

The Role and Influence of Emotional Intelligence in Shaping Job Crafting: An Empirical Study

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Abstract

The project titled “The Role and Influence of Emotional Intelligence in Shaping Job Crafting: An Empirical Study” explores the significant influence of emotional intelligence (EI) on job crafting behaviors while also examining how demographic factors impact this relationship. In today’s evolving workplace, employees are increasingly reshaping their roles to align better with their skills, values, and motivational process known as job crafting. EI, which includes the capacity to identify, comprehend, and regulate emotions efficiently, is vital in supporting this process. Using a sample of 123 respondents, the study employed correlation, regression, and chi-square analyses to assess the interplay between EI and job crafting. The results indicate a moderate to strong positive relationship, demonstrating that higher levels of EI led to more proactive job crafting behaviors. Furthermore, EI was found to be a significant predictor of job crafting, underscoring its importance in helping employees tailor their roles to achieve greater job satisfaction and performance. The study also explored demographic factors like age, gender, department, and job position, alongside EI. The findings reveal that these variables significantly influence job crafting, although the linear relationships between some factors were less pronounced. For instance, while age and department showed clear effects, other factors like job position exhibited more nuanced relationships. The study’s insights emphasize the need for organizations to focus on developing EI through targeted training programs. Additionally, by tailoring job crafting initiatives according to demographic variables, organizations can create a more engaged and satisfied workforce. This research contributes valuable perspectives to both employees and employers, offering actionable strategies to enhance job performance, satisfaction, and overall workplace dynamics through the integration of EI and demographic considerations.

Keywords: Internal communication, employee–organizational relationship, employee perception, IT sector, regression analysis

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INTRODUCTION

Modern workplaces are undergoing significant transformation. Employees are no longer content with simply fulfilling prescribed tasks; they seek jobs that offer not only financial security but also a sense of purpose and alignment with their individual values. This desire for personalized work experience has fueled the rise of job crafting, a proactive approach in which individuals mold their roles to better suit their skills, interests, and aspirations [1].

In any case, a basic figure affecting the adequacy of work creation remains under investigation: Passionate Insights (EI). Including the capacity to

see, get it, and oversee one's claim feelings, as well as the feelings of others, EI prepares people with the essential instruments to explore the complex social elements of the working environment [2].

This dives into the basic but unexplored interaction between EI and workmaking behaviors. We found that people with a well-developed collection of passionate insights are more likely to lock in proactive work-creating exercises, eventually driving expanded work fulfillment and a huge number of positive work results [3].

This study holds significant weight for both employees and organizations. By elucidating the role of EI in job crafting, we can empower employees to become architects of their work experiences, fostering a sense of well-being and fulfillment. Organizations also stand to gain from a more engaged and motivated workforce by nurturing a culture that embraces job crafting opportunities [4].

The subsequent sections of this study provide a comprehensive review of the existing literature on job crafting and EI. Then, we meticulously outline our research hypotheses and detail the methodology employed in this rigorous empirical study.

LITERATURE REVIEW

Keri A. Pekaar, Arnold B. Bakker, Dimitri van der Linden, and Marise Ph. Born [5]—The study validates the point to contribute to emotional intelligence (EI) estimation through the improvement and approval of the Rotterdam Enthusiastic Insights Scale (REIS). Published in the *Journal of Personality Assessment*, this study employs a multiphase approach to validate the REIS, which distinguishes between four factors: self- and other-focused emotion appraisal and emotion regulation. Across four studies involving diverse sample populations, including students, job seekers, and leaders, the authors established REIS's factorial structure, reliability, and validity [6]. Their findings indicate that the 28 items of the REIS demonstrate strong correlations with existing self-reported EI measures while also exhibiting weak to moderate correlations with an ability EI test, cognitive intelligence, and personality traits. Furthermore, the study highlights significant associations between specific dimensions of REIS and outcomes such as perceived stress among tutors, work engagement, job seekers' interview performance, and leaders' transformational leadership style. Overall, the research underscores the utility of REIS in assessing nuanced facets of emotional intelligence, offering insights into its role in various domains of personal and professional functioning [7].

In their study, *Gavin R. Slemp and Dianne A. [8]*—Vella-Brodrick address the dearth of empirical research on employee job crafting, a concept crucial for understanding workplace dynamics and employee engagement. They introduced the Job Crafting Questionnaire (JCQ), a 15-item scale designed to assess the degree to which employees engage in job crafting activities, including task, relational, and cognitive aspects [9]. Through exploratory and confirmatory factor analyses, Slemp and Vella-Brodrick validated the three-factor structure of the JCQ, aligning with Wrzesniewski and Dutton's original framework. Their findings demonstrated the scale's reliability and validity, showing positive correlations with proactive behaviors such as organizational citizenship, strength utilization, and self-concordant goal setting, as well as with positive work functioning indicators such as job satisfaction and work enthusiasm. Conversely, the JCQ is inversely correlated with negative effect, further establishing its utility in advancing research on job crafting and its implications for workplace well-being and performance [10].

Tsareva Natalia Aleksandrovna, Erokhin Aleksey Konstantinovich, Vlasenko Albina Alekseevna [11]—The study focuses on the significance of emotional competence in fostering effective interaction at work, especially within the setting of particularly in the context of contemporary economic demands for attracting and retaining skilled professionals. Through a review of various models of emotional intelligence, the authors emphasized the significance of emotional competence in enhancing team dynamics, adaptability to changing work environments, and overall job satisfaction [12]. They

introduced the concept of “job crafting,” wherein employees independently modify their work conditions and tasks to increase their sense of purpose and improve relationships within the workplace. This study highlights the correlation between employees’ ability to reframe relationships through job crafting and the development of emotional competence, ultimately leading to increased productivity [13]. By employing methodologies such as the Rotterdam Scale of Emotional Intelligence and the job crafting scale, the authors provide practical insights for assessing and fostering emotional competence among employees, underscoring its relevance across various industries to optimize workplace dynamics and mitigate emotional stress.

RESEARCH DESIGN

Problem Statement

The issue addressed in this research is understanding how emotional intelligence impacts job crafting and the influence of demographic variables on this relationship [14]. Despite growing recognition of the importance of EI in organizational behavior, there is limited empirical evidence on how it influences job crafting. Furthermore, the impact of demographic factors, such as age, gender, department, and job position on job crafting remains underexplored. This study seeks to fill these gaps by empirically examining the connection between emotional intelligence and job crafting and evaluating the impact of various demographic factors on this process [15].

Objective

- To assess the relationship between emotional intelligence and job crafting.
- To evaluate the predictive power of emotional intelligence and job crafting.
- To analyze the demographic influence on job crafting.

Research Methodologies

This study utilized a quantitative approach with a well-structured questionnaire to gather data from 123 respondents. This study aimed to explore the connection between emotional intelligence and job crafting, evaluate how emotional intelligence predicts job crafting, and examine how demographic factors influence job crafting [16]. Emotional Intelligence was assessed using the Rotterdam Emotional Intelligence Scale (REIS) and job crafting was evaluated using JCQ. Statistical methods included correlation analysis to identify relationships between variables, regression analysis to assess predictive power, and chi-squared tests to investigate the impact of demographic factors. The data were analyzed to test the hypotheses concerning the role of emotional intelligence in predicting job crafting and to investigate the effects of demographic variables.

Dependent Variable

Job Crafting.

Independent Variable

Emotional Intelligence.

Model Diagram

An illustrative flowchart detailing the job crafting process highlights key steps for employees to reshape their roles for greater engagement and satisfaction (Figure 1).

Statistical Tools

The objectives and corresponding statistical tools used to analyze the relationship and influence of emotional intelligence, predictive factors, and demographics on job crafting are shown in Table 1.

Hypothesis

- *H1*: There is a significant relationship between emotional intelligence and job crafting.
- *H2*: Emotional Intelligence is a significant predictor of job crafting.
- *H3*: Age has a significant influence on job crafting.

- *H4*: Gender has a significant influence on job crafting.
- *H5*: Department has a significant influence on job crafting.
- *H6*: Job Position has a significant influence on job crafting.

TESTS AND INTERPRETATION

Correlation Test

To Assess the Relationship Between Emotional Intelligence and Job Crafting

The analysis revealed a significant positive relationship between emotional intelligence and job crafting, as indicated by the correlation coefficient of 0.591 and p-value of 0.000 (Figure 2). This implies that higher levels of emotional intelligence are associated with more proactive and effective job crafting behaviors [17]. This relationship is robust as the significance level strongly supports the hypothesis that emotional intelligence plays a crucial role in influencing how individuals craft their jobs. Thus, this study supports the notion that emotional intelligence serves as a significant factor in the job crafting process, highlighting its impact on how employees modify their job roles to better align with their personal strengths and preferences.

Regression Test

To Evaluate the Predictive Power of Emotional Intelligence and Job Crafting (Figure 3)

The analysis revealed a significant association between emotional intelligence and job crafting, as evidenced by the very low p-value of.000. This model suggests that emotional intelligence is a significant predictor of job crafting. With R-value indicating a weak positive correlation, emotional intelligence has a moderate effect on job crafting, reflecting a trend where higher levels of emotional intelligence correspond to increased job crafting.

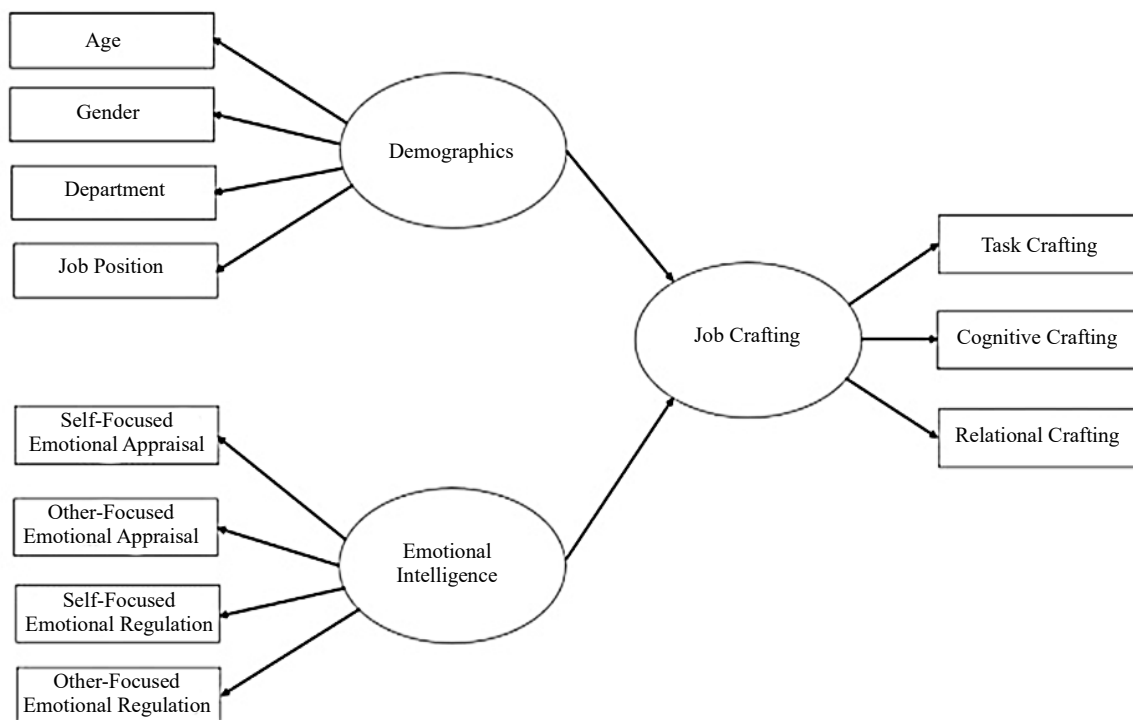


Figure 1. Flowchart of job crafting.

Table 1. Statistical tools.

S.N.	Objectives	Statistical tools
1.	To assess the relationship between emotional intelligence and job crafting.	Correlation
2.	To evaluate the predictive power of Intelligence and job crafting.	Regression
3.	To analyze the demographic influence on job crafting.	Chi-square

Correlations			
		<i>Average independent</i>	<i>Average dependent</i>
Average independent	Pearson correlation	1	.591**
	Sig. (2-tailed)		.000
	N	123	123
Average dependent	Pearson correlation	.591**	1
	Sig. (2-tailed)	.000	
	N	123	123

** Correlation is significant at the 0.01 level (2-tailed).

Figure 2. Correlation test.

ANOVA ^a					
<i>Model</i>	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
Regression	16.685	1	16.685	64.982	.000 ^b
Residual	31.069	121	257		
Total	47.754	122			

a. Dependent Variable: Average Dependent

b. Predictors: (Constant), Average independent

Coefficients ^a							
Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	95.0% confidence interval for <i>B</i>	
	<i>B</i>	Std. error	<i>Beta</i>			Lower Bound	Upper Bound
(Constant)	1.537	272		5.650	.000	998	2.075
Average independent	.585	073	.591	8.061	.000	441	729

a. Dependent Variable: Average Dependent

Figure 3. Regression test.

The derived regression equation ($y = 0.585x + 1.537$) highlights that for every unit an increase in emotional intelligence, job crafting increased by approximately 0.585 units, reinforcing the positive impact of emotional intelligence on job crafting activities.

Chi-Square Test

To Analyze the Demographic Influence on Job Crafting

Age

Chi-square test results for assessing relationships within the job crafting dataset showed Pearson chi-square, likelihood ratio, and linear-by-linear association values (Figure 4).

Pearson chi-square and likelihood ratio tests indicated a notable association between the variables. A significant p-value (<0.05) suggests a strong link between emotional intelligence and job crafting, implying that emotional intelligence likely affects job crafting behaviors. However, the linear-by-linear association test showed a non-significant p-value of 0.506, suggesting that there may not be a direct linear relationship between age and job crafting in this sample. Given that 98.7% of cells had an expected count of less than five, the results may be influenced by this limitation, necessitating caution in interpretation.

Gender

The chi-square test results showed Pearson chi-square, likelihood ratio, and linear-by-linear association values for the job crafting dataset analysis (Figure 5).

The chi-square test results indicated a significant relationship between emotional intelligence and job crafting, with a p-value of .000 for both the Pearson chi-square and likelihood ratio [18]. This finding suggests that emotional intelligence has a strong impact on how individuals engage in job crafting. Specifically, the significant linear-by-linear association further supports the idea that variations in emotional intelligence correlate significantly with variations in job crafting behavior. Despite the high number of cells with expected counts below five, the results remain robust, indicating a meaningful association between the variables.

Department

Chi-square test results indicated Pearson’s chi-square, likelihood ratio, and linear-by-linear association values for the statistical analysis of job crafting variables (Figure 6).

Chi-square tests revealed a significant association between emotional intelligence and job crafting, as evidenced by the extremely low p-values in the Pearson chi-square and likelihood ratio tests [19]. A significant p-value suggests that emotional intelligence is expected to impact job crafting. However, the linear-by-linear association p-value (0.736) suggests no significant linear trend, indicating that while there is an overall significant association, the nature of this relationship may not be linear. Additionally, the fact that 100% of the cells had an expected count of less than five suggests potential issues with the data distribution, which should be considered when interpreting these results [20].

Job Position

The chi-square test results indicated a significant association (Pearson chi-square = 132.771, p = 0.000) with 98.7% of cells having an expected count of less than 5. Total cases = 123 (Figure 7).

Chi-square tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson chi-square	118.377 ^a	50	.000
Likelihood ratio	131.622	50	.000
Linear-by-linear association	.443	1	.506
N of valid cases	123		

a. 77 cells (98.7%) have an expected count of less than 5. The minimum expected count is .23.

Figure 4. Chi-square test for assessing relationships.

Chi-square tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson chi-square	65.734 ^a	25	.000
Likelihood ratio	89.610	25	.000
Linear-by-linear association	8.765	1	.003
N of valid cases	123		

a. 48 cells (92.3%) have an expected count of less than 5. The minimum expected count is .94.

Figure 5. Chi-square test results showing Pearson chi-square.

Chi-square tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson chi-square	796.851 ^a	275	.000
Likelihood ratio	338.781	275	.005
Linear-by-linear association	.114	1	.736
N of valid cases	123		

a. 312 cells (100.0%) have an expected count of less than 5. The minimum expected count is .03.

Figure 6. Chi-square test results indicate Pearson chi-square.

Chi-square tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson chi-square	132.771 ^a	50	.000
Likelihood ratio	147.868	50	.000
Linear-by-linear association	4.199	1	.040
N of valid cases	123		

a. 77 cells (98.7%) have an expected count of less than 5. The minimum expected count is .36.

Figure 7. Chi-square test results indicate a significant association.

Chi-square tests indicated a strong significant association between job position and job crafting. The Pearson chi-square value of 132.771 with a p-value of .000, along with a likelihood ratio of 147.868, suggests that job position has a substantial influence on job crafting behaviors. The linear-by-linear association also supports this finding, with a p-value of .040. Given that 98.7% of the cells had an expected count of less than five, the results should be interpreted with caution, as the chi-square test assumptions might be slightly violated. However, overall evidence strongly supports that job position plays a vital role in shaping how individuals engage in job crafting.

Findings

1. The majority (49%) of the respondents were under 25 years of age, followed by the 25–34 age group (40%). None of the respondents were aged above 44 years, indicating a predominantly young sample.
2. A nearly equal gender split, with 47% males and 53% females, reflects a balanced gender representation.
3. A significant proportion (81%) were single, with only 17% married, aligning with the younger age demographics.
4. Most respondents hold a bachelor's degree (52%) or a master's degree (43%), indicating a highly educated sample.
5. A high concentration of entry-level roles (49%) was consistent with the younger demographics. Senior-level roles were less common (11%).
6. The majority had less than one year (35%) or 1–3 years (20%) of experience, again reflecting their young and early career profile.
7. Predominance in HR (24%), finance (18%), and IT (21%), suggesting a focus on specific professional areas.
8. The majority demonstrated high self-awareness, with significant agreement (strongly agree and agree) across questions related to recognizing and understanding their emotions.
9. Respondents also showed awareness and empathy towards others' emotions, with over 60% indicating that they could effectively distinguish others' emotions.
10. A diverse range of responses were received, while most agreed that they managed their emotions well, some expressed neutral or negative perceptions.
11. Over 50% believed that they can influence others' emotions, showing confidence in emotional regulation in social interactions.
12. The regression model showed a significant relationship between emotional intelligence and job crafting, suggesting that individuals with higher emotional intelligence are more inclined to engage in job crafting activities.
13. The correlation analysis revealed a significant positive association between self-focused emotional appraisal and job crafting, indicating that those who are more self-aware tend to craft their jobs more effectively.
14. The chi-square test indicated a significant association between gender and emotional intelligence dimensions, suggesting potential differences in how male and female respondents perceive and manage their emotions in the workplace.

CONCLUSION

This study provides compelling evidence that emotional intelligence is essential to job crafting. Employees with elevated emotional intelligence are more adept at proactively modifying their work environments, optimizing job resources, and enhancing job satisfaction. The positive correlation between emotional intelligence and job crafting suggests that organizations aiming to boost employee engagement and productivity should focus on developing emotional intelligence competencies. Training programs that enhance employees' ability to manage emotions, recognize others' emotional states, and respond appropriately could lead to more effective job crafting strategies.

Furthermore, the study highlights that while demographic factors such as age and tenure influence job crafting behaviors, gender does not show significant effects, implying that EI training in emotional intelligence might be universally advantageous for various demographic groups. However, targeted approaches may be necessary for different age groups or levels of experience, as older employees and those with longer tenures show distinct job crafting patterns.

In conclusion, fostering a work environment that values emotional intelligence can significantly enhance employees' ability to craft their jobs effectively, leading to higher job satisfaction, improved performance, and overall organizational success. Future research could explore the long-term effects of emotional intelligence training on job crafting and examine the role of cultural factors in shaping these dynamics.

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