Modelling the Antecedents and Consequences of Job Crafting Agility: A Qualitative Study

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Abstract: Job crafting agility is considered as an essential component of today's challenging and uncertain working environment. Given the importance of job design techniques in the organizational context, it has become crucial to redesign work roles that enhance the competitiveness and sustainability of both human resources and organizations. Therefore, the aim of this research is to explore the antecedents and consequences of job crafting agility from the perspective of white-collar employees. Within the scope of this research, semi-structured interviews were conducted with white-collar employees. The data obtained from these interviews were coded, categorized, and interpreted using the MAXQDA qualitative data analysis software. Code density tables, code maps, comparative analyses, and relational analyses were used to visualize the codes and categories. The analysis results illustrated the concept and indicators of job crafting agility through graphical representations. The factors influencing job crafting agility were presented in a proposed model under three sub-themes: individual, organizational, and current-situational factors. In addition, the consequences of job crafting agility were categorized into two sub-themes: positive and negative outcomes.

Keywords: antecedents, consequences, job crafting agility, white-collar employees.

JEL classifications: M10, M20, M54

Introduction

In today's work environment, achieving competitive and sustainable superiority depends on employing creative and innovative employees, who are considered valuable assets for organizations (Tian et al. 2021: 1). The dynamic structure of modern organizations has rendered traditional human resource practices insufficient. Therefore, organizations are increasingly adopting innovative and proactive transformation processes to enhance their human capital (Kardas 2023: 1). This global transformation period aims to revolutionize the way people work and is expected to influence organizational practices related to job design and effectiveness. In other words, in recent years, due to technological advancements, flexible working conditions, unstable business environments, greater diversity, and ongoing innovations, organizations have been required to shift their perspective on job design from a top-down to a bottom-up approach (Saragih et al. 2020: 76). The traditional top-down work design approach has been criticized for encouraging passivity among employees and causing inefficiency in organizational functions, whereas the bottom-up approach emphasizes employees' active roles in shaping their work tasks (Devotto et al. 2020: 3). The bottom-up approach, often referred to as "job crafting," represents a significant new job design concept that encourages employees to proactively

redesign and modify certain aspects of their jobs. Job crafting refers to the physical and cognitive changes employees make in their work roles (Kanten 2014: 114).

Job crafting is considered an individual, proactive, bottom-up effort aimed at changing the characteristics and boundaries of a job to enhance employees' positive work experiences (Szöts-Kováts & Kiss 2023: 1). On the other hand, job crafting agility is a novel construct that extends job crafting by emphasizing an employee's dynamic capacity to adapt to rapidly changing work environments and organizational demands. Job crafting agility involves continuous learning and adaptation, acquiring new skills, and adjusting effectively to evolving organizational contexts. Accordingly, it is viewed as a vital resource for employees to adapt, succeed, and thrive amid the ongoing changes and challenges of the modern workplace (Dhanpat 2025: 18-20). Given the significance and beneficial outcomes of job crafting agility from both individual and organizational perspectives, it is important to explore how it can be cultivated in contemporary work settings. Although literature includes substantial studies on job crafting and its antecedents and consequences, only a few studies have focused on this emerging concept of job crafting agility. To fill this gap, the present study aims to identify the factors that facilitate job crafting agility in the workplace. Consequently, the study defines the concept of job crafting agility, distinguishes it from job crafting, and examines its potential antecedents and outcomes within a conceptual model, thereby adding to the theoretical body of knowledge.

1 Theoretical framework and research questions

The fluctuating and dynamic nature of today's working conditions—such as globalization, technological advancements, workforce diversity, and increasing flexible work arrangements—requires both employees and organizations to take greater responsibility. These conditions lead employees to redesign their work roles and update their skills and capabilities to remain sustainable assets within their organizations. In this context, one of the most effective job design models, characterized by job crafting and emphasizing proactivity, has gained increasing prominence (Nergiz & Ünsal-Akbiyik 2024: 1). Job crafting is defined as a form of proactive work behavior through which employees alter specific aspects of their jobs (Wrzesniewski & Dutton 2001: 188). From the perspective of proactive behavior, job crafting is examined as a distinct concept since it primarily aims to improve person–job fit and increase work motivation levels. Furthermore, it reflects a self-initiated behavior that focuses on how employees perceive their work environment and align it with their preferences, values, and skills (Tims et al. 2012: 174). In the literature, previous studies (Bakker et al. 2012, Petrou et al. 2012, Beer et al. 2016, Schüler et al. 2023, Besigomwe & Ssesanga 2024) have predominantly emphasized job crafting as a proactive behavior. However, in today's complex and rapidly changing environment, exhibiting proactive behavior alone is not sufficient; employees must also demonstrate agility to reshape their work roles effectively. Accordingly, a new construct—job crafting agility proposed to extend traditional job crafting by highlighting employees' ability to adjust in response to sudden work demands and dynamic conditions. Job crafting agility represents continuous, flexible, and proactive responses to both internal and external changes (Dhanpat 2025: 20).

The digital era, often referred to as Industry 5.0, requires organizations to enhance their strategies, processes, and management practices to gain a competitive advantage beyond traditional management approaches. Consequently, organizations must cope with increasing challenges and undertake significant transformations in their managerial processes and workforce competencies. While organizations need to preserve creativity and flexibility, employees simultaneously need to develop and demonstrate agility (Alviani et al. 2024: 2). Employee agility refers to a flexible and well-trained workforce capable of quickly adapting to

new conditions. It encompasses proactive, adaptive, and resilient behaviors that reflect the capacity to respond effectively to ambiguous and challenging environments (Nadzim & Halim 2022: 1461). Moreover, when grounded in job crafting, employee agility can contribute to overall organizational agility by enabling organizations to respond swiftly to changing circumstances. Integrating job crafting and agility provides a more comprehensive understanding of how these concepts interact and contribute to positive developments within organizational psychology. Therefore, job crafting agility—conceptualized based on the foundational works of Wrzesniewski and Dutton (2001) and the model of Tims and Bakker (2010) —can be defined as employees' ability to quickly and effectively adjust their job crafting behaviors in response to changing work demands. This construct offers a new perspective on job crafting, emphasizing the critical role of employee agility and adaptability in modifying work roles (Dhanpat 2025: 21–23). Given the increasing importance of job crafting agility in modern work life, it is essential to examine how it can be developed and supported from both organizational and individual perspectives. Furthermore, understanding the potential consequences of job crafting agility within organizational contexts is equally important. Therefore, this study aims to explore the antecedents and outcomes of job crafting agility and seeks to address the following research questions.

1) What are the indicators of job crafting agility?
2) What are the organizational antecedents of job crafting agility?
3) What are the individual antecedents of job crafting agility?
4) What are the current-situational antecedents of job crafting agility?
5) What are the expected positive outcomes of job crafting agility?
6) What are the expected negative outcomes of job crafting agility?

2 Research methodology

The purpose of this study is to determine the antecedents and consequences of job crafting agility as perceived by white-collar employees working in different positions across diverse sectors. To this end, the study seeks to answer the research questions outlined earlier. This research adopts a phenomenological approach within the framework of qualitative research design. In this context, the concept of job crafting agility is regarded as a significant phenomenon that employees need to develop in the contemporary workplace.

2.1 Sampling

The sample of the study consists of 20 white-collar employees working in the insurance, banking, retail, real estate, and information technology industries, representing various levels of work tenure. According to Creswell (1998), the sample size in qualitative research may range from 10 to 30 participants. However, Patton (2014) emphasizes that theoretical saturation and sufficiency should be used as key criteria for determining an effective sample size. Theoretical saturation refers to the point at which additional data no longer provides new or useful insights for the researcher and does not lead to the emergence of new themes (Saunders et al. 2007: 1895). A purposive sampling method was employed to select participants. In line with this approach, individuals expected to make meaningful contributions to the research were included in the sample. The selection was based on certain demographic and professional characteristics such as gender, age, educational background, work tenure, and position. After conducting interviews with 20 employees, it was concluded that the sample size was sufficient to achieve theoretical saturation.

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Table 1: Respondent's Profiles

Gender		Work Tenure		Age	
Female	12	1-5 years	5	20-30	6
Male	8	6-10 years	6	31-41	9
		11-15 years	2	42 and above	5
		16 years and above	7		

Source: Research analysis findings

2.2 Data Collection Method

In this study, a semi-structured interview technique was employed for data collection. After developing the interview form, it was reviewed by two field experts to assess and ensure its validity. The form included twenty-four open-ended and seven demographic questions. The open-ended questions focused on employees' perceptions and attitudes toward job crafting agility and its related consequences. The interviews were conducted face-to-face in the participants' offices between February and March 2025, and each interview lasted approximately 30 to 45 minutes. No voice recorder was used; instead, verbatim notes were taken during the interview process to record the participants' responses.

2.3 Data Analysis

MAXQDA, a software program for qualitative data analysis, was utilized to analyze the interview content and to generate meaningful data aligned with the study's objectives. Content analysis is a research method aimed at reducing data into conceptual categories that describe the phenomenon under investigation. This method is commonly applied both inductively and deductively and generally involves three main phases: preparation, organization, and reporting (Elo et al. 2014: 1–2). In the preparation phase, open codes were identified based on the research objectives through a thorough review of the collected data. In the organization phase, axial codes were developed by creating main categories and subcategories that were conceptually interrelated. In the reporting phase, selective codes were developed through the reduction of subcategories, considering the established main categories. Finally, a theoretical model was constructed using comparative and relational analyses (Kanten et al. 2018: 945).

According to the Miles and Huberman model, the process of code reduction continues throughout the analysis, as the researcher repeatedly revisits and engages with the dataset. This ongoing process of data reduction extends into later analytical stages, including transforming data into concepts and deriving general explanations. The need for continuous reduction stems from the challenge of moving from concrete data to abstract conceptualizations. In qualitative data analysis, researchers collect and reduce data, assign codes, and count these codes to form specific categories. Subsequently, themes are developed from categories that comprise groups of related codes. The researcher then classifies these themes—moving from parts to the whole (induction)—to identify broader factors (Baltacı 2017: 7–8). To ensure the reliability of the research, the categorization process was conducted by an experienced academician in the field, and the resulting categories were compared with those created by the primary researcher.

3 Research findings

Based on the data obtained in the research, codes were created for the concept of job crafting agility. From the structure created by the relationships between the codes, 1850 open codes were created under 4 categories (the concept of job crafting agility, indicators of job crafting agility, requirements for providing job crafting agility, consequences of job crafting agility). Frequency (f) tables and graphs, density tables and code maps were used in the visualization phase of the codes.

3.1 Analysis Results of the Job Crafting Agility Concept

Table 2: Job Crafting Agility Concept

	Frequency	Percentage
quick and right decision	18	15.79
have a comprehensive knowledge	17	14.91
respond quickly to customer needs	10	8.77
resolving problems efficiently	10	8.77
doing job completely	8	7.02
proficiency	7	6.14
velocity	7	6.14
efficient time management	7	6.14
proactivity	6	5.26
adaptation capability	6	5.26
planning elaborately	5	4.39
competency	3	2.63
learning capability	3	2.63
pleasure with job	3	2.63
multitasking	2	1.75
openness to innovation	2	1.75
TOTAL	114	100,00

Source: Research analysis findings

According to table 2, it was tried to express what meaning the concept of job crafting agility represents the main theme. In data obtained from the employees, it is seen that job crafting agility concept associated with the quick and right decision (15.79%) at the highest level, second major point indicates that concept of job crafting agility related to having a comprehensive knowledge (14.91%). This is followed by the following in order respond quickly to customer needs 8.77% and resolving problems efficiently (8.77%). Moreover, the concept of job crafting agility is associated with doing a job completely (7.02%)

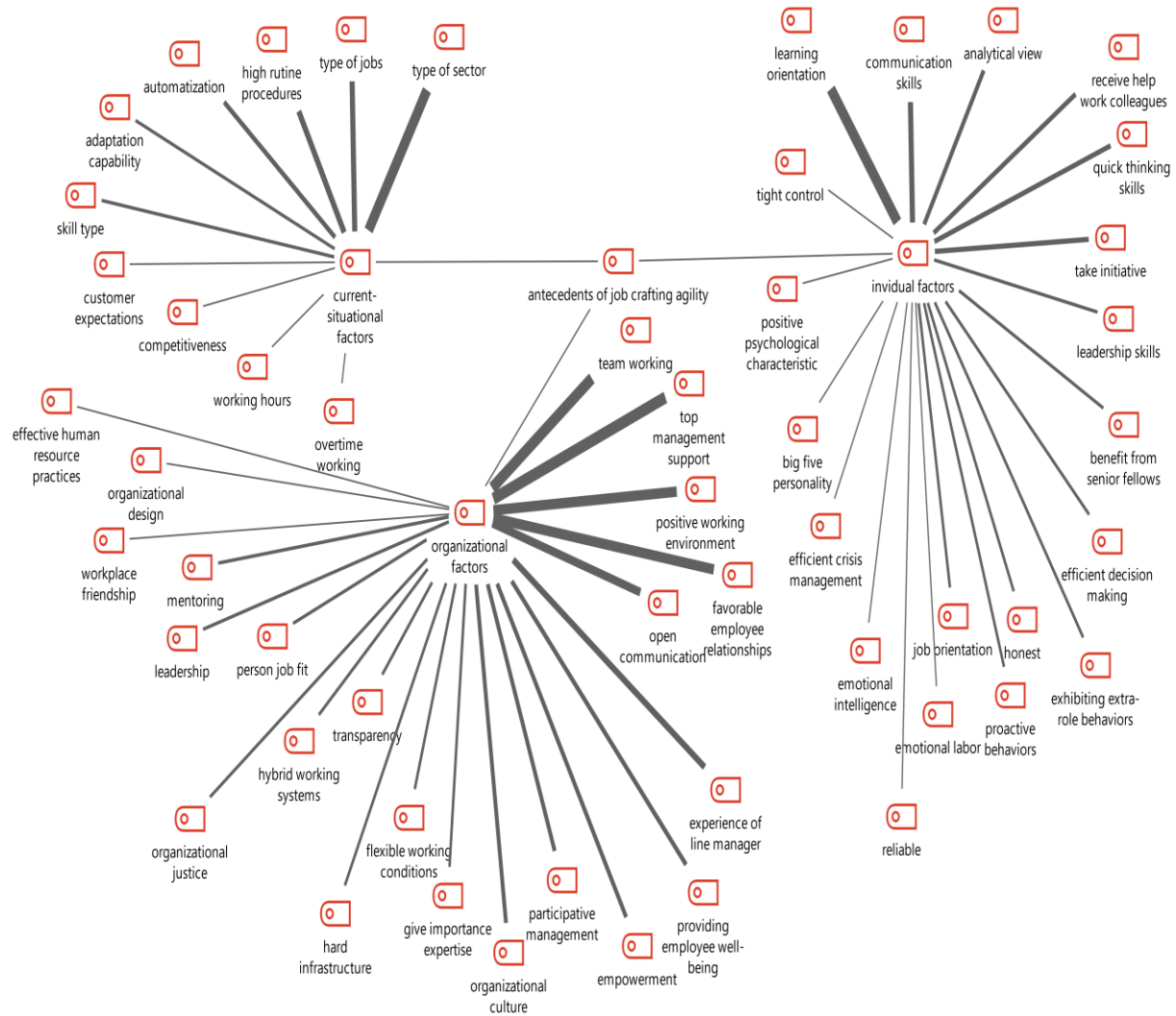### 3.2 Analysis Results of the Job Crafting Agility Indicators

In line with the purpose of the research, it was tried to determine the indicators of job crafting agility in workplaces. Accordingly, it is seen that most prominent component of job crafting agility is "using knowledge capability". In addition, "calling"; "time management"; "velocity in work process"; "quick adaptation"; "doing job with pleasure" are considered as the other crucial indicators of job crafting agility. Therefore, it is possible to express that employees' ability to rearrange their job roles according to the conditions of working life depends on positive tendency for their profession, their ability to do jobs quickly and adapt to changes quickly, as well as having deep knowledge about their jobs.

Figure 1: Job Crafting Agility Indicators

Source: Research analysis findings

## 3.3 Analysis Results Antecedents of the Job Crafting Agility

In this context, the codes derived from the statements identifying the factors influencing job crafting agility were examined within the framework of three main themes: individual factors, organizational factors, and current-situational factors. A relationship map illustrating the connections between these main themes and their sub-factors was also developed. Among the current-situational factors, the most significant components were identified as the "type of sector, type of job, high routine procedures, and job automatization". In addition, adaptation capability and skill type were also regarded as key elements related to job crafting agility. Therefore, it can be stated that employees' process of redesigning their work roles in response to dynamic and uncertain conditions varies primarily according to industry characteristics, job characteristics, and the use of individual abilities. With respect to organizational factors, it was observed that "teamwork, top management support, a positive working environment, favorable employee relationships, and open communication" were highlighted more frequently than other components. These findings indicate that managers' positive and supportive attitudes and their perceptions of subordinates encourage employees to reshape their work roles in accordance with changing work conditions. Moreover, individual factors play a crucial role in the job crafting agility process. Within the scope of individual factors, attributes such as "learning orientation, communication skills, analytical thinking, quick decision-making, initiative-taking, proactivity, and extra-role behaviors" were identified as key drivers that enable employees to efficiently redesign their work roles in dynamic environments.

Figure 2: Antecedents of the Job Crafting Agility

Source: Research analysis findings

3.4 Analysis Results Consequences of the Job Crafting Agility

It is important to determine the consequences of job crafting agility in an organizational context. However, job crafting agility is considered a positive phenomenon, it is seen that in some cases there are negative results. Therefore, from the negative consequences of job crafting agility, it is found out most prominent are "over workload"; "social undermining"; "work-life imbalance"; "mental fatigue"; "psychical fatigue"; "workplace envy"; "extreme stress"; "hostility behaviors" and "emotional exhaustion". On the other hand, "gain prestige"; "gain success"; "high performance"; "promotion"; "high efficiency"; "reputation of employee"; "motivation"; "career advancement" and" increasing self-confidence" are more highly mentioned than other results as consequences of job crafting agility. According to these results, it is possible to express that while there are negative consequences, it is seen that job crafting agility is crucial for both favorable outcomes in both individual and organizational context. For example, from an individual perspective, gaining prestige and success and acquiring promotion or career advancement are important results of redesigning work roles in challenging situations. Moreover, when employees reshape working procedures, it is more likely to obtain high performance and high efficiency.

Figure 3: Consequences of the Job Crafting Agility
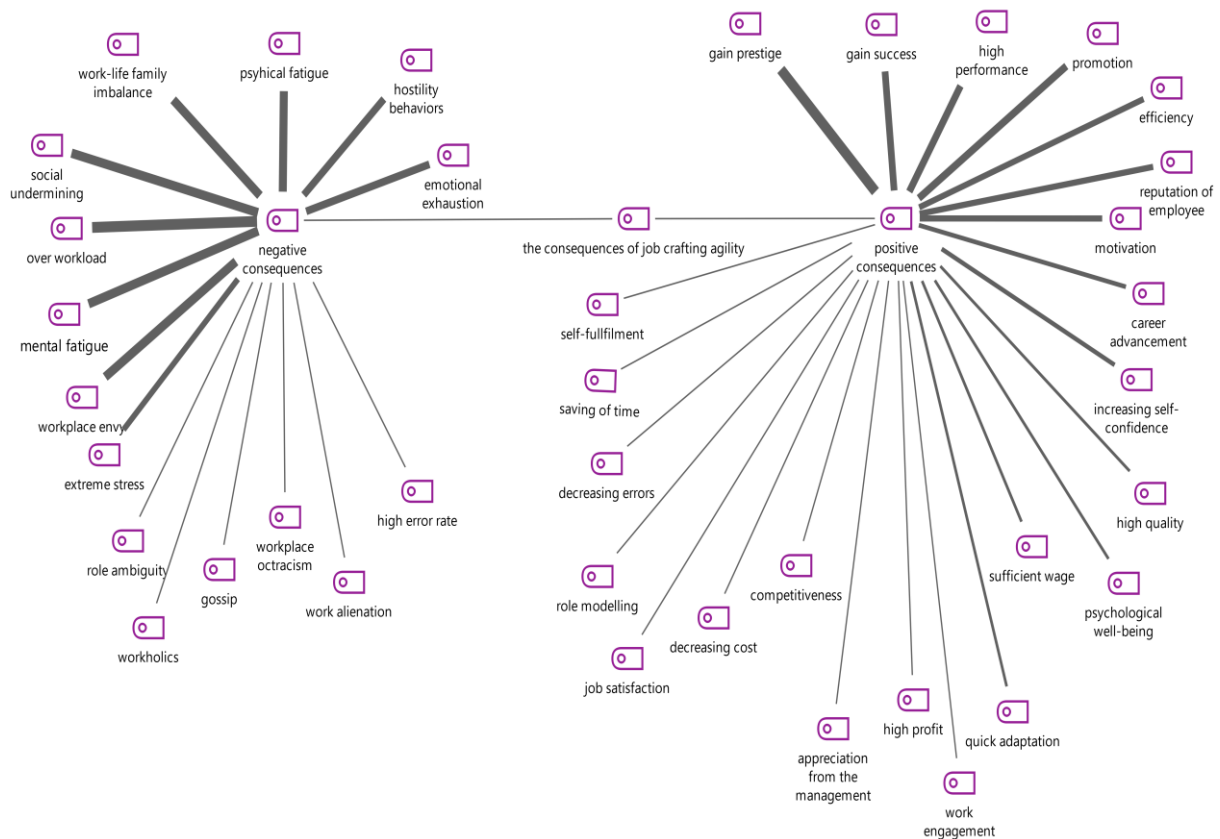
Source: Research analysis findings

Conclusion

In a dynamic and challenging era, job crafting agility emerges as one of the crucial job design techniques that foster proactivity, innovativeness, and competitiveness within organizational settings. Employees need to continuously redesign their work roles to enhance efficiency and productivity, especially under conditions characterized by high uncertainty, ongoing change, and rapid adaptation. Job crafting agility supports continuous learning and the acquisition of new skills that enable employees to adapt swiftly to demanding situations. The growing significance of job crafting agility in contemporary business dynamics necessitates an in-depth examination of its conceptual structure, the elements required to foster it, and its outcomes for both individuals and organizations. Accordingly, this study aimed to enhance understanding of job crafting agility and to identify its potential antecedents and consequences. In this context, the perceptions of white-collar employees with varying seniority and experience in the private sector were explored regarding the concept of job crafting agility, its requirements, indicators, and outcomes.

The findings revealed that employees described job crafting agility as involving quick and accurate decision-making, comprehensive knowledge, prompt responsiveness to customer needs, and efficient problem-solving. The concept was commonly associated with notions such as speed, problem-solving, professional competence, and adaptability. Furthermore, indicators such as knowledge capability, calling, time management, quick adaptation, and job satisfaction were frequently emphasized. These results suggest that employees who possess deep professional knowledge and key adaptive skills can more easily redesign their work roles in challenging conditions. The findings also indicated that job crafting agility varies depending on

industry type and job characteristics. Specifically, factors such as job autonomy, task importance, task interdependence, automatization, and job meaningfulness were found to play crucial roles in the redesign of work roles. Additionally, managerial attitudes, including supportive and participative leadership styles, were identified as significant influences. Organizational tendencies such as fostering a positive work environment, maintaining strong employee relations, and promoting open communication also emerged as essential components in shaping work roles in today's business environment. Moreover, individual attributes-including personality type, learning orientation, analytical thinking, quick adaptation, proactive behaviour, and willingness to perform extra-role activities-were found to be vital for effectively redesigning work roles.

Overall, the study concluded that job crafting agility generates both positive and negative consequences at the individual and organizational levels. On the positive side, employees who can adapt and reshape their work roles amid uncertainty tend to experience greater success, self-confidence, motivation, promotion opportunities, higher performance, and enhanced organizational reputation. Conversely, job crafting agility may also lead to undesirable outcomes, such as overwork, mental and physical fatigue, emotional exhaustion, workplace envy, social exclusion, and interpersonal hostility. These findings underscore that while job crafting agility promotes proactivity and adaptability, it also entails psychological and social costs that organizations must address. In sum, this study evaluated job crafting agility from the perspective of white-collar employees and contributed to the literature by presenting the antecedents and consequences of this novel construct. It is suggested that future research empirically test the individual and organizational factors identified in this study as predictors and outcomes of job crafting agility.

Practical Implications
The findings of this study are consistent with prior research (Saragih et al. 2020, Schüler et al. 2020, Kardas 2023), which also identified antecedents and consequences of job crafting-related behaviors. Accordingly, several practical implications can be drawn for organizations and human resource (HR) practitioners. It is recommended that HR departments implement policies that enhance employees' adaptability and agility skills and promote career development and motivation through proactive job redesign initiatives. HR practices should emphasize learning orientation, continuous skill development, and proactive training programs. Furthermore, organizations should maintain talent management systems that support workforce agility and competitiveness. Managers are encouraged to adopt supportive and participative leadership styles, fostering environments where employees feel empowered to reshape their work roles. However, because job crafting agility may also have adverse consequences, it is important for managers to monitor employees' workloads and be attentive to potential burnout and role conflict. Work roles should be designed in alignment with employees' skills, capabilities, and well-being, ensuring a sustainable balance between performance and health.

Limitations and Future Research
This study has several limitations that should be considered when interpreting its results. First, it was conducted with a small sample of 20 white-collar employees, which limits the generalizability of the findings. The participants were drawn from banking, insurance, retail, real estate, and information technology sectors, excluding other industries such as manufacturing, public administration, and healthcare. Therefore, future studies should include larger and more diverse samples and conduct cross-sectoral and cross-national comparative analyses. Second, semi-structured interviews were used for data collection, and no voice recordings were taken data were captured through written notes. This approach may have

resulted in partial data loss or interpretation bias. Additionally, while a conceptual model was proposed, it was not empirically tested; hence, its validity and reliability remain to be established. Consequently, future research should empirically test the proposed conceptual model using quantitative or mixed-method approaches. It is also recommended that future studies investigate managerial and organizational variables, such as leadership style, organizational culture, and structural flexibility, to further enrich the understanding of job crafting agility and its impact on employee and organizational outcomes.

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