



REVIEW ARTICLE


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Job crafting and sustainable work performance: A systematic literature review

JEL Classification: M11; M12; M54

Keywords: employee motivation; sustainable work; job crafting; performance; work engagement; work performance; autonomy; leadership; literature review

Abstract

Research background: Job crafting based on individual initiative represents a new form of work design, supporting stability in increasing work performance. In many cases, this method proves to be an effective way of increasing employees' work engagement, mainly because of

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the mediated autonomy in their work performance and the greater meaningfulness that results from it. The basis of job crafting is employee support, which initiates working behavior focused on proactivity in creating and adapting work to the subjective requirements of the employee's individuality. The available literature highlights various approaches that mediate individual topics, with which companies try to stimulate employee behavior, the expected result of which is job crafting, which leads to an increase in work performance.

Purpose of the article: The goal of the study is to identify current research directions in the field of job crafting, specifically in relation to increasing work performance.

Methods: The Web of Science database was used to identify the main directions of research in the relevant literature. Research was directed at peer-reviewed articles published in journals indexed in SSCI as Q1 and Q2. The resulting number of articles was identified based on the PRISMA selection method.

Findings & value added: By analyzing the literary sources, we have identified 4 important research topics that the authors of the scientific articles addressed. The most widespread topic was work engagement and its influence on job crafting. In the second topic, the authors addressed the issue of how job crafting supports the meaningfulness of work. The third research topic that the authors addressed was job crafting as a factor of employee autonomy. The fourth theme identified was the influence of leadership and management support on job-crafting behavior. The paper offers the reader a systematic and clear list of available quality resources that can help them in their personal research related to job crafting and work performance. In addition, the results of our research may be useful for companies trying to improve the work performance of their employees.

Introduction

The deterioration of labor market conditions has become a matter of serious concern in recent years. Changes in the structure of the labor market — non-standard employment contracts, insufficient protection, flexible employment, greater uncertainty are a serious threat to the psychological and physical well-being of employees and the resulting level of their work commitment and performance (Jain *et al.*, 2022; Knight *et al.*, 2017; Kullmann, 2022; Rosin, 2022).

Organizations are also beginning to deploy artificial intelligence (AI) agents to help manage information, coordinate team processes, and perform simple tasks to improve and optimize the efficiency of services and work processes. For this reason, the awareness of workers regarding artificial intelligence not only improves the usage of innovative tools in organizations (Krajcik *et al.*, 2023), but also their performance (Rigelsky *et al.*, 2022) and competitiveness (Kliuchnikava, 2022). Paradoxically, even such an effort to improve work performance often does not lead to the intended result and may even lower employee satisfaction, deteriorate their well-being, and, as a result, decrease work performance (Dennis *et al.*, 2023;

Fugener *et al.*, 2022; Peeters, 2020; Suseno *et al.*, 2022), although some researchers declare the opposing views regarding this fact (Cizreliogulları & Babayiğit, 2022; Zamir & Kim, 2022).

In addition, company managers expect employees to shape and manage their work themselves in order to continuously increase their performance (Çera *et al.*, 2019; Demerouti *et al.*, 2020; Rózsa *et al.*, 2022). The given assumption, however, requires an excessive level of employee involvement (Szostek *et al.*, 2020, 2022a, 2022b), while one of the ways to achieve it is offered by job crafting, i.e. the adjustment or adaptation of work procedures by the employees themselves with the aim of increasing its perceived importance and ability to identify with work and, consequently, increased work performance (Irfan *et al.*, 2023; Mondo *et al.*, 2023; Shin *et al.*, 2020). Newer approaches also add that the basis of job crafting is the use of the employee's strengths and interests to adjust the work (Kooij *et al.*, 2017) that job crafting is a process of constantly adapting work to changing personal preferences, motives and abilities, which leads to positive as a result of employees (Kooij *et al.*, 2020). This is an active reaction of the employee to the design of work, which allows them to change their tasks and push the cognitive boundaries of work (Bruning & Campion, 2022). At the same time, employees are allowed to create their own work based on job requirements and resources, in order to achieve goals (Irfan *et al.*, 2022).

The authors of numerous scientific articles agree that job crafting is based on the proactive behavior and initiative of the employee (Zhang & Parker, 2022; Yang *et al.*, 2022; Kooij *et al.*, 2017; Kooij *et al.*, 2020; Geldenhuys *et al.*, 2021;). Behaviors such as job creation that lead employees to change the scope and boundaries of their work (Wrzesniewski & Dutton, 2001) have become the subject of numerous scientific studies. Moreover, contemporary insights emphasize that individualized approaches, which tap into the combined resources of employees in both their professional and personal lives, to job design are needed more than standardized ones in the evolving work landscape. Therefore, job crafting emerges as a substantial driver of sustainable work performance, ultimately bolstering long-term employability prospects (Lu *et al.*, 2023; Mondo *et al.*, 2023; Rahi, 2023; Sypniewska *et al.*, 2023).

Empirical findings from recent years indicate a positive impact of job crafting on sustainable work performance, but a systematic and comprehensive view of the nature of job creation and especially its relationship to sustainable work performance is still missing. Despite the rich literature,

there is no systematic review of studies that groups together the main research streams on job creation.

The aim of the study is, therefore, to identify current research directions in the field of job crafting, specifically in relation to increasing work performance. In addition to identifying the main research topics, we set two partial goals: Identify relevant and most used keywords, and identify the most cited author on the topic of job crafting and work performance. For the purpose of gathering the necessary literature, we used the Web of Science (WoS) database and focused exclusively on journals that are indexed in the SSCI scale in the management category as Q1 and Q2. In this case, we did not consider books and conference proceedings. PRISMA method was used to prepare a systematic review and a transparent, complete, and accurate description of the process (Page *et al.*, 2021). The uniqueness of the contribution lies primarily in the absence of a similar study and, at the same time, in the approach to processing the results.

In the first part of the study, we present a brief overview of the literature focused on the issue of job crafting and work performance. In the methodological part, we will clarify the data collection procedures and the method of their subsequent evaluation. In the results section, we will list the most relevant research topics for the period 2020 to 2023, which we identified when creating a systematic review of the literature. In the discussion section, we will present the impact of our research on practice, and in the end, we will briefly evaluate our research and present its strengths and weaknesses, as well as suggestions for future research.

Literature review

The concept of job crafting and theoretical background

The first mentions of job crafting come from 2001, when this phenomenon was defined by Wrzesniewski and Dutton (Kooij *et al.*, 2022), who claimed that it is a supplement to work design and the way people redesign their work tasks and procedures (Wrzesniewski & Dutton, 2001). Newer approaches see job crafting as a phenomenon that refers to changes that employees make in the task, cognitive and relational components of their work (Geldenhuis *et al.*, 2021). Proactive work behavior becomes the basis, when the employee takes the initiative to change the characteristics of work

(Kooij *et al.*, 2017; Zhang & Parker, 2022; Yang *et al.*, 2022; Kim & Beehr, 2022). Job crafting is an idiosyncratic way of customizing work, people create workplaces differently and depending on their regulatory focus (Lichtenthaler & Fischbach, 2019), personality, self-evaluation, efficiency and competences (Bruning & Campion, 2022). According to Kooij *et al.* (2017), job crafting is based on the employee's strengths and interests. It follows that the employee will adapt his work based on his strengths and also with the significant influence of his interests. The rule in job crafting is for the employee to proceed in accordance with the work rules in order to achieve work goals (Ifiran *et al.*, 2022). According to Kooij *et al.* (2020), there are three ways of job crafting: adaptation, utilization and developmental job creation. Based on scientific theory, it can be assumed that in order for an employee to direct his behavior towards active job crafting, he needs to have a certain relationship to the work being performed. The work must be in line with his interests or it will become a hobby, it is a generally known fact that if employees do work that fulfills them, then they do the work well. A necessary factor in making the work they do a hobby is to use their strengths.

In connection with job crafting and the theories of strengths and interests, two strategies are emerging that solve the overqualification of employees. A study by Zhang *et al.* (2021), established theories that discuss that overqualified employees can actively regulate discrepancies between their actual and ideal jobs through two theories: job crafting in favor of strengths (JC) and job crafting in favor of interests (JC — interests) (Sesen & Ertan, 2020). According to Shin *et al.* (2020) the basic element of the issue is work engagement, which acts as a mediator mediating the relationship between job crafting and work performance. Work engagement is a fundamental step towards proactive behavior that determines employee performance. Work engagement and work autonomy lead to an increase in job crafting. Crafting mediates the interactive effect of work commitment and autonomy on work performance (Jindal *et al.*, 2021). We can perceive job crafting as a tool to increase employee engagement. The possibility of adapting work to the needs of employees can lead to an increase in employee engagement. Engaged employees can generally perform a wide range of work tasks. According to Demerouti *et al.* (2020), employment engagement leads to job crafting that crosses domains. He claims that as long as the employee's behavior is directed towards the creation of work, this initiative is also transferred to the home environment, where they also

develop increased activity in the fulfillment of tasks that occur in the home. Based on research, they found that this behavior occurs in most proactive employees.

The benefit of the job crafting theory is its influence on the work behavior of employees of different age categories (Kooij *et al.*, 2020). The effects of job creation on on- and off-task performance are partially moderated by cultural practices of group collectivism, future orientation, performance orientation, and uncertainty avoidance (Boehnlein & Baum, 2022). Culture and support influence behavior leading to job crafting (Jiang *et al.*, 2021). Managers have the main role in spreading the culture and supporting it. Khan *et al.* (2021) investigated the role servant leadership plays in supporting behavior that leads to job crafting. The analysis of the results has clearly showed that servant leadership mediates the relationship between job crafting and employee innovative behavior (Khan *et al.*, 2022). In the framework of leadership, the emphasis is placed on collective work. According to Tuan (2020), the influence of leadership activates teams to collective job crafting, which leads to increased performance. Correct management and adequate dissemination of corporate culture creates a suitable working environment, which also activates workers to increase work performance. Employees create proactive behavior in an environment where they feel accepted. A great role is played by the work team, in which the manager should also act as a leader who strives to create positive working relationships (Khan *et al.*, 2022).

The authors based their research on the following theories. Yang *et al.* (2022) in his scientific work, in which he tried to clarify the impact of job crafting and psychological resilience on emotional work, based on the theory of conservation of resources (COR), which was also supported by Kim and Beehr (2022) in their research, which focused on the harmony between the worker's motivation and the meaningfulness of his work. Following the meaningfulness of the work, Li *et al.* (2022) focused on the aging workforce trend. Based on the theory of social-emotional selectivity, they discovered the fact that older employees excel in their commitment to work and, based on experience, effectively create jobs. One of the factors of job crafting is the meaningfulness of work. Experienced meaningfulness plays a mediating role in the connection between task performance behavior, cognitive and relational creation of work, and mutual evaluation of work performance. Creating interests and meaningfulness is an essential element for supporting older workers (Geldenhuys *et al.*, 2021). Kooij *et al.* (2020) supports the

theory of job crafting from the perspective of older employees in order to increase their work commitment. In this direction, the theory of job demands and resources (JD-R) has proven itself, which is directly related to managerial support, which stimulates job crafting and sustainable employability for the benefit of all age categories (Ifran *et al.*, 2022).

The impact of technological change on sustainable work performance

In recent decades, organizations have witnessed rapid technological advances that significantly disrupt traditional work design practices and place new demands on employers and employees (Thomas *et al.*, 2023). Therefore, the sustainability of work performance in the face of technological changes is a constant challenge that requires the cooperation of all interested parties, including scientists.

A growing body of evidence suggests that new technologies significantly influence workplace interactions (Makridis & Han, 2021). Furthermore, paradoxically, even if the reason for their introduction is the effort to improve and maintain high work performance in the long term, they often lead to its reduction (Dennis *et al.*, 2023; Fugener *et al.*, 2022; Peeters, 2020; Suseno *et al.*, 2022). A big challenge is also their different impact on individual groups of employees and different work contexts (Reimann & Tisch, 2021).

New technologies often lead to reduced sustainability of work performance for the following reasons: increased risk of job loss or deepening of inequalities; significant changes in job roles and responsibilities; the need to acquire new skills; and, last but not least, changes in management procedures.

Jobs are becoming less stable as workers are hired on a short-term basis, so that organizations can cope with possible crises (Fornino & Manera, 2022), and existing inequalities in the labor market are deepening (Bonacini *et al.*, 2021; Pensiero, 2022). It also turns out that the application of innovative technologies leads to a higher probability of termination of employment, especially among older employees (50+) and employees with long-term organizational tenure (approximately 12+ years) (ten Berge *et al.*, 2020). At the same time, occupations with a higher risk of automation are also at risk (Egana-delSol *et al.*, 2022). A paradox occurs in the case of non-academic and academically trained workers when, in some occupations, the probability of replacing academically trained workers with non-

academic ones increases (Xue *et al.*, 2022). Moreover, new technologies often also require new skills. However, small firms need help acquiring and retaining qualified workers, which limits their ability to handle technological changes (Castro-Silva & Lima, 2023).

In companies operating within Industry 4.0, the scope for employee autonomy is reduced, and the scope of managerial control is increased (Cirillo *et al.*, 2021). The ability of new technologies to measure and limit employee behavior in new ways leads to resistance, decreasing employee engagement, and, consequently, problems with the long-term sustainability of their work performance (Shulzhenko & Holmgren, 2020). This is also related to the reluctance to receive additional education, even though it has been proven that absent skills can be compensated for by training on new technologies (Haepf, 2022).

Last, but not least, the ability of management to share a common vision of the organization's future is, due to the constant need to adapt to technological innovations, a major managerial challenge (Lau & Hoyng, 2023).

To address the challenges mentioned above, organizations can focus on effective communication, providing opportunities for upskilling and retraining, supporting a culture of adaptability, and involving employees in adjusting and redesigning work. In order to achieve long-term sustainable performance, it is essential to understand these challenges and actively manage the introduction of technological changes into the work process (Hotte, 2021).

Research methods

The purpose of a systematic review of the literature is to provide a clear and comprehensive construct of the current state of the investigated issue. The goal is, therefore, to identify the main topics of research in the field of job creation and their importance for the performance of enterprises in the years 2020–2023. In addition to the main goal, we set two research questions.

RQ1: Is there a universal keyword that authors mention in their studies that could help in finding relevant sources for subsequent research?

RQ2: Is it possible to identify the author who published the most studies dealing with the issue for the period 2020 to 2023?

In our study, we worked with a sample of published studies (n=35). The sample includes studies that directly touch on the issue of "job crafting and work performance." Our focus was on articles that were published in the years 2020 to 2023 in journals ranked in the Q1 and Q2 categories in the Web of Science SSCI index. Based on the placement of journals on the leading rungs of the SSCI scale, we can define their quality and relevance in the field of scientific contribution.

Data collection was mediated using the international scientific database Web of Science, which provides a wide range of high-quality peer-reviewed journals. In this case, we did not consider books and conference proceedings. Figure 1 shows the number of published studies in journals categorized as Q1 and Q2 over the years from 2020 to 2023. For the purpose of selection and acquisition of relevant studies, we used the PRISMA method as a reporting guideline designed to address poor reporting of systematic literature reviews. It includes checklists with seven sections and 27 items regulating the systematic review areas such as eligibility criteria, information sources, search strategy, selection process, data collection process, explanation and elaboration, and flow diagram (Page *et al.*, 2021). In addition, it provides an easy way to identify high-quality scientific publications, which contributes to better-quality sources used in systematic literature reviews (Camilleri & Troise, 2023; Moher *et al.*, 2015).

The main advantages of the PRISMA method include adherence to the rules, which leads to the presentation of all the necessary information to assess the trustworthiness and transparency of the study (Leclercq *et al.*, 2019; Naderi *et al.*, 2022; Pasayat *et al.*, 2023; Tricco *et al.*, 2018); reduce bias (Thomas *et al.*, 2023); widespread acceptance across different research fields and constant improvement (Page *et al.*, 2021).

Despite its general quality, its critiques mention several disadvantages that may impact its result. When using the method, one of the essential steps may be overlooked or skipped, ultimately affecting the result (de Gelder *et al.*, 2023). Furthermore, the PRISMA method is unsuitable for all systematic literature reviews, such as intervention studies (Haddaway *et al.*, 2018; Liberati *et al.*, 2009; Thomas *et al.*, 2023).

The selection and selection process shown in Figure 2, which shows the PRISMA method of the selection process.

First, we determined the key words to be used in the search, namely "work performance and work creation". After the search, we obtained studies (n=541) that were to be filtered based on the required criteria. We set ourselves the goal of finding research published in 2023, 2022, 2021 and 2020. After adjusting the filter, we obtained studies (n=301) that best describe the current state of the art in this field. We focused on articles (n=285) that are published in journals in the 1st to 4th quarter. Since we focused on the issue from the point of view of management, we excluded all other categories (n=115). In the extended filter, we selected the category of journals that are evaluated in the SSCI scale (n=87). In the extended filter, we organized the searched studies on the basis of journals, from which we tried to select those evaluated in the Q1 and Q2 categories. For this purpose, we used the Journal Citation Report product. We have identified the 15 best rated journals. We subjected the final number of studies (n=48) to a search in order to assess the current state of the investigated issue. Based on a critical analysis of the abstracts of individual articles, we excluded 13 articles (n=35) that were not precisely focused on the necessary issue.

We described the conditions for the selection of suitable sources in the introduction of the methodology (Figure 2: *), they must be from the management category, the document type is an article, the Web of Science index (SSCI), the language is English, open access and (Figure 2: **) must meet the quartile rating Q1 and Q2, which we analyzed using the tool JCR.

Articles excluded after a qualitative analysis of the abstracts due to the research topic included in the articles, which did not meet the requirements set in the methodologies (Figure 2: ***). Although the articles contained the required keywords such as work performance and job crafting, in this context the majority of articles were understood within the framework of the position of companies, their work performance and work abroad and in the home country.

Based on the PRISMA method, we obtained 35 relevant articles that will help us to identify the main topics of research, which are formulated in the following section. A list of studies with detailed characteristics is provided in the Table 1.

In addition to the main goal, we set research questions. Based on the bibliometric analysis, we try to identify the keywords that the authors mention in their studies. Keywords can be used to collect the necessary literature for subsequent research in the given area. We provide bibliometric

analysis in the VOSviewer program, which is specially focused on identifying bibliometric metrics.

Figure 3 provides a bibliometric analysis of the keywords used by the authors in their studies. The cell size represents the number of occurrences of a given term in the analyzed studies. Links represent the reach of a given term in various publications. The keyword "job crafting" has the largest number of records among the others. Specifically, it occurs in 35 cases.

In addition to keywords, the bibliometric analysis provides the authors who participated in the creation of the given studies. Based on the size of individual cells, we are able to identify the author who has the greatest merit in the creation of scientific articles in the field of "job crafting and work performance."

Figure 4 shows us the authors who most often appear in scientific articles on a given topic from 2020 to 2023. We performed this analysis because we can find studies, quality studies. We assume that authors who have a larger number of articles on a given topic provide more relevant outputs of their scientific works.

Demerouti, E. the author of numerous studies stood out in the bibliometric analysis as an author, with the highest occurrence in publications dealing with the issue of work performance and job crafting in the years from 2020 to 2023. She published 168 publications that were published in the Web of Science database. It has achieved 27,510 citations, contributing to its H-index value of 68.

One of the limitations of bibliometric analysis is that its results are purely quantitative in nature. It sticks to the numbers and does not consider the quality of the individual variables that we put into it. Therefore, it is a very important step already in the initial phase of the research to establish the rules and requirements based on which we assume quality resources for our research. We tried to solve this problem already in PRISMA itself, when we used the SSCI index as the basis of quality measurement. We focused on journals that are indexed in the first two scales of the SSCI index. We have defined the period from 2020 to March 2023 in order to have the latest results and findings available. We identified the main keywords, and also the author who has the largest share of published studies for the given period.

Results and discussion

The latest research, published between 2020 and 2023, overwhelmingly points to the positive effects of job crafting on work performance. An important factor in job crafting is the employee, who is expected to take initiative and work engagement. Shin *et al.* (2020) in his scientific article deals with the topic of work engagement, which mediates the relationship between job crafting and work performance. He argues that a higher emotional level ensures a positive relationship between job crafting and job performance. The topic of work engagement was dealt with in their research by Jindal *et al.* (2021), who argued that high work engagement and work autonomy lead to gradations of job crafting in employees. According to Federici *et al.* (2021) job crafting plays a role in the positive relationship between career adaptability and work engagement. In other words, job crafting allows the courier's adaptability to manifest itself in increased work engagement. Work-engaged employees demonstrate a higher level of innovativeness, creative behavior and autonomy in job crafting (Sharma & Nambudiri, 2020).

Job crafting mediates the effect of job commitment and autonomy on job performance. Work engagement is a widespread topic and an essential determinant of job crafting. It becomes the subject of research depending on various factors, such as the meaningfulness of work. Guo and Hou (2022) focused on the research topic of the influence of engagement on the meaningfulness of work. The agreement of the employee with the meaningfulness of the work leads to higher work commitment and consequently to an increase in work performance. The research topic of the meaningfulness of work in connection with job crafting was also addressed by Geldenhuis *et al.* (2021), who concluded that job crafting is an important means of improving individual and organizational results. Specifically, cognitive crafting is the basis for achieving the meaningfulness of work.

Work engagement, in addition to the meaningfulness of work, leads to employee autonomy. The interactive effects of work engagement and autonomy in increasing job crafting have a positive effect on increasing work performance (Jindal *et al.*, 2021). Autonomy played a role in the research of Demerouti *et al.* (2020), who claimed that the work autonomy which employees developed at work was also transferred to the non-work environment when performing homework. What I mean is that employees who are

engaged and autonomous during working hours do not stop with the given behavior after finishing work.

In addition to the aspects that determine job crafting to increase work performance, the authors dealt with the general benefits of job crafting for employees. Authors of scientific articles focus on the problem of an aging workforce. Kooij *et al.* (2020) argue that older employees can be supported to practice effective work behaviors such as job crafting on a daily basis to ensure they are motivated and productive members of the workforce. Changes in the perception of procedures in the area of human resources supporting opportunities are positively related to changes in psychological empowerment and, consequently, to the focus in the use and development behavior in the creation of the work of older employees (Kooij *et al.*, 2022).

The authors of scientific articles dealt with the topic of leadership and job crafting in numerous cases. The basic task of leadership is to develop competences in the field of job creation, which represent a grouping of individual knowledge, skills and abilities that are necessary to achieve personal goals through effective problem solving in the field of job crafting (Bruning & Campion, 2022). Luu (2021) found a stronger positive relationship between the leader's humble behavior and the job crafting of employees with a low level of motivation. In other words, if employees do not show sufficient motivation to perform their work, the humility of the leader can be an important factor to support job crafting. Job crafting conditional on the support of a senior worker leads to an overall increase in work performance (Boehnlein & Baum, 2022). Direct management support encourages job creation and sustainable employability because only bottom-up job redesign allows employees to remain active (Baik *et al.*, 2018) and co-create working conditions that best suit their individual needs and long-term sustainable work performance. Moreover, without proper managerial support, such changes are mostly unfeasible for employees (Irfan *et al.*, 2022). Furthermore, the JD-R theory confirms that managerial support as a source of jobs initiated a motivational process through job creation, which led to sustainable employability as an outcome of the motivational process. With an increased level of uncertainty, employees are more involved in job crafting in order to increase their employability (Irfan *et al.*, 2020). Servant leadership is directly related to psychological empowerment, job crafting and innovative employee behavior. Job crafting functions as a mediator between servant leadership and innovative work behavior (Khan *et al.*, 2022).

Based on a systematic review of the literature, we identified four important research topics that the authors of the scientific articles addressed. The most widespread topic was work engagement and its influence on job crafting. In the second topic, the authors addressed the issue of how job crafting supports the meaningfulness of work. The third research topic that the authors addressed was job crafting as a factor of employee autonomy. The fourth theme identified was the influence of leadership and management support on job crafting behavior. The mentioned research topics were mentioned the most between 2020 and 2023.

In addition to the main objective, we set two research questions. RQ1: Is there a universal keyword that authors mention in their studies that could help in finding relevant sources for subsequent research? For the purpose of keyword identification, we used bibliometric analysis mediated by the VOSviewer software. The results of the analysis showed the keyword "job crafting," which was used in 36 cases out of a total of 38 scientific articles. Specifically, the keyword occurred in 94.7% of monitored cases. The second most used keyword was "performance," which appeared in 26 scientific articles out of a total of 35. Specifically, the keyword appeared in 68.4% of the observed cases. The remaining keywords appeared in less than 20 cases out of a total of 35 scientific articles. These findings can contribute to future research for searching and collecting the necessary professional texts.

Apart from the first research question, we also tried to clarify the second research question. RQ2: Is it possible to identify the author who published the most studies dealing with the issue for the period 2020 to 2023? Based on the bibliometric analysis, we identified the author who published the most scientific articles on the given topic and was also the most cited in articles dealing with the topic of job crafting. Demerouti E., is a scientist working at prestigious universities. It has more than 160 publications in the Web of Science database. It has been cited more than 27,000 times and its H-Index is 68.

The literature related to the topic "job crafting and work performance" mainly deals with the impact of customizing or creating work on work performance. In connection with this, many authors focused on the factors that determine the behavior of employees and lead them to the process of job crafting (Kooij *et al.*, 2022; Khan *et al.*, 2022). The well-known promotion of engagement in relation to the promotion of job crafting is a widespread theme among authors who published their studies between 2020 and 2023. For example, Jindal *et al.* (2021) in their scientific paper investigated the

interactive effects of work engagement and work autonomy in increasing work performance. The research was conducted on a sample of 320 white-collar workers in an Indian company. Their results pointed to the fact that work engagement and work autonomy lead to an increase in the process of job crafting, which mediates the interactive effect of work commitment and autonomy in relation to task performance.

We identified work autonomy and its impact on job crafting as one of the topics that the authors dealt with in connection with the issue. Demerouti *et al.* (2020) in his scientific article examines whether on days when individuals create jobs, it is more likely that they will also create activities outside of work. Based on the diary method, in which 139 employees from 6 European countries participated, they found that autonomy at home and workload at home strengthened the positive relationship between the search for resources at work and at home. Home autonomy has a positive effect on the relationship between seeking challenges at work and at home.

The next research topic was the meaningfulness of work in connection with job crafting. For example: Luu (2021), whose aim was to elucidate the mediating mechanism of job creation through which socially responsible human resource practices (SRHR) affect job meaningfulness and job strain among employees. The research was conducted on a sample of 825 employees and 128 managers. The results of the study confirmed the existence of a positive relationship between SRHR practices and the meaningfulness of employees' work, as well as a negative relationship between SRHR practices and employee work stress. These relationships were mediated by employee engagement in work creation, meaning that employees were motivated and had more control over their work, which reduced their job stress and increased job meaningfulness.

The last theme identified was the influence of leadership and management support on job crafting behavior. Ifran *et al.* (2022) investigates how management support affects job creation and employability sustainability and what impact job insecurity has on these relationships. 483 employees took part in the research. They have found that with high levels of uncertainty, employees often show higher engagement in job creation and actively participate in the creation of new jobs in order to increase their employability and reduce the risk of unemployment. Managerial support can be a key factor that initiates this motivational process and leads to sustainable employability as a result of job creation.

Our paper can provide authors of scientific articles with a systematic and comprehensive list of available quality resources that can help them in their personal research related to job crafting and work performance. In addition, the results of our research can be useful for companies trying to improve the work performance of their employees. Customization of work is directly related to the work performance of employees and increases their job satisfaction.

Conclusions

Job crafting has recently become a generally successful method of increasing work performance. Numerous scientific articles published in the best journals testify to the truth of this statement. Until now, there was no systematic review of scientific knowledge that would group current scientific contributions on the given topic. The goal of the study is to identify current research directions in the field of job crafting, specifically in relation to increasing work performance. In order to obtain the most up-to-date findings, we focused on publications that were published from 2020 to 2023. With the help of the PRISMA method, we obtained the most relevant scientific articles with a total number of 35. By analyzing literary sources, we identified 4 important research topics that the authors of scientific articles dedicated. The most widespread topic was work engagement and its influence on job crafting. In the second topic, the authors addressed the issue of how job crafting supports the meaningfulness of work. The third research topic that the authors addressed was job crafting as a factor of employee autonomy. The fourth theme identified was the influence of leadership and management support on job crafting behavior.

At the same time, we tried to clarify the generally used keyword, which the authors of scientific articles most often mentioned in their research. Based on the method of bibliometric analysis, we identified the keyword "job crafting," which appeared in 36 analyzed scientific articles. We also tried to identify the author that during the given period was most devoted to the issue of job crafting. Demerouti E. had the most significant number of publications for the given period. In addition, her works were cited by the most authors. On the basis of her contributions within the issue, she is a relevant author with the most relevant scientific contributions.

The systematic literature review identified current research directions in job crafting and sustainable work performance. Firstly, the limitations of the conducted research consist primarily of the chosen database, index, quartile, and selection years (Web of Science/SSCI/Q1 and Q2/2020 – 2023). Therefore, we cannot generalize our findings to other databases and years. However, we assume that knowledge published even in narrowly selected top journals reveals the current research directions in the given field to the required extent. Secondly, the reasons limiting the research results include the fact that the PRISMA method is relatively young with ongoing development. Therefore, the results of other studies will likely be less comparable over time.

In the future, it would be appropriate to answer the following research questions. What job resources (JD-R theory: physical, social, or organizational) help attain sustainable work performance, and how much management support is required to apply bottom-up job creation principles in different type of organizations? In this context, do new technologies help to increase perceived employees' autonomy? What is the potential of job crafting concerning the inclusion of senior employees? Help with removing the limits of this research by expanding the scope of a systematic literature review would also be welcome.

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Annex

Table 1. List of studies with detailed characteristics

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Zhang and Parker	2022	China	Find out why employees choose to optimize or reduce work demands and how this affects their performance.	Transactional theory of stress	Randomized experiments with vignettes	
Yang <i>et al.</i>	2022	China	To examine the effects of job crafting and psychological resilience on emotional labor and the mediating role of individual service orientation based on conservation of resources (COR) theory.	Conservation of resources (COR)	A two-wave longitudinal study	
Li <i>et al.</i>	2022		Explore age differences in employee responses to inclusion experiences on a daily basis and better integrate employees across the lifespan into organizations.	Social-emotional selectivity	Diary experiment	
Kooij <i>et al.</i>	2022	Netherlands	Investigate how organizations can stimulate older workers' work behavior through human resource practices aimed at increasing opportunities and psychological freedom	Job crafting	A survey study with two waves	Temporary agency focused on employing older workers in the Netherlands
Kim and Beehr	2022	USA	They investigated the influence of environmental resources (job security, autonomy, and feedback) on employee job creation behavior through organizational self-evaluations.	Conservation of resources and creation of jobs	Path analysis	
Khat <i>et al.</i>	2022	Pakistan	To examine the mediating role of psychological empowerment and job crafting between servant leadership and innovative work behavior	Servant leadership	Structural equation modeling using PLS-Smart	

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Hu <i>et al.</i>	2022	China	Investigate the impact of human resource management systems on employee job creation	Integrated content and process approach	A two-wave study using multilevel structural equation models	9 Chinese firms
Guo and Hou	2022	China	To examine the impact of job crafting on the work engagement of tour leaders mediated through personal and work appropriateness and meaningfulness of work.	Integrative conceptual model	Modeling of structural equations by the method of partial least squares	
Bruning and Campton	2022		Anticipate trade-offs between competitive outcomes in job creation using competencies.	Competencies in the field of job creation are groups of individual knowledge, skills and abilities that are necessary to achieve personal goals through effective problem solving in the field of job creation.	Operationalizing competencies as profiles demonstrated through competency-based assessment	
Boehmlein and Baum	2022		Investigate the impact of job creation on employee satisfaction and performance. Theory: Cultural factors influence the effects of job creation on employee performance.	Appraisal theory of emotions	A meta-analysis of existing studies	

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Barclay <i>et al.</i>	2022		Examining the impact of employee emotions on job creation behavior due to environmental disruption	Overqualified employees can actively regulate discrepancies between their actual and ideal jobs through two different job creation strategies: JC-strengths and JC-interests.	Three-wave survey	
Zhang <i>et al.</i>	2021		Explore the positive outcomes of job creation by considering the strengths and interests of overqualified employees.	Theory of work passion		
Yadav and Dhar	2021	India	Examining the Impact of Job Creation on Service Recovery Performance of Frontline Hotel Employees	Appraisal theory of emotions	Survey	Tourist hotels
Rogiers <i>et al.</i>	2021	USA	Explore alternative ways of creating jobs in organizations that allow employees to develop and assert new professional identities.	The theory of occupational embeddedness	Qualitative research, analysis of data from Open Opportunities	
Naem	2022	Pakistan	Explain the mechanism between transformational leadership and job crafting.	Psychological ownership of work (job-based PO)	A paper survey in the sales department of major pharmaceutical companies in Pakistan	

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Luu	2021	Vietnam	The aim of the study was to reveal the relationship between socially responsible practices in the field of human resources and the results of employees in the field of hospitality, through job creation. She also sought to reveal the moderating effect of authentic leadership on this relationship.	CSR and authentic leadership	Three wave survey. Modeling of structural equations	
Luu	2020	Vietnam	Explore the contribution of humble leaders to the well-being of employees in the public sector.			
Jiang <i>et al.</i>	2021		The study is to investigate the relationship between the leader's daily empowering behavior and the employee's proactive personality and the employee's daily work engagement and work creation at the daily level.	Interactionist perspective.	A diary study	
Geldenhuyts <i>et al.</i>	2021		Examining the relationship between tasks, relational and cognitive skills and job performance and validating a version of the Job Crafting Questionnaire (JCQ)	Job creation	Weekly journal study	
Federici <i>et al.</i>	2021		To examine the relationship between career adaptability, job creation and employee work engagement.	Theory of career building		
Dello Russo <i>et al.</i>	2021		To examine the emotional underpinnings of age-related differences in everyday task performance and task performance.	Social-emotional selectivity and harmony between person and work	A diary study. Multilevel modeling of equations.	

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Tuan	2020	Vietnam	To examine the role of charismatic leadership in promoting collective job creation and consequently team results.	Charismatic leadership and collective conformity of person and group	Modeling of structural equations	Travel agencies
Sesen and Ertan	2020	Cyprus	Investigate the relationship between perceived overqualification and job creation to stimulate satisfaction, loyalty and performance.	Theory of expansion and building	Structural equation modeling and hierarchical regression	
Kooij <i>et al.</i>	2020		Stimulate the active role of older workers in increasing their daily work commitment and work performance.	Activation hypothesis, life span psychology	A diary study	
Huang <i>et al.</i>	2020		To examine the relationship between abusive supervision and employee response using the job demands and resources model.	A model of work requirements and resources	Multi-time research design, Harman's one-factor test, series of confirmatory factor analyses, moderated mediation	
Demerouti <i>et al.</i>	2020	Belgium, Denmark, Germany, Netherlands, Spain, United Kingdom	Explore the relationship between active work creation and non-work activities	Theory of work autonomy and workload	A diary study. Modeling of structural equations	

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Yu <i>et al.</i>	2023	China	To explore the relationship between stressors and innovative work behavior of Chinese employees through task creation and psychological disengagement.		Structural equation modeling, cross-sectional design and the bootstrapping method	Technology research and development enterprises in Tianjin, China
Renkema <i>et al.</i>	2023		Investigate how accountability systems motivate professionals to be proactive in creating their own jobs.	Interpretive Grounded Theory	In-depth interviews with doctors from eight hospitals	8 hospitals
Luu	2023		To uncover the role of teamwork in linking responsible leadership to team performance in a tourism context and create jobs		Data collection from travel agency managers and employees and data analysis through multilevel structural equation modeling	Travel agencies
Khan <i>et al.</i>	2021	Pakistan	To determine the role of servant leadership in inducing innovative work behavior and to investigate the mediating role of job crafting and the sequential mediating role of trust and job crafting between servant leadership and innovative work behavior.		Survey and modeling of structural equations	Software Companies in Pakistan
Jindal <i>et al.</i>	2022	India	To investigate the interactive effect of work engagement and autonomy on job creation and performance in an Indian manufacturing firm		Modeling of structural equations	Manufacturing company

Table 1. Continued

Authors	Characteristics of the article		Aim	Theoretical framework	Method	Type of organization
	Year	Country				
Ifran and Qadeer	2021	Pakistan	Examining how employer investments in job creation and job crafting contribute to sustainable employee employability in the context of the COVID-19 pandemic.	Job Demands Theory and Resource (JD-R)	Structural Equation Modeling (SEM) Analysis	
Chen and Du	2022		Investigate the relationship between role overload and job creation, and identify the mechanism and boundary conditions of this relationship.	Level of job construction and job crafting	A two-wave panel field study with 213 matched employee and supervisor data. A second-order moderated mediation model was used.	

Figure 1. Number of articles published in years

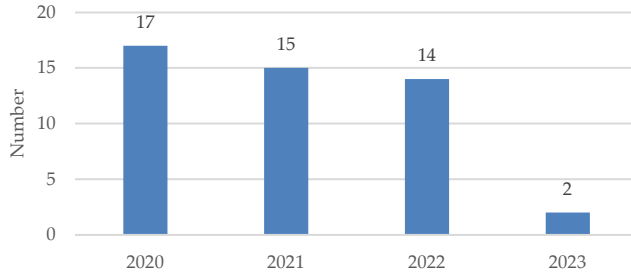
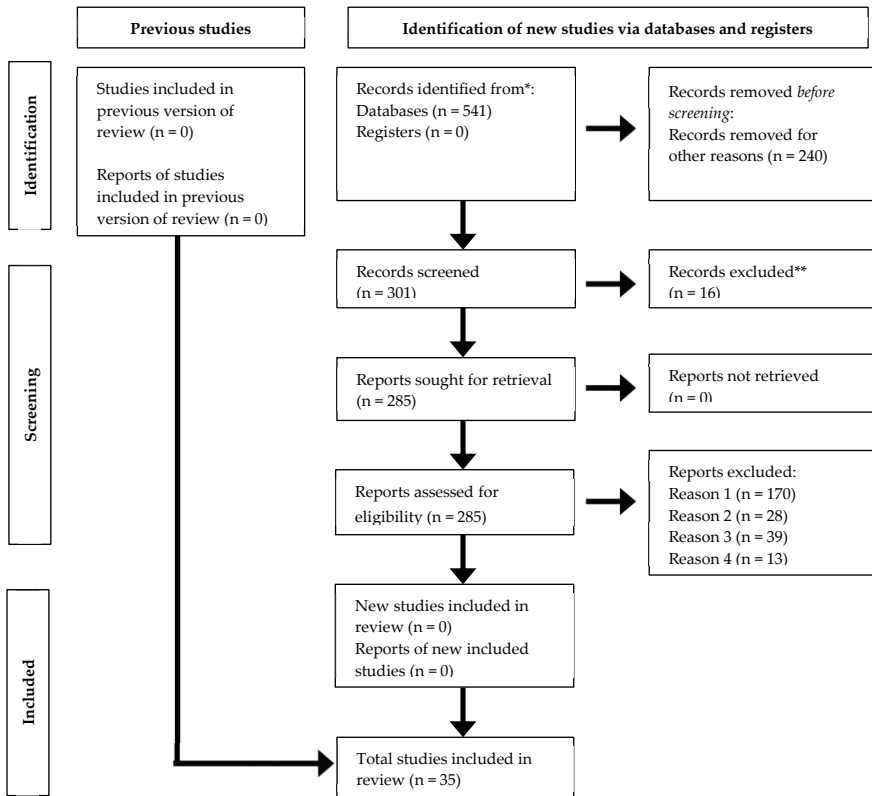


Figure 2. PRISMA-based article selection process



Source: own work based on PRISMA flow diagram (Page *et al.*, 2021).

Figure 3. Bibliometric analysis of the keywords used by the authors in their studies

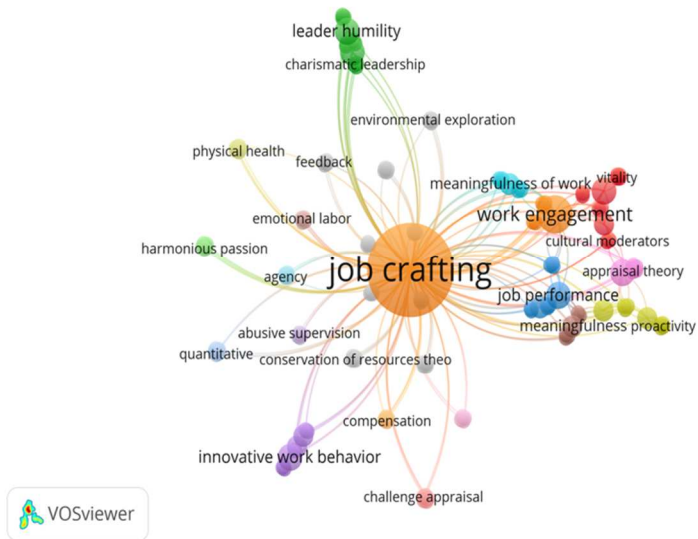


Figure 4. Bibliometric analysis aimed at identifying the key author

