

Departmental Seminar

Competing(?) Antecedents of Job Crafting: Job Characteristics and/or IT Characteristics

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Rm 813, 8/F, The Jockey Club Tower | Centennial Campus | The University of Hong Kong



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Abstract

Advances in information technologies are changing the nature of work and transforming traditional jobs. Routine repetitive tasks are being delegated to machines, while tasks performed by and jobs held by humans are turning into knowledge-based ones. In knowledge-based work (as opposed to industrialized work), job crafting at the individual level seems to be becoming the norm rather than the exception. Contrary to the traditional top-down job design popularly done and imposed by management in industrialized work contexts based on time and motion analyses, job crafting is a bottom-up job redesign by and of individual workers. In knowledge-based work, job crafting is critical in achieving individual performance, as detail job requirements are determined along the way by workers in order to perform knowledge-based work. Thus, job crafting seems to extend the job design studies in that job characteristics such as complexity and autonomy are being treated as critical antecedents. However, IT characteristics, compatibility and actual usage, also need to be taken into consideration as job crafting itself and knowledgefication of job are enabled by IT. In this study, the influence of job characteristics (complexity and autonomy) and technology-related characteristics in the work context (compatibility and use) were theorized as competing antecedents of job crafting and empirically tested the relationships using survey data collected from the field. The data largely confirms the proposed research model, indicating that individual job performance is strongly dependent upon job crafting, while two groups of antecedents—the characteristics of job and technology—are strong predictors of individual job crafting. The impact of job characteristics seems to be statistically strong, while the strongest is the compatibility of IT with the work at hand. Interestingly, the simple use of technology alone does not statistically explain job crafting. The results imply that job crafting is important in a knowledge-based society.

~All are Welcome~