

Chapter 7

Job Crafting and Intention to Stay in an Organization: The Mediating Role of Job Satisfaction

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ABSTRACT

This study examined job crafting, work satisfaction, and service sector employee retention. Job designing affected job satisfaction and retention in service sector organizations. Task crafting, relational crafting, and cognitive crafting were found to motivate and engage employees with job crafting as the most important. Job crafting, job happiness, and employee retention are linked by research. This study used 150 form fillers picked randomly. T-tests were utilized to examine job crafting, work satisfaction, and employee retention. The results revealed a significant and robust positive association between job crafting and job satisfaction, indicating that individuals who engaged in job crafting reported higher levels of work satisfaction. Additionally, a positive relationship was observed between job satisfaction and the intention to remain within the organization. Job satisfaction was also linked to company loyalty. The study found that job crafting affected employee retention. Job creation was linked to job happiness and loyalty.

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INTRODUCTION

Employee engagement in their assigned tasks or job responsibilities is a key organizational priority. A highly engaged employee is characterized by their ability to consistently achieve desired outcomes, exhibit low job turnover rates, and serve as an ambassador for the organization's brand. (Chandani *et al.*, 2016). Moreover, empirical studies have demonstrated that in recent years, job autonomy has emerged as a critical factor enabling employee engagement and enhancing overall job performance (Khoshnaw and Alavi, 2020). Considering the imperative aspects of employee engagement, improved performance, and workplace autonomy, design of employees' job equally assumes considerable significance and relevance as job design is deeply consequential for employees' psychological experience at work (Wrzesniewski *et al.*, 2013). And job crafting empowers employees to infuse greater meaning into a job by redesigning it according to their own requirements. Job crafting thus refers to a self-regulatory process in which individuals actively endeavour to reconcile the perceived disparities between their actual working circumstances and their desired working conditions (Lord *et al.*, 2010). According to (Wrzesniewski and Dutton 2001), individuals engage in job crafting to exert greater control over their work, enhance their interpersonal connections, and cultivate a positive self-perception. Job Craft's main goal is to suit each person's requirements by decreasing job-person mismatch and enhancing functioning and satisfaction. Job crafting has been shown to have a positive influence on employee motivation (Beer *et al.*, 2016). Thus, job crafting is an active and self-initiated step of employees to redesign their work in order to give more meaningfulness to the job.

Job satisfaction is an affective state that reflects an employee's overall level of contentment with his or her current work environment (Weiss, 2002). It is any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hop-pock, 1935). It is an important concept that has many important repercussions, both at the organizational level (such as, intention to leave the job, absenteeism, individual performance, and quality of product/ service), as well as at the individual level (such as, relationship with life satisfaction, anxiety, and distress at work) (Zito *et al.* 2018).

While an employee's willingness to remain in the organization is shown by their intention to stay, the social environment has an effect on job engagement because it is a result of their intention to stay (Gagne and Deci, 2005). According to the study conducted by (Ghosh *et al.*, 2013), to find the factors that are strong predictors of intention to stay, autonomy in thought and action and control over the pace of work is one of the factors behind an employee's intention to stay in the organization. The authors concluded that employees who intend to quit the firm can be identified in advance, and actions can be taken to retain them, especially if they are key performer. According to the findings of the study (Kilic *et al.*, 2020), psychologically empowered employees develop crafting behaviours more than others, and also employees cognitively crafting their jobs have increased the possibility to stay in their jobs.

This study aims to investigate the influence of work crafting on job satisfaction levels among workers and examine the association between job contentment and the intention to remain employed within the company. It endeavours to enhance our understanding of the impact of work crafting on employees' job satisfaction and their commitment to stay with the organization. Furthermore, this study aims to examine the impact of work crafting on employees' job satisfaction levels. Building upon the previous discussion, the primary objective of this research is to gain a comprehensive understanding of how job crafting influences the degree of job satisfaction experienced by individuals in their respective roles.

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