in company work processes speedily and without conflicts. The role of the leader-superior associated with an effort to match the person to the team begins at the stage of the recruitment process when there is a review of the recruit's compatibility in terms of values, standards, goals, or the specificity of professional functioning (Wojtczuk-Turek, 2018, p. 30).

The most common adaptation process of a recruited person is divided into three stages. Stage one includes induction interviews in the company's HR department. Already at this point the process of the recruit's induction starts. In the department they receive information on the nature of work which they possibly will perform, paying conditions, extra benefits, and necessary documents which they should be familiar with.

According to Job Crafting it is important that the recruit should have a chance to take part in the conversation, being able to provide their views without time limit and to ask and answer questions freely, without being ignored. It is important that the new recruit should feel a sense of being in a harmonious competent team of employees aware of the value of corporate culture. It is also necessary to indicate possibilities of influencing the culture, as well as its design; it should not be a closed system.

The next step of the first stage is meeting the future manager, who informs the recruit about work details, requirements, team of associates, development possibilities, and financial perspective. In addition, the manager shows the new employee around the company, responding to questions and inquiring about qualifications and professional experience mainly; the supervisor must ensure that the new recruit meets the expectations. After the conclusion of the initial contract, the new recruit returns to HR with an application for steady employment.

In general, stage one with its interviews is when the future employee has an opportunity to examine the level of openness of the superiors to the recruit's designing his or her own work. Consequently, at this stage the recruit may decide to take the job in a company organized this way, or to give it up. If all data obtained at this stage proves that the recruit may like the job, he or she should take a decision to go on to the second stage of adaptation. Stage two includes admission to the workplace and initial adaptation. In this stage, the future employee receives recruitment forms to be filled in, medical examination referral, and usually the initial training takes place, which should be confirmed on paper. The filled-in forms are returned to the Human Resources, and the recruit signs an employment contract, usually for a trial period. The procedure during this stage is of a bureaucratic kind, and it does not give the recruit any chance to influence the recruitment process. Thus, it seems that during this process Job Crafting cannot be implemented because all those activities must run on schedule. According to this schedule, after the signing of the employment contract, new recruits go to the head of the unit in which they will be working. From the head they receive detailed information. At this stage, they have an opportunity to influence the course of the procedure, suggesting some minor changes, asking for information about aspects that might bother them or they do not know enough about. Following the presentation of the company and explanation of some doubts new employees receive a mentor, an experienced person with high authority, who will introduce them into the company work processes. At this stage, under observation and advice of the mentor, new employees have an opportunity to think about what their initial attitude to those processes is, whether they are open to new ideas, and how they could arrange the time and energy to carry them out, or whether they find any new and exciting elements in the new job. This adaptation stage is the time to present their own concepts to organize and execute the work better; this individualization field is quite broad.

The third stage of the employment cycle is long-term adaptation. It means introducing them to the job and to the team with whom they will work. The role of this stage is firstly to enable new employees to be part of the business community so that they can participate in a well-functioning system. Secondly, the employer draws conclusions of the recruits' opinion on the nature of work processes, their organisation, and on the job itself, its possible advantages and disadvantages.

By analyzing literature, survey results (the studies of 2018, N = 152, research methodology is described later in this article), and the author's experience, it seems that proof of success of the above mentioned adaptation stages is a clearly defined job profile. It appears that the four most important elements of the profile are as follows: (1) employees should have a required level of intelligence, energy to work, awareness of the consequences of their

decisions in which crystallized expectations play a crucial role, confidence, an accurate assessment of the situation, an emotional self-awareness, and flexibility to changes, (2) potential workers should develop their knowledge, skills and attitudes, but they should be aware of a large role of fitness predisposition, including health, (3) employees should be aware of their strengths and weaknesses and should control their changes, and (4) employees should have skills to gain experience and use it in practice to deal with work challenges, learning not only from their mistakes but also from theoretical analysis observing facts, making conjectures, and accumulating knowledge. Both ways of action, i.e. experience and analysis, allow employees to adjust their competences. Consequently, competence level in the learning process increases, and the company performance increases too.

An indispensable element of new employee adaptive processes is uncertainty resulting from challenges in the company environment and inside it. Company performance and effectiveness depend on the proper way to diagnose those challenges and on a quick response to them. Therefore, understanding the needs and expectations of employees and their readiness to participate in dealing with challenges the company faces can be very important for its performance.

It should be noted that in the adaptation stage the primary function of the management, as mentioned earlier, is to explain the nature of work to the recruit, discussing important elements and various aspects of the job. An explanation deals with all those aspects, together with duties and responsibilities, and what the recruit's position in relation to other employees is (employment status). This way, employees' awareness of their place in the company can be used to facilitate synergy of efforts, which translates to Job Crafting. However, companies do not always appreciate the role of such a procedure and are not always aware of its impact on economic performance (Martyniak, 1997, p. 11). The role of such a procedure is not appreciated enough despite the fact that companies declare being familiar with the essence of the adaptation process. For the record, its essence is to provide recruits with behavioural patterns that will be required from them in the future (Marciniak, 1999, p.83).

Thanks to flexible adaptation processes, in which new recruits can design their work and professional relationships according to their needs, the company can operate more efficiently, for its own and employees' benefit. Among many benefits of Job Crafting during adaptation processes the five most important are: (1) a significant reduction in staff turnover related to the lack of required suitability, (2) an increase in work efficiency and improvement of its quality in a shorter period of time than in classic forced adaptation that lacked cooperation, (3) an increase in work satisfaction and in the level of employee-employee and employee-company integration, substantially reducing stress associated with the new job, (4) the shaping of employees' positive attitudes and sense of belonging to the community, proper identification of their aspirations, and quick adaptation to corporate culture, (5) quick identification of skills, creativity, and other potentials of employees.

3. Methods

To implement the objectives presented in the introduction to this article, i.e. identification of individualization fields and identification of employees' attitude to Job Crafting in each of those fields, the following tools are applied: critical review of literature and diagnostic research including surveys and discussions. The area of interest is located in the three stages of company recruit induction: an induction interview, admission to work with preliminary adaptation, and long-term adaptation. In each of the stages possibilities of Job Crafting are outlined.

Surveys in the form of discussions were carried out in October 2018 on a group of 152 Polish students in the Mazovian Voivodeship. Among surveyed respondents there were 71 working students (including 40 men and 31 women) and 81 nonworking students (including 31 men and 50 women). The selection of the sample was random. Within the framework of the research there were group discussions and individual interviews, depending on the participants' background: working or nonworking students.

4. Individualization fields in company HR policy and in work organization

Individualization fields are selected by analysing literature and discussions carried out within the framework of the studies conducted in 2018 (N = 152), and by drawing conclusions from the author’s experience. Those individualization fields should be implemented in company human resources policy as early as during the induction of new recruits. Individualization fields of HR policy and work organisation are presented in Table 1.

Table 1. Individualization fields of staff policy and the organization of work

Action category	Action area and framework	Action implementation
The form of contract	Freedom of choice concerning the employment contract and employment period: temporary or permanent.	The employee selects the form and period of employment. The employee decides on a permanent or temporary contract.
Working hours	Unspecified working hours. Flexible working hours.	The employee chooses daily working hours, individually planning their distribution, adjusting the required effort at work to the rhythm of his or her performance possibilities.
Workplace	Freedom to transform the workplace. Independent selection of working tools. The evolution of workplace ergonomics.	The employee selects the form of workplace according to its efficiency. The employee shapes the ergonomics in the workplace.
Job responsibilities	Impact on forming tasks and/or the proportion of the elements of job responsibilities. Impact on improving effects of daily activities. Impact on modifying responsibilities in the job description.	The employee takes the initiative modifying job responsibilities in order to improve the effects of daily activities. The employee affects operational tasks, focusing on good solutions. Work takes on a meaning, it is more of a challenge, which counts for the employee.
Work process	Freedom of choice of the working system. Shaping the rhythm of work according to the rhythm of activity levels.	The employee affects creation and shaping of the work, diversifying and adapting methods. The employee takes part in optimizing work processes, combining tasks with personal preference and adjusting his or her activity levels to tasks.
Development	Personal development programs. Free choice of career paths and its stages. Active participation in shaping individual career plans.	The employee selects and adapts development projects, spreading them over time and being flexible in their implementation.
Remuneration	Cafeteria system of remuneration (the ability to choose from among several packages of remuneration).	The employee selects the remuneration package out of company several cafeteria packages.
Social benefits	Discretionary social benefits, not mandatory. Free opportunity to submit applications. Individual approach to each employee.	The employee has the right to apply for various benefits, social funds, but not everyone may receive them. Applications are dealt with individually on the basis of the criteria adopted.

Source: own based on literature (Hornberger, 2002, p. 550) and personal research 2018

The form and time of employment are presented in the first field. Respondents give high ranking to companies which have highly developed staffing procedures. Such procedures include clear working and pay conditions, with clauses in the contract about a trial period and permanent or temporary employment. Possibilities to modify the employment period, temporary or permanent, are important to the respondents, with the need to connect it to work achievements, especially in the initial stages of work (usually two years).

Information concerning contract terms should be passed to employees already at the start of the recruitment process, and they should be finally confirmed in the first stage of adaptation, i.e. during the induction interview as described at the beginning of this article. This is very important for the effects of the work process. The employee should know and be able to interpret the scope of duties, working conditions, and pay. In the survey more than 88% of the respondents, including all working ones, say they expect repeated confirmation by the employer of the

contract terms established during selection. Respondents state that it is proof of clear and good relations with the employer. This way, they are able to work more and have a sense of employment stability and security. They have a stronger trust in the employer, which can lead to reducing staff turnover, and at the same time the company costs. However, nearly 10% of the respondents say that the employer has a right to set contract terms and can change them, even during the interview or during the admission stage (stage one and two in the adaptation process). The same respondents do not expect any confirmation of the agreed terms from the employer, and they see nothing wrong with that. The remaining 2% of respondents have no opinion on the subject (Table 2).

Table 2. Expectations of the respondents, for clarification and confirmation of the terms of the agreement

Expectations of the respondents concerning clarification and confirmation of contract terms	Working respondents	Nonworking respondents	Total
Question: Do you expect confirmation of the contract and work and pay conditions set out in the selection process?			
I expect confirmation of employment terms.	71 (46.71%)	63 (41.45%)	134 (88.16%)
I expect the employer to decide on employment terms. I don't expect the employer to confirm the contract.	0 (0%)	15 (9.87%)	15 (9.87%)
I have no opinion	0 (0%)	3 (1.97%)	3 (1.97%)
			N=152 (100%)

Source: own elaboration

Generally, what is important to the respondents is the employment period and possibility of negotiating contract terms. They declare that that gives them great freedom of action, and they are able to put more effort into the work, and even to design new solutions. It is expected, especially by the respondents in the age group of 18-30, that the employer should base the decision whether the employment contract is temporary or permanent on the employee's individual needs.

The second individualization field of the HR policy is working hours. Respondents in most cases express opinions that irregular hours of work are more effective than standard conditions (with more than 61% of the respondents, see Table 3). The discussion proves that in company human resources policy working hours are considered the most important individualization field (Table 1).

Table 3. Choice of standard or irregular working hours

Choice of standard or irregular working hours	Working respondents	Nonworking respondents	Total
Question: If you had a choice, would you choose standard working hours of flexible working hours?			
I would choose standard working hours.	19 (12.50%)	16 (10.53%)	35 (23.03%)
I would choose flexible working hours.	42 (27.63%)	52 (34.21)	94 (61.84%)
I have no opinion	10 (6.58%)	13 (8.55%)	23 (15.13%)
			N=152 (100%)

Source: own elaboration

The respondents' answers depend on the work they do. It is obvious that repetitive work, for example, in manufacturing, should be done during standard working hours, and work requiring designing and individualization can be done during nonstandard working hours. Freedom in the distribution of daily working hours is a sign of Job Crafting use and was considered by the respondents highly satisfactory. However, worrying is the fact that more than 15% of respondents have no opinion on the subject. In the discussion they do not raise this issue, and neither do they suggest any solutions. It can be supposed that this attitude results from short work

experience of some respondents (age range: 92.76% of respondents were 18 to 30 years old, while only 7.24% of respondents were 31 to over 40). It is difficult, in this case, to talk about designing or redesigning their work, when they do not have or they have only a little work experience. It seems that what is needed in this area is awareness and coherence of the objectives, clearly defined expectations, self-criticism, high competence, and at least one-year professional experience.

The third individualisation field of staff policy is workplace. The freedom to choose or create a workplace and to select tools is a sign of creative thinking about work, which in Job Crafting plays a significant role, especially in process mapping, i.e. building dependencies between tasks and the selection of tools, between the involvement of the employee's own energy and the designation of priorities.

Referring to the previously quoted Ergo Work project (2013-2015, N = 480 respondents) it can be said that the adaptation of workplaces to the needs of employees with a variety of disabilities is nothing unique nowadays. It is the main indication of the company concern about work-related functioning of disabled employees. However, for those without dysfunction (the research of 2018, N = 152, discussions) this field is less relevant and less discussed. They limit the problem only to technological equipment of the workplace (opportunity to influence the type of equipment).

For comparison, in the Ergo Work project nondisabled and disabled people were asked a question concerning the degree of adaptation of the workplace to the needs of disabled people and a chance to demand necessary improvements. In Britain 69% of respondents rated the degree of adaptation of their workplace as fairly good or very good. A similar response was provided by 53% of Polish respondents, 51% of those from Slovenia, 39% from Belgium, 38% from Spain, and 37% from Italy (Moody & Saunders, 2015, p. 63). The most common way to deal with the problem of disabled employees was the adaptation of buildings. However, respondents with disabilities did not feel that the place of work had been well adapted and did not experience greater opportunities to redesign their workplace. Disabled respondents felt less happy at work than the others, and did not feel sufficiently included. Compared to employers, employees with disabilities taking part in the survey were less satisfied with the level of the staff's knowledge of the impact of working conditions and workplace adaptation on their needs (Moody & Saunders, 2015, p. 64). Any participation of employees in designing or redesigning their workplace in this case seemed quite limited.

The fourth individualization field of staff policy is job responsibilities. An opportunity for an employee to change job responsibility is quite a significant part of Job Crafting. A question about job responsibilities is often asked during adaptation stages, especially in the third stage, i.e. long-term adaptation. A participatory nature of professional relationship between the employee and supervisor is important for the former, and this participation is manifested in an opportunity for employees to influence a change or redesign of job responsibilities presented in the job description. Moreover, in management practice the opinion of the workers is increasingly expressed openly when they point out deficiencies or imperfections in job responsibilities and obligations contained in the employment contract. Some job responsibility clauses are inadequate to the tasks, or they do not change over time and do not reflect actual professional activities.

Because entities are forced to change their forms of action quickly and the way they operate, employees also have to change the way in which they perceive the company and undergoing changes (Lau & Woodman, 1995, p. 537-554). Employee's participation in forming job responsibilities can significantly affect their understanding of the employer's decisions and of those changes. This can improve everyday performance of the company, and it is satisfactory that more than 74% of the respondents expressed such an opinion (table 4).

Table 4. Freedom to change job responsibilities

Impact on changing job responsibilities	Working respondents	Nonworking respondents	Total
Question: Does participation in describing your job responsibilities affect work commitment and efficiency?			
I think such participation affects work commitment and efficiency.	52 (34.21%)	61 (40.13%)	113 (74.34%)
I don't think such participation affects work commitment and efficiency.	7 (4.60%)	16 (10.53%)	23 (15.13%)
I have no opinion	12 (7.90%)	4 (2.63%)	16 (10.53%)
			N=152 (100%)

Source: own elaboration

The fifth individualization field in personnel policy is the work process. In this field what is important is shaping employee's own work rhythm and activity level rhythm to fit them to the company's needs. Freedom to choose the system of work had a high value for the respondents, with more than 67% of them being of such an opinion (Table 5). For the majority the system of work should be in accordance with the correct production process.

Table 5. A right to choose the system of work

A right to choose the system of work	Working respondents	Nonworking respondents	Total
Question: Is a right to choose a system of work important to you?			
Very important	54 (35.52%)	48 (31.58%)	102 (67.10%)
Quite important	12 (7.89%)	21 (13.82%)	33 (21.71%)
Fairly important	0 (0%)	6 (3.95%)	6 (3.95%)
Not important	0 (0%)	2 (1.32%)	2 (1.32%)
I have no opinion	5 (3.29%)	4 (2.63%)	9 (5.92%)
			N=152 (100%)

Source: own elaboration

In the Job Crafting cycle the preparation stage should be dominant because a wide discussion as well as planning management processes enabling employees to design a system of work is a guarantee of success. The previously mentioned authors of Job Crafting methodology, Amy Wrzesniewski and Jane E. Dutton, suggest that the employees should carry out their task by changing cognitive boundaries and changing interpersonal relationships so as to shape the interaction between managers and colleagues even during the preparation stage (Ashforth, Kreiner & Fugate, 2000, p. 474; Lamont & Molnar, 2002, p. 167-195). Those modified actions and relationship processes are changing the social environment of work, and this in turn changes the meaning of work and professional identity. The above actions, as the research indicates, confirmed the above argument. The objective of these actions is to create a system of work model that defines: (1) individual motivations that trigger the expected behaviour, (2) individual understanding of the system of work that give the possibility of creating various forms of jobs and job responsibilities, and (3) probable individual and organizational effects of individualized approach to create a system of work (Wrzesniewski & Dutton, 2001, pp. 179-201).

Considering Job Crafting in the context of a work system, alongside the aforementioned job profiles, three categories of competence profiles need explaining. The profile of job requirements specifies required competencies for the analysed job. The next one, the worker's competence profile is determined by assessing the competence of the candidate for the vacant position or the competence of another employee doing this job. The third one, the profile of professional suitability, results from the confrontation of the two previously mentioned

profiles. The profile of suitability should be the basis for a decision on staff selection, adaptation, training, and on their movements within the company (Ludwiczynski, 2006, s. 171).

In accordance with the methodology of Job Crafting, employees should participate in shaping competence profiles. It is obvious that they cannot completely redesign work and ways of its implementation this way losing its meaning, but they can improve it, refining it with new solutions (Berg and Wrzesniewski & Dutton, 2010, p. 158-186). In this case, a high degree of autonomy in the employee creativity gives him or her a chance to create solutions, communicating and expressing ideas (Ohly, Sonnentag & Pluntke, 2006, p. 257-279). In taking such an action a few stages must be followed: planning changes, process mapping, calculating the value of changes, solution optimization, implementing solutions, and getting used to changes.

The sixth individualization field in company human resources policy is professional development. It should be admitted that an essential element of work processes is the participation of employees in development management, particularly in the context of planning their own careers (Wrzesniewski, McCauley, Rozin & Schwartz, 1997, p. 21-33). At the stage of selection for the job, the employee should be informed about development opportunities and career programs. Those career development plans should be updated during the third stage, which is long-term adaptation.

From the point of view of psychology and management, the meaning of work emerges when employees feel that it is worth their effort. An awareness of being active during work planning and redesigning gives them a sense of satisfaction and self-fulfilment, which are growing along with their development. Respondents especially rank career path programmes. A concern of the company for those programmes, i.e. detailed plans of different development routes and of their reliable pursuit, is considered very important. However, the approach to their implementation is negative. More than 63% of the respondents believe that in most cases development takes place on paper only, not in reality. The expectations of improvements in this area are very large.

It is notable that efficient management of career development depends on its well prepared systematic implementation, in addition to diligence and mutual effort. A well planned and well carried out action already from the first stage of recruit adaptation should be conducted according to a cycle of consecutive actions. This cycle should include: an awareness of team members of needs and development goals; a diagnosis of available resources and requirements for future actions; adaptation of resources and processes to objectives. Active participation in the design of professional development is declared by almost 60% of the respondents (table 6).

Table 6. Participation in the design of career development

Participation in designing career development	Working respondents	Nonworking respondents	Total
Question: What should your participation be like in the design of career development?			
Active	52 (34.21%)	38 (25%)	90 (59.21%)
Passive	12 (7.89%)	16 (10.53%)	28 (18.42%)
I have no opinion	7 (4.61%)	27 (17.76%)	34 (22.37%)
			N=152 (100%)

Source: own elaboration

More than 18% agree that the company should analyze its resources and capabilities to properly and effectively choose the career for employees. This group would entrust their own professional development to the employer. It could be a good decision, but under several conditions: (1) the company should have long experience in career development, having a good reputation in this area, (2) the company has developed proven solutions and should

be successful in workforce development, and (3) the company is focusing on participation of employees in career planning.

A worrying figure of more than 22% of the respondents do not have any opinion how to design their own career development. In the era of such a strong competition in the market of human resources this attitude is confusing, and it can be assumed that that group of people do not plan their career. However, companies require employees to define their career development expectations. Bearing in mind growing needs of businesses in the field of highly qualified human resources, employees have to adapt to constant change already in the stage of recruitment. The next individualization fields of human resource policy are forms of remuneration and social benefits. Remuneration forms are determined during the first stage (adaptation), in the course of the induction interview.

Respondents express an opinion that this is quite a small activity field (37.5%). The vast majority (43.42%) do not choose any of the fields (table 7). Only 9% of respondents declare that it is a large individualization field in the company staff policy and that they have no opportunities for its redesign.

Table 7. A right to shape forms of remuneration and social benefits

Field of activity in terms of forms of remuneration and social benefits	Working respondents	Nonworking respondents	Total
Question: Have you got any chance to shape the forms of remuneration and social benefits?			
Large	8 (5.26%)	6 (3.95%)	14 (9.21%)
Medium	11 (7.24%)	4 (2.63%)	15 (9.87%)
Small	23 (15.13%)	34 (22.37%)	57 (37.50%)
I have no opinion	29 (19.08%)	37 (24.34%)	66 (43.42%)
			N=152 (100%)

Source: own elaboration

The company system of remuneration is generally well-established having been implemented before, hence the present impact on its changes is negligible. However, there are companies that use the cafeteria system. In this system, employees have a chance to choose a remuneration package, usually out of two to three packages. Thus, it is the employees who decide on the package most corresponding to their needs. This is very satisfactory for employees and meets the idea of Job Crafting. Social benefits are discretionary, and employees cannot lay claims to them, but they can submit applications. This individual attitude constitutes another individualisation field of company HR policy. However, it is rarely used by the participants in the process of Job Crafting.

Conclusions

Matching the employee to the job and the job to the employee in accordance with Job Crafting means accommodating personal and professional predispositions to company requirements. The success of Job Crafting depends on the implementation of company individualization fields of HR policy and on fulfilling the conditions under which the process is conducted.

Job Crafting changes the meaning of work itself and changes the way how work is perceived by the employee. It makes it more challenging and meaningful, giving more satisfaction to the employee. The survey has shown that the present and future employees want to get engaged in the design of their work using Job Crafting. They declare willingness to be active in many specific individualization fields.

It can be assumed that Job Crafting implemented in recruit adaptation stages will bring more benefits than in other stages because at the beginning new employees form and strengthen their opinion about work, employers, colleagues, management, and relationship in the company. They may want to create a better and sometimes innovative solutions. It seems that even small items redesigned by employees in individualization processes could make work more meaningful, and this may positively change an approach to their implementation.

The data collected in the present research are to some extent limited, and the sample is small. The results of the analysis were therefore used judiciously to draw conclusions and to propose solutions that can be implemented in a company to improve the quality of working conditions and to raise awareness regarding issues related to Job Crafting.

It is believed that among company main strategic objectives there should be an increased level of employees' identification with the firm and its performance through effective raising of their involvement in work and building corporate culture. Employees with their variety of competences are capable of creating and implementing innovations and new solutions. In the survey respondents highly rank those companies which are well developed in terms of staffing procedures, with clearly defined working and pay conditions, and with clauses in the contract about a trial period as well as about permanent or temporal employment. Opportunities to influence any changes of the employment period, whether it should be temporary or permanent, are also very important. They believe that it should be based on achievements at work, especially in the early stages of them working for the company. In the individualization of working hours, respondents mostly express an opinion that irregular hours are more effective than standard working hours. This field of individualization of company HR policy is considered to be most important. Thus, it is worth considering which jobs absolutely require standard working hours and which do not need such a rhythm. With a view to making a company more efficient such changes are worth considering.

To questionnaire respondents the least important individualization area is the freedom of choosing and creating their workplace. They declare that freedom to select tools, with its significant role in Job Crafting, is a sign of creative thinking about work, especially for process mapping, i.e. building dependencies between tasks and tool selection, involving one's energy, and designing priorities. In addition, an opportunity for employees to change job responsibilities is quite a significant individualization process because their participation in the nature of work can significantly affect their understanding of activities and changes happening in the company. It can improve everyday performance at work.

In the work process, it is essential for employees to shape their own rhythm of work and rhythm of activity to fit the rhythm and nature of the market. It is obvious that the freedom to choose the system of work and to shape career development has a high value. It is important to update career programs. The other individualisation fields in the company human resources policy, i.e. the form of remuneration and social benefits, do not give employees a larger area to individual action.

In the context of the described individualisation fields in company staff policy interesting areas of research emerge. It is worth verifying empirically which individualisation fields and to what extent affect work efficiency and which management styles inspire employs to use Job Crafting.

References

Ashforth, B.E., Kreiner, G.E. & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions at work. *Academy of Management Review*, 25(3), 472-491. <https://doi.org/10.5465/amr.2000.3363315>

Atwater, L., Dionne, S. (2007). A Process Model of Leader-Follower Fit. In C. Ostroff, T.A. Judge (ed.), *Perspectives on Organizational Fit* (p. 183-208). New York: Taylor&Francis Group. <https://doi.org/10.4324/9780203810026>

- Baumeister, R.F., Leary, M.R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497-529. <https://psycnet.apa.org/doi/10.1037/0033-2909.117.3.497>
- Berg, J.M., Dutton, J.E. & Wrzesniewski, A. (2013). Job Crafting and Meaningful Work. In B. Dik, Z. Byrne, M. Steger (eds.), *Purpose and Meaning in the Workplace*. Washington: DC: APA Books, 81-104. <http://dx.doi.org/10.1037/14183-005>
- Berg, J.M., Wrzesniewski, A. & Dutton, J.E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31, 158-186. <https://doi.org/10.1002/job.645>
- Filipowicz, G. (2004). *Zarządzanie kompetencjami zawodowymi [Professional competence management]*. Warszawa: Polskie Wydawnictwo Ekonomiczne.
- Hornberger, S. (2002). Die neuzeitliche Perspektive der Individualisierung und der Herausforderung für die Personalforschung. *Zeitschrift für Personalforschung*, (4)2002, 545-562. http://www.hampp-verlag.de/Archiv/4_02_Hornberger.pdf
- Kardas, J.S., Wójcik-Augustyniak, M. (eds.). (2015). *Ergonomics - opportunity for new human jobs*. Siedlce: Publishing House of Siedlce University of Natural Sciences and Humanities.
- Lau, C.M., Woodman, R.W. (1995). Understanding organizational change: A schematic perspective. *Academy of Management Journal*, 38(2), 537-554. <https://doi.org/10.5465/256692>
- Lemont, M., Molnar, V. (2002). The study of boundaries in the social sciences. *Annual Review of Sociology*, 28, 167-195. <https://doi.org/10.1146/annurev.soc.28.110601.141107>
- Levy-Leboyer, C. (1997). *Kierowanie kompetencjami [Competence management]*. Bilanse doświadczeń zawodowych. Warszawa: Poltext.
- Ludwiczynski, A. (2006). *Analiza pracy i planowanie zatrudnienia [Work analysis and employment planning]*. W: H. Król, A. Ludwiczynski (red.), *Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji*. Warszawa: Wydawnictwo Naukowe PWN.
- Marciniak, J. (1999). *Pozyskiwanie pracowników – rekrutacja, adaptacja, rozwój [Employee recruitment - recruitment, adaptation, development]*. Warszawa: Wydawnictwo Prawno-Ekonomiczne INFOR.
- Martyniak, Z. (1997). *Elementy zarządzania informacją i komunikacją w przedsiębiorstwie [Elements of information and communication management in an enterprise]*. Kraków: Wydawnictwo Akademii Ekonomicznej.
- Moody, L., Saunders, J. (2015). Understanding workplace inclusion and employee needs in Europe - Can Ergonomics make a difference? In J.S. Kardas, M. Wójcik-Augustyniak (eds.), *Ergonomics - opportunity for new human jobs* (p. 61-68). Siedlce: Publishing House of Siedlce University of Natural Sciences and Humanities.
- Ohly, S., Sonnentag, S. & Pluntke, F. (2006). Routinization, Work Characteristics and their Relationships with Creative and Proactive Behaviors. *Journal of Organizational Behavior*, 27, 257-279. <https://doi.org/10.1002/job.376>
- Oleksyn, T. (2006). *Zarządzanie kompetencjami [Competence management]*. Teoria i praktyka. Kraków: Oficyna Ekonomiczna.
- Stankiewicz, K., Ziemiański, P. (2018). Preferences towards Working in Culturally Diverse Teams at Different Stages of the Entrepreneurial. *Problemy Zarządzania-Management Issues*, 16(1(73) Facets of Entrepreneurship, 216-228, <http://dx.doi.org/10.7172/1644-9584.73.13>
- Walkowiak, R. (2008). Kompetencje kierowników w obliczu restrukturyzacji przedsiębiorstwa. [Competences of managers in the face of corporate restructuring] *Problemy Zarządzania*, 6 (4(22) Menedżer i praca kierownicza), 143-150.
- Whiddett, S., Hollyforde, S. (2003). *Modele kompetencyjne w zarządzaniu zasobami ludzkimi. [Competences of managers in the face of corporate restructuring]*. Kraków: Oficyna Ekonomiczna.
- Wojtczuk-Turek, A. (2018). Rola liderów w dopasowaniu pracowników do organizacji, pracy i zespołu. [The role of leaders in matching employees to the organization, work and team]. *Edukacja Ekonomistów i Menedżerów*, 1(47), 25-41.

Wood, R., Payne T. (2006). Metody rekrutacji i selekcji pracowników oparte na kompetencjach. [Competency-based recruitment and selection methods]. Kraków: Oficyna Ekonomiczna.

Wrzesniewski, A., Dutton, J. E. (2001). Crafting a Job: Revisioning Employees as Active Crafters of Their Work. *Academy of Management Review*, 26(2), 179-201. <http://www.jstor.org/stable/259118>

Wrzesniewski, A., McCauley, C., Rozin, P. & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. *Journal of Research in Personality*, 31, 21-33. <https://doi.org/10.1006/jrpe.1997.2162>

Aknowledgements

The research was carried out under the research theme No. 499/18/S financed from by a science grant provided by the Ministry of Science and Higher Education of Poland

Jaroslav Stanislaw KARDAS, PhD, DSc, Professor at the University of Natural Sciences and Humanities in Siedlce. He works at the Faculty of Economic and Legal Sciences of the University of Natural Sciences and Humanities in Siedlce. He conducts research in the field of: human resources management, sustainable work, competence management. Research topics: Sustainable work, Good human resources management practices: Analysis and planning.

www.kardas.pl

ORCID ID: orcid.org/0000-0003-3038-6859

Register for an ORCID ID:

<https://orcid.org/register>

Copyright © 2020 by author(s) and VSI Entrepreneurship and Sustainability Center

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>

