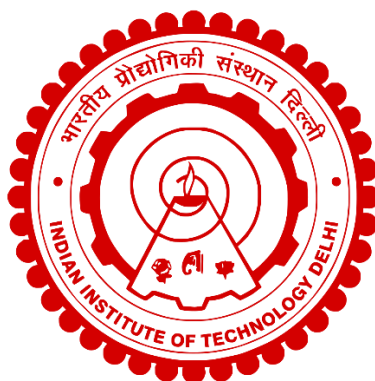


JOB CRAFTING AND IDIOSYNCRATIC DEALS
INVESTIGATING THE RELATIONSHIP DETERMINANTS
AND IMPLICATIONS

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**JOB CRAFTING AND IDIOSYNCRATIC DEALS:
INVESTIGATING THE RELATIONSHIP, DETERMINANTS,
AND IMPLICATIONS**

by

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Submitted

**in fulfilment of the requirements of the degree of Doctor of Philosophy
to the**



Indian Institute of Technology Delhi

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This thesis is dedicated to my parents and my husband

Mr. Shiv Kumar Garg

Mrs. Suman Garg

and

Mr. Akash Puri

CERTIFICATE

The thesis titled “Job Crafting and Idiosyncratic Deals: Investigating the Relationship, Determinants and Implications”, being submitted by **Ms. Swati Garg** to the Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy** (Ph.D.), is a record of bonafide research work carried out by her. She has worked under my supervision and has fulfilled the requirements for the submission of this thesis, which has attained the standard required for Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for award of any degree or diploma.

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ABSTRACT

Job crafting and idiosyncratic deals represent employees' proactive efforts to make changes to their jobs to meet their needs and goals. In the context of a fast-paced hyper-competitive globalized economy, it has become crucial for employees to take the onus of meeting their needs and goals. Research on job crafting and idiosyncratic deals (i-deals) negotiation has been burgeoning ever since their inception. Crafting and i-deals have several benefits for both employees and employers, and therefore merit attention from academicians and practitioners.

This thesis acknowledges the importance of job crafting and i-deals and makes an attempt at understanding the relationship between the two. It begins by describing the present state of literature on both the constructs and the differences between them. It then summarizes the several similarities between them, which encouraged us to study the two constructs together.

The research conducted in this thesis catered to three research objectives: (a) understanding how employees obtain their desired idiosyncratic deals at their workplace, (b) investigating the relationship between job crafting and i-deals, and (c) examining how employees implement and manage their obtained i-deals at the workplace. Three studies were undertaken to cater to each of these objectives. Overall, a mixed methods approach was followed. Two studies adopted a qualitative approach (semi-structured interviews were used for data collection) and one adopted a quantitative approach (a time-lagged survey was used for data collection).

The synthesis of existing literature on job crafting and i-deals shows that both the constructs have received considerable attention from researchers. The constructs have been well-established with clear conceptualizations and operationalizations. A vast amount of empirical work investigating the antecedents, intermediates and outcomes exists. The review shows that

there is scarcity of qualitative research on i-deals negotiation; and that the two constructs have majorly been studied in siloes so far.

Findings from the studies reveal a four-stage process used by employees to obtain their desired i-deals (germination and intensification, evaluation and enhancement, discussion / negotiation, and post-negotiation), an inter-linkage between job crafting and i-deals negotiation, and that i-deal receipt is not the end of the i-deal obtainment pursuit by the employees. I-dealers face several challenges and use various strategies to successfully implement and manage their i-deal. These findings together show that obtaining job customizations is not a simplistic pursuit. It is rather a complex process, which requires substantial efforts from employees to both obtain and implement the customizations.

An understanding of the i-deal obtainment process in detail is especially important for future i-dealers, as they can understand the factors affecting their chances of receiving the i-deal and can evaluate those for themselves and work on the same. The process understanding is also useful for i-deal grantors, particularly in understanding how the outcome of the i-deal negotiation shapes employees' future behavior in the organization. Insights into i-deal implementation and management by i-dealers makes employers aware of the challenges faced by employees and support required by them to implement their deal. Inter-linkages between job crafting and i-deal seeking behavior open several avenues for future research, which are described in detail in the thesis.

Keywords: idiosyncratic deals, i-deals, job crafting, i-deals obtainment process, i-deals post-receipt phase

सार

जॉब क्राफ्टिंग और विशिष्ट सौदे कर्मचारियों की जरूरतों और लक्ष्यों को पूरा करने के लिए उनकी नौकरियों में बदलाव करने के सक्रिय प्रयासों का प्रतिनिधित्व करते हैं। तेजी से बढ़ती अति-प्रतिस्पर्धी वैश्वीकृत अर्थव्यवस्था के संदर्भ में, कर्मचारियों के लिए अपनी जरूरतों और लक्ष्यों को पूरा करने की जिम्मेदारी लेना महत्वपूर्ण हो गया है। जॉब क्राफ्टिंग और विशिष्ट सौदों (आई-डील्स) पर बातचीत पर अनुसंधान उनकी स्थापना के बाद से ही तेजी से बढ़ रहा है। क्राफ्टिंग और आई-डील्स से कर्मचारियों और नियोक्ताओं दोनों के लिए कई लाभ हैं, और इसलिए शिक्षाविदों और अभ्यासकर्ताओं का ध्यान आकर्षित करना चाहिए।

यह थीसिस जॉब क्राफ्टिंग और आई-डील्स के महत्व को स्वीकार करती है और दोनों के बीच संबंधों को समझने का प्रयास करती है। इसकी शुरुआत दोनों रचनाओं पर साहित्य की वर्तमान स्थिति और उनके बीच के अंतरों का वर्णन करने से होती है। इसके बाद यह उनके बीच कई समानताओं का सारांश प्रस्तुत करता है, जिसने हमें दोनों संरचनाओं का एक साथ अध्ययन करने के लिए प्रोत्साहित किया।

इस थीसिस में किए गए शोध से तीन शोध उद्देश्य पूरे हुए: (ए) यह समझना कि कर्मचारी अपने कार्यस्थल पर अपने वांछित विशिष्ट सौदे कैसे प्राप्त करते हैं, (बी) जॉब क्राफ्टिंग और आई-डील्स के बीच संबंधों की जांच करना, और (सी) यह जांचना कि कर्मचारी कैसे कार्यान्वित करते हैं और कार्यस्थल पर उनके प्राप्त आई-डील्स का प्रबंधन करें। इन तीनों उद्देश्यों में से प्रत्येक को पूरा करने के लिए अलग-अलग अध्ययन किए गए। कुल मिलाकर, मिश्रित तरीकों का दृष्टिकोण अपनाया गया। दो गुणात्मक अध्ययन (अर्ध-संरचित साक्षात्कारों का उपयोग करके) किए गए और एक ने मात्रात्मक दृष्टिकोण (एक समय-विलंबित सर्वेक्षण) अपनाया।

जॉब क्राफ्टिंग और आई-डील्स पर मौजूदा साहित्य के संश्लेषण से पता चलता है कि दोनों निर्माणों पर शोधकर्ताओं का काफी ध्यान गया है। निर्माणों को स्पष्ट अवधारणाओं और परिचालनों के साथ अच्छी तरह से स्थापित किया गया है। पूर्ववृत्त, मध्यवर्ती और परिणामों की जांच करने वाले बड़ी मात्रा में अनुभवजन्य कार्य मौजूद हैं। समीक्षा से पता चलता है कि आई-डील बातचीत पर गुणात्मक शोध की कमी है; और यह कि दोनों निर्माणों का अब तक प्रमुख रूप से अलग-अलग अध्ययन किया गया है।

अध्ययनों के निष्कर्षों से पता चला है कि कर्मचारी अपने वांछित आई-डील्स प्राप्त करने के लिए चार-चरणीय प्रक्रिया (अंकुरण और गहनता, मूल्यांकन और वृद्धि, चर्चा / बातचीत, और बातचीत के बाद) का उपयोग करते हैं, और जॉब क्राफ्टिंग और आई-डील्स के बीच एक अंतर-संबंध है। यह भी पता चला है कि आई-डील प्राप्ति कर्मचारियों के लिये अंत नहीं है। कर्मचारियों को कई चुनौतियों का सामना करना पड़ता है और वे अपने आई-डील को सफलतापूर्वक लागू करने और प्रबंधित करने के लिए विभिन्न रणनीतियों का उपयोग करते हैं। इन निष्कर्षों से पता चलता है कि नौकरी अनुकूलन प्राप्त करना कोई सरल कार्य नहीं है। यह एक जटिल प्रक्रिया है, जिसमें अनुकूलन प्राप्त करने और लागू करने के लिए कर्मचारियों को पर्याप्त प्रयासों की आवश्यकता होती है।

आई-डील प्राप्त करने की प्रक्रिया को विस्तार से समझना भविष्य के आई-डीलर्स के लिए विशेष रूप से महत्वपूर्ण है, क्योंकि वे आई-डील प्राप्त करने की संभावनाओं को प्रभावित करने वाले कारकों को समझ सकते हैं और स्वयं उनका मूल्यांकन कर सकते हैं और उसी पर काम कर सकते हैं। प्रक्रिया की समझ आई-डील अनुदानकर्ताओं के लिए भी उपयोगी है, विशेष रूप से यह समझने में कि आई-डील वार्ता का परिणाम संगठन में कर्मचारियों के भविष्य के व्यवहार को कैसे आकार देता है। आई-डीलर्स द्वारा आई-डील कार्यान्वयन और प्रबंधन की अंतर्दृष्टि नियोक्ताओं को कर्मचारियों के सामने आने वाली चुनौतियों और उनके सौदे को लागू करने के लिए आवश्यक समर्थन से अवगत कराती है। जॉब क्राफ्टिंग और आई-डील सीकिंग व्यवहार के बीच अंतर-संबंध भविष्य के शोध के लिए कई रास्ते खोलते हैं, जिनका थीसिस में विस्तार से वर्णन किया गया है।

मुख्य शब्द: विशिष्ट सौदे, आई-डील्स, जॉब क्राफ्टिंग, आई-डील्स प्राप्त करने की प्रक्रिया, आई-डील्स प्राप्ति के बाद का चरण

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LIST OF ABBREVIATIONS

AMOS: Analysis of Moment Structure

AVE: Average Variance Extracted

CFA: Confirmatory Factor Analysis

CFI: Comparative Fit Index

CI: Confidence Intervals

CMIN: Chi-square fit statistics

CMIN/df: Chi-square fit statistics/degree of freedom

COR: Conservation of Resources

CR: Composite Reliability

df: Degree of Freedom

HR: Human Resource

HRM: Human Resource Management

IT: Information Technology

JCT: Job Characteristics Theory

JD-R: Job Demands – Resources

KPI: Key Performance Indicator

LLCI: Lower Limit Confidence Interval

LMX: Leader-Member Exchange

MBA: Masters in Business Administration

NL: Need for Legitimization

PBE: Personal Brand Equity

RMSEA: Root Mean Square Error of Approximation

SCT: Social Comparison Theory

SD: Standard Deviation

SE: Standard Error

SET: Social Exchange Theory

SLT: Social Learning Theory

SRMR: Standardized Root Mean Square Residual

T&D: Task and Developmental

TLI: Tucker-Lewis Index

ULCI: Upper Limit Confidence Interval

VIF: Variance Inflation Factor