

Sytematic Literature Review (SLR) and Bibliometric Analysis on Job Crafting

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Abstract. The 5.0 revolution era has transformed work into work with flexibility. Flexibility at work allows employees to work anywhere, but this flexibility can cause psychological fatigue where employees cannot differentiate between work and rest time. Therefore, employees redesign tasks and jobs according to their preferences, which is called job crafting. This research aims to explain what factors can cause employees in the 5.0 era to carry out job crafting. The research was conducted with a systematic literature review (SLR), using the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) and Bibliometric methods to filter topics, sub-topics and journals that fit the criteria. Thus, 41 journals were obtained from databases, namely ScienceDirect, Emerald, PubMed, and SemanticScholar. Based on the results of research that has been conducted, job crafting is influenced by autonomy (25%), work environment (18%), job demands (16%), job resources (15%), job satisfaction (13%), characteristics (13%). Employees who do job crafting are usually very motivated to develop, so employees will look for ways to increase their work contribution.

Keywords: *Job Crafting, Occupational Crafting, Systematic Literature Review.*

Introduction

Digitalization in the world of work in the era of industrial technology advancement 4.0 has entered the era of society 5.0 (Ismail dan Nugroho, 2022). The latest stage in the 5.0 industrial revolution is driven by advanced technologies such as the Internet of Things (IoT), artificial intelligence (AI), cloud computing, big data, and increased connectivity (Rampen et al., 2023). These technological advancements have changed the way things work and enabled wider and easier connections around the world (Gugercin, 2021).

The development of technological advances in the Industrial Revolution 5.0 has certainly expanded the scope of business on a global scale and facilitated international cooperation without geographical constraints. This encourages companies to explore opportunities for digital-age employees to operate from any location, not limited to a specific office space (Gugercin, 2021; Supriyati, 2023). Working flexibly can be attractive to

employees, according to a Deloitte Global survey, 20% of millennials and 21% of Gen Z consider flexibility as a preference in human resource selection (Deloitte, 2022). Employees have a lot of freedom to organize their work schedules with flexible work facilities. (Xiang, et al., 2020). Flexible working arrangements can be divided into three categories: flexitime, telehomework, and flexy hours (Tesalonika, K., Yazid, I. D., & Dynanty, 2023).

The concept of flexible work arrangements allows 5.0-era employees to carry out their duties from any location (Lalu et al., 2023). Previous studies have shown that remote working has a dual effect. It can increase flexibility in working hours, improve work-life balance, and increase productivity (Fitriana, 2019). However, the negative impacts of working remotely include a lack of supervisor-subordinate relationships, communication difficulties, and job burnout. These can lead to psychological stress and burnout (Flores 2019; Graves & Karabayeva 2020; OWL Labs 2020). Stress can cause a form of disturbance, namely sleep disorders, eating disorders, concentration disorders, and easily feeling anxious, offended, and restless (Sunarti et al., 2022).

Flexible work makes 5.0-era employees less able to separate the boundaries of work time and rest time. This can result in employees experiencing overwork, fatigue and reduce employee work quality (Fitriana, 2019). Employees who work flexibly often create a stigma that employees will always be digitally connected. (Alamanda & Riyanti, 2023). The demand for constant online presence can result in feelings of stress and anxiety, as well as challenges in delineating the boundaries between employees' working hours and leisure time. Lacking direct interaction with coworkers and lacking social support in the workplace, some employees may be less motivated and less engaged. Working away from the office can distance employees from social support and interaction. Loneliness and social disconnection can be harmful to mental health. (Tesalonika, K., Yazid, I. D., & Dynanty, 2023).

Employees in the industrial era 5.0 can use job crafting as a way to reduce the impact of mental health problems that employees experience, namely by replanning in redesigning employee jobs which can be called job crafting (Sakuraya et al., 2016; Nie et al., 2023). Job crafting can refer to changes made by employees in aligning job demands with employees' desires, strengths, and values (Berg et al., 2023). Job crafting involves

continuous modification of job roles to align with personal preferences and abilities, resulting in positive outcomes for the employee (Kooij et al., 2020).

Job crafting is used by employees to set clear boundaries between work time and rest time. This allows employees to create an organized work schedule, including time for rest and time for social interaction outside of work (Wijayati & Pusparini, 2024). Employees 5.0 who engage in job crafting can find more opportunities to collaborate with coworkers, even when they work remotely (Liu & Zhang, 2022). This can be achieved by organizing team meetings, holding virtual Q&A meetings, or joining online discussion groups (Nie et al., 2023).

5.0 employees can use job crafting to find opportunities to become stronger while working from home. Employees can find areas of development that match their interests and expertise, seek opportunities to take on larger tasks or build creative projects that increase their added value within the company (Liu & Zhang, 2022). Employees 5.0 can maintain motivation which includes intrinsic value, self-efficacy, and interest in the task (Asyhari & Islamia, 2023). So that employees become more satisfied with their jobs by focusing on self-empowerment is a factor for employees in job crafting. Job design can also help them create an ideal work environment, whether at home or in a remote workplace. Emphasis on emotional support and coping strategies can overcome problems (Dwi et al., 2023). Employees can customize their workspace to be comfortable, and organized, and allow for good concentration. (Sakuraya et al., 2017). Employees can also set up habits that help them stay focused and productive, such as setting a clear work schedule, avoiding distractions, and creating healthy work habits (Sakuraya et al., 2017).

Employees with high autonomy are the most important factor who have more control over their work so that employees can do the job (Verelst et al., n.d.). The autonomy factor makes Employees have the desire to modify tasks to better suit their interests and skills (Zhu et al., 2022). Another factor that can influence job crafting is job demands, Employees tend to look for ways to redesign their jobs to better suit their interests and desires when employees feel job demands are less challenging, monotonous, or unsatisfying (Yoon et al., 2019). Job crafting allows employees to change their tasks, roles, and scope of responsibilities to better match the employee's interests, skills, and personal values. (Roczniewska, Rogala & Marszałek, et al., 2023).

The purpose of this study is to answer the research quotient regarding what factors influence employees in job crafting through the SLR approach by using the PRISMA and Bibliometric methods. This research wants to explain the linkages, authors, and top citations related to job crafting.

Method

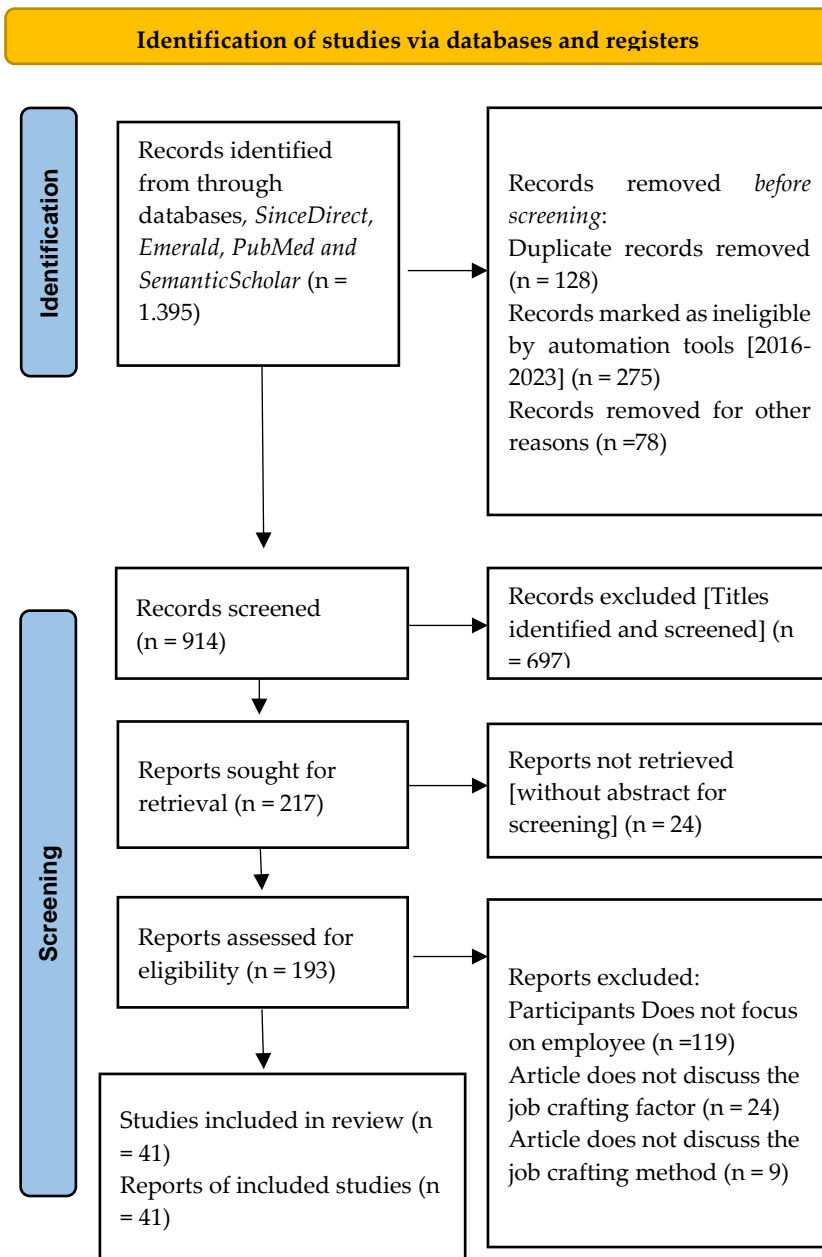
The research was conducted through a Systematic Literature Review. The purpose of the Systematic Literature Review (SLR) is to determine the strategy to be used in identifying different perspectives related to the problem being studied, using theories that are relevant to the research case (R. van Dinter at al., 2021). Researchers use the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) method to see top citations and answer research questions. Using the Bibliometric analysis method to see cooccurrences and co-authorship specifically explains the relationship between keywords and authors related to job crafting.

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

This study, using the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) method, was conducted to screen and select articles (Page et al., 2021). The steps in the PRISMA diagram, namely, determining the problem in the study using the PICOC method, research is designed by determining the focus of the research, so that the research can be structured by determining population, intervention, comparison, outcomes, and context (Kithcenham & Charters, 2007). Next, we created a research question and determined the keywords "Employee Job Crafting AND Company" in the article search. The terms were typed into databases such as ScienceDirect, Emerald, PubMed, and Semantic Scholars with an "AND" operation between each term or word. The main reason for using these databases is the access they provide to high-quality scientific journals in various fields of knowledge. In addition, these databases provide the latest articles, which allows researchers to stay current with the latest research and advancements in the field.

The next stage is filtering by filtering articles that do not match the criteria according to inclusion and exclusion, namely: duplicate articles, articles in 2016-2023, articles that match the research topic, open access articles, and abstracts. Next, enter the

article in RIS form into Mendeley Desktop and create a PRISMA diagram using the PRISMA Flow Diagram and obtain 41 articles according to the criteria in the study.

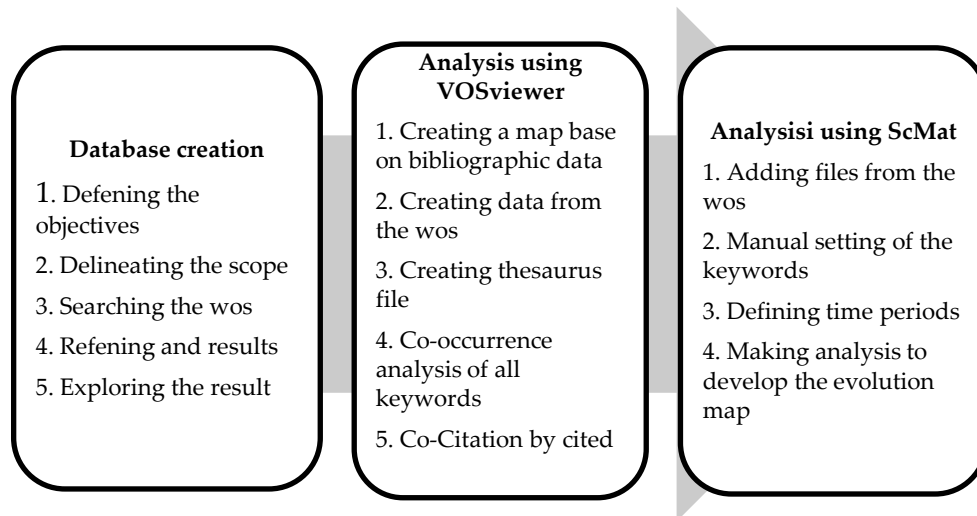


Picture 1. PRISMA diagram

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Bibliometric analysis can visualize relationships and produce graphical representations of bibliometric maps that are easy to read and facilitate assessment and interpretation, VosViewer software is also required (Tang et al., 2018). As an analysis tool, this article uses the database-based VOSviewer to perform two of the three steps of data analysis (Sharifi, 2021). The process will be explained as follows.

Table 1.
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Result

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

Table 2.
List of most Citation Journals

Author	Year	Journal	Citation	Publication
Kooij et al	2017	Job Crafting Towards Strengths and Interests: The Effects of a Job Crafting Intervention on Person-Job Fit and the Role of Age	166	Journal of Applied Psychology
Sakuraya et al	2016	Effects of a job crafting intervention program on work engagement among Japanese employees: A pretest-posttest study	39	BMC psychology
Van Zyl & Rothmann	2019	Job-crafting interventions: do they work and why?	33	Positive Psychological Intervention Design and Protocols for Multi-Cultural Contexts
Sakuraya et al	2017	Job crafting, work engagement, and psychological distress among Japanese employees: a cross-sectional study	31	BioPsychoSocial Medicine

Wardani et al	2019	The Role of Employee Well-Being as A Moderator: Job Crafting and Work Engagement	27	Indigenous: Jurnal Ilmiah Psikologi
Job et al	2022	Implementing Job Crafting Behaviors Implementing Job Crafting Behaviors: Exploring the Effects of a Job Crafting Intervention Based on the Theory of Planned Behavior	20	Journal of Applied Behavioral Science
Yoon et al	2020	The Effects of Job Crafting on Career Success of Multinational Corporations' Employees	19	Journal of Asian Finance, Economics and Business
Tresi & Miheli\vc	2023	The roles of self-efficacy and leader-member exchange in the relationship between job crafting and work-self facilitation	19	Personnel Review.
Oprea et al	2019	Personality and boredom at work: the mediating role of job crafting	14	Career Development International.
Xu et al	2020	Crafting Jobs for Sustaining Careers during China's Manufacturing Digitalization	13	Sustainability Accounting, Management and Policy Journal

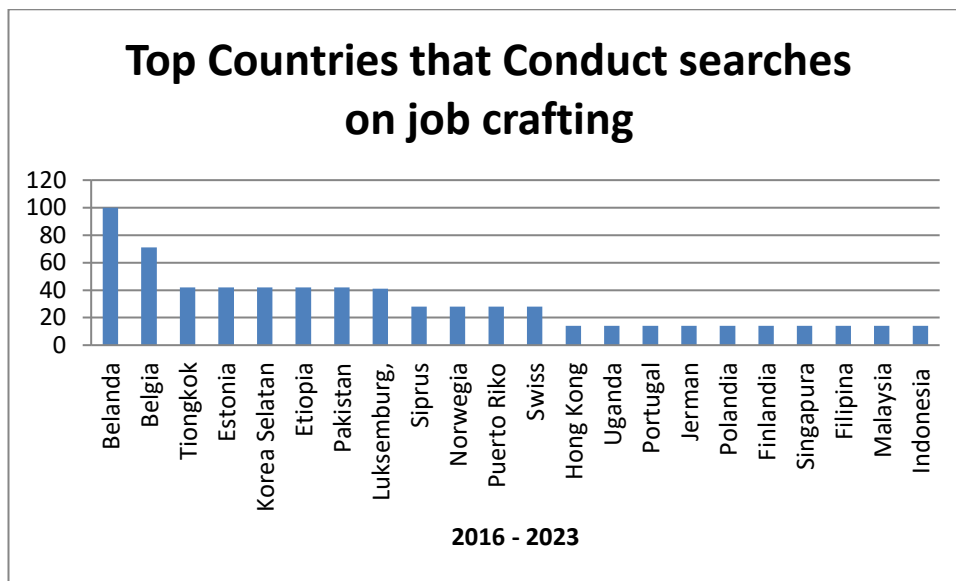
The results of the journal search have been filtered by taking 41 relevant journals according to the criteria of the filtered journal research using the PRISMA method.

Based on Table 1, the most cited research is the research of Kooij et al., (2017), totaling 166 times cited. This study focuses on job creation interventions that aim to match jobs with personal strengths and interests, and their effect on person-job fit. Autonomy, intrinsic motivation, and proactive personality were potential covariates that could influence job crafting, although they were not found to be significantly different between the experimental and control groups in this study. Autonomy may still be a relevant factor in job crafting, as it refers to the degree of control and independence employees have in shaping employees' jobs.

The second most referenced research is Sakuraya et al., (2016), which was cited 39 times. The purpose of this study was to examine the effectiveness of a job crafting intervention program on work engagement, job crafting, and psychological distress among

Japanese employees. The study mentioned that job autonomy was positively related to job crafting, indicating that employees with greater job autonomy were more likely to engage in job crafting activities. Employees with higher levels of autonomy are more likely to engage in cognitive crafting, which involves changing the way they view and think about their job, duties and responsibilities.

The third most cited research is research Demerouti et al., (2019), Demerouti et al. (2019), the citations referenced amounted to 33 times. This study focuses on job crafting, which is a proactive behavior that allows individuals to shape the characteristics of their jobs to meet their needs and preferences, indicating the level of autonomy in the workplace. Employees with higher levels of autonomy are more likely to engage in job crafting behavior, as they have the freedom to make changes and adjustments to their work environment.

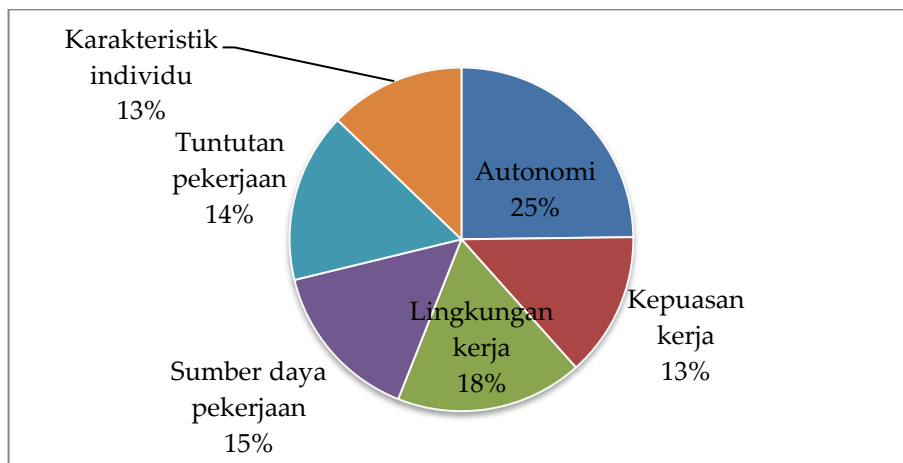


Picture 2. Top Countries Conducting Searches on Job Crafting

Based on the results of Google Trends from 2016-2023, it was found that the most countries that conducted searches on job crafting were the Netherlands with 100 search interests, indicating that the topic is very relevant and of interest to the country, Belgium with 71 search interests, China, Estonia, South Korea, Ethiopia, and Pakistan had 42 search interests. Using Google Trends to search interesting data, research on job crafting can be focused and tailored to the needs and characteristics of each country. This ensures that the research is relevant, and impactful, and can make a significant contribution.

Factors That Influence Employees in Job Crafting

Based on the results of the analysis of the journals that have been reviewed in Table 1, it is found that employee factors in job crafting are influenced by several factors, namely, autonomy factors found in 31 journals (25%), job satisfaction factors found in 17 journals (13%), work environment factors found in 22 journals (18%), work resource factors found in 19 (15%), job demands factors found in 18 (14%), and individual characteristics factors found in 16 journals (13%).



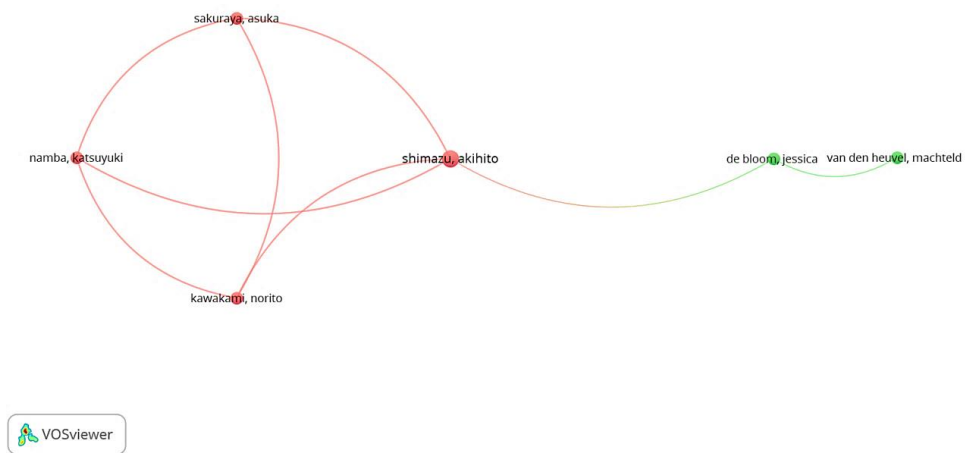
Picture 3. Job Crafting Factors

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Co-Authorship

The bibliometric image of Co-Authorship Network visualization is interconnected with each other, marked by the relationship of lines and there are nodes (spheres) that can represent authors and edges (networks) that are interconnected. Co-citation analysis is another interesting topic. According to the analysis results from VOSviewer, 148 authors have been cited by the publication. We set the threshold at 148, and 6 authors were selected. The cocitation network of cited authors is illustrated in Figure 3. A node represents an author, and a network line represents two authors cited in one document. The size of the node indicates the frequency of an author. The distance between two nodes reflects the degree of similarity of the authors' fields of study. The most influential authors can be seen in Figure 4. VOSviewer software divided these 6 authors into 2 clusters. The author found that Shimazu, Akhito, Sakuraya, Asuka, Namba, and Katsuyuki, are the main sources of reference in the author. Whereas de Bloom, Jesica, Van den Heuvel, and Machteld are

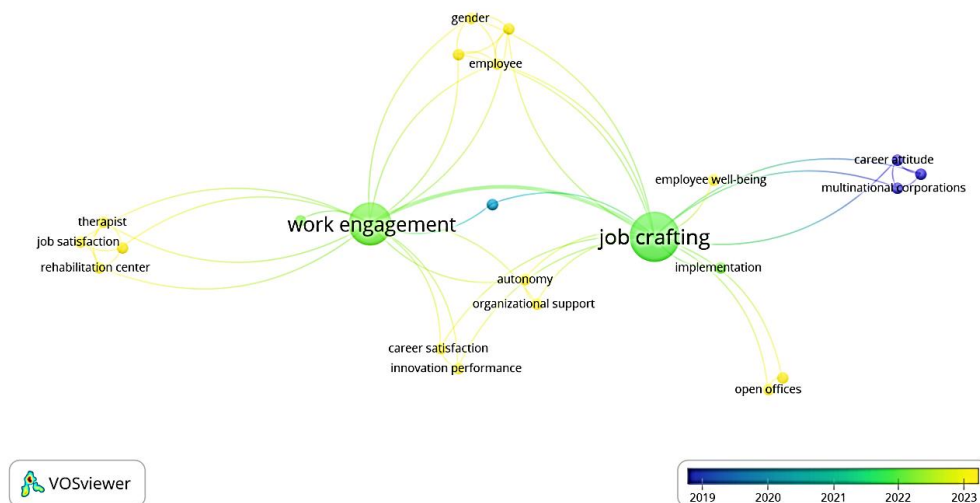
interconnected references.



Picture 4. Connected Co-Authorship Network Visualization
Source: VOSviewers March 19, 2023. 11:42 am

Overlay Co-Occurrence

Based on the visualization results in Figure 6, can illustrate the extent of CoOccurrence or keywords that have developed from year to year, where the smaller the cluster the more recent the research conducted. Figure 6 shows that the development of keywords in 2023 was seen from relatively small nodes with 11 keywords, namely "employee, gender, employee well-being, open offices, autonomy, organizational support, career satisfaction, innovation performance, job satisfaction, therapist, rehabilitation center".



Picture 6. Co-Occurrence Overlay Visualization
Source: VOSviewers March 19, 2023. 11:47 am

Discussion

The evolution of the 5.0 era has ushered in a profound transformation in work dynamics, placing a strong focus on adaptability and flexibility. The 5.0 era has the concept of flexible work arrangements, giving employees the freedom to manage schedules, work locations, and methods of performing employee tasks (Kolade & Owoseni, 2022). Flexibility empowers employees to work from various settings such as home, cafes, or even while traveling. Nevertheless, this freedom in work organization can also trigger psychological effects (Deloitte, 2022). Such psychological effects can be that the challenge of delineating work boundaries from personal time can result in increased stress levels and burnout. Employees may feel constantly tied to work, struggling to fully detach themselves from the employee's professional role. In addition, the absence of face-to-face interaction with coworkers and superiors can foster feelings of isolation and loneliness, ultimately impacting mental health. (Wijayati & Pusparini, 2024).

Concerning work flexibility, there is a risk of work overload and burnout stemming from the blurred distinction between working hours and leisure time. Employees may feel the need to remain constantly engaged and reachable, leading to physical and mental exhaustion (Alamanda & Riyanti, 2023). In addition, for certain individuals, excess flexibility in work arrangements may reduce feelings of accountability and drive, due to the absence of well-defined frameworks and goals. Conversely, flexibility in work can also have adverse psychological effects. For example, difficulty separating work time from rest time can result in additional stress and burnout. Employees may find it difficult to truly "switch off" from their work due to their constant connection to the workplace (Chavan et al., 2022).

Job crafting on the job involves employees proactively modifying aspects of their work to foster more meaningful, satisfying, and productive work arrangements. (Priyanka, Sadhna., Pratima, 2022). When employees are empowered to carry out their responsibilities with flexibility, they can also engage in job crafting to customize their work based on personal preferences, requirements, and aspiration (Job et al., 2022). Research involving several countries with job crafting search interest with different highs and lows of search interest can provide a broader understanding of the research results, as Google Trends data shows that the search interest of job crafting topics in different countries.

Given the freedom afforded in the 5.0 era, employees have greater autonomy in managing their roles. This includes setting work schedules, determining work locations, and choosing the types of tasks they want to perform. As a result, employees can utilize this flexibility as an opportunity to engage in craft work (Wijayati & Pusparini, 2024). Autonomy refers to the degree of independence and freedom that individuals have in making decisions and taking actions in their work or personal lives (Triatmoko & Ahyar, 2023).

Based on the results of data processing obtained from 41 relevant journals on the research topic, it is known that 25% of 31 journals consider autonomy factors to be very important for employees in job crafting. The research is in line with Roczniowska et al., (2022) autonomy is a significant psychological factor that greatly influences employees in job crafting. With sufficient autonomy, employees can do job crafting according to their skills and interests, to improve their job performance and satisfaction (Yanwei, Shi., Zhuang, She., Nan, Zhang., Hui, 2022).

In addition, 18% of work environment factors from 22 journals influence employees in doing job crafting. A work environment that supports and provides flexibility can encourage employees to do job crafting. Collaboration with coworkers and social support can influence job crafting (Şeşen & Donkor, 2023). Employees may make changes in their tasks or responsibilities as a result of interactions with coworkers or through support from their supervisor or team (Shi et al., 2022). Employees may seek ways to strengthen relationships with coworkers, superiors, or clients (Ameliasari, 2020). Employees may seek opportunities to work with people they like or seek mentors to assist them in developing their skills and knowledge (Lee & Song, 2019).

In addition to autonomy factors and work environment factors, other factors have influenced employees in job crafting by (15%) of 19 journals. Job resource factors, Sakuraya et al., (2020) stated that employees engage in job crafting behavior to maximize job resources, optimize job demands, and increase their passion for work. Employees do job crafting by looking for resources, looking for challenges, and reducing demands in their jobs by looking for new task challenges. (Van Zyl & Rothmann, 2019; Nie et al., 2023).

Conclusion

The 5.0 era has ushered in an important transformation in the approach to work and flexibility at work. When it comes to flexibility in the workplace, there is a possibility of experiencing overwork or psychological burnout, as it can be challenging to set clear boundaries between work and rest time. Therefore, employees redesign tasks according to the interests and abilities of employees, which can be called job crafting. In this study, job crafting is heavily influenced by autonomy, work environment, and job resources. High autonomy owned by employees will tend to increase motivation in job crafting and be able to express creativity at work. employees have more control over the work so that they can customize tasks according to the employee's expertise. Meanwhile, the work environment fosters and expands employee interactions with coworkers, superiors, and colleagues so that it allows employees to get motivation so that they can change tasks according to their expertise. Based on bibliometric results regarding job crafting. Related research in this field using the Systematic Literature Review (SLR) approach using the PRISMA and Bibliometric methods, is expected to link job crafting with other variables seen from the size of the circle and the thickness of the keyword linkage in the bibliometric results. Researchers can then determine the variables based on their knowledge. Based on the results of this study, it can be expected to be able to improve job crafting in employees so that it can continue to improve employee performance.

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