THE ENORMOUS POTENTIAL OF JOB CRAFTING BEHAVIOR: A CONCEPTUAL PAPER BASED ON REGULATORY FOCUS

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Abstract

This paper explores the theoretical review of job crafting behavior in service organizations by reviewing the literature on innovation capabilities. A workforce with proactive traits faces less environmental restriction and shows more groundbreaking behaviors of novel change. The current study has moved its emphasis from the influence of organizational job design on worker consequences to the inspection of the part that the workforce plays in defining task, social, and cognitive limits of work to verify innovation. Thus, innovation change is sighted as the exploitation of novelty that entails alterations in work tasks for positive outcomes. This conceptual paper discusses the roles of innovation capabilities and job-crafting behavior in the IT industry. Refereeing to the theory of regulatory focus, the main objective of this paper is to create a new conceptual framework to understand the influence of employees' perception of innovation capabilities by underpinning the regulatory focus model on job crafting behavior in the IT industry.

***Keywords**:* innovation capabilities, Job crafting, epistemic curiosity, IT industry

Introduction

Organizations need to be inventive to have a competitive edge through increasing novel goods, processes, and approaches at organizational level[1]. In recent times, organizations are progressively admitting that pro activity and creativity are strategic of innovative business performance[2], and consequently employees have taken proactive actions, containing self-directed variants to job-design[3]. Proactive persons recognize chances, quickly act on them, display inventiveness, seek out trials and define their roles mostly to

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[2] Sacramento, Claudia A., Doris Fay, and Michael A. West. "Workplace duties or opportunities? Challenge stressors, regulatory focus, and creativity." *Organizational behavior and human decision processes* 121, no. 2 (2013): 141-157

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comprise new task[4] Job crafting may yield constructive outcomes, consisting of well-being, work engagement, satisfaction and career achievement of workers[5]. Job crafting strengths is likely to benefit both individuals and the organization[6].

Employee's effort to alter their work content when required[7]; therefore, organizations are paying attention to creating a climate that promotes experience of positive emotions at the workplace, ultimately leading to Innovative practices at work[8]. Through worldwide economic as well as technological expansions, there is increasing diversity of the workforce[9]. In contradiction of this context, it is difficult for organizations to project satisfactory jobs appropriate to all workers[10]. Therefore, scholars recommended that it is significant to scheme flexible jobs in which workforces can proactively alter their task[11].

As we know, the insight of production-based development has moved to the intellectual capital where knowledge and skills become the new steam engine of business expansion[12]. The important opinion is that persons pursue a fit amid their direction and the strategic ends through they follow their objectives[13]. These aspects are marked as distinctive preferences in the outstanding consequences that inspire individuals[14]. Referring to this supportive literature debate it is widely acknowledged that an innovation capability is specifically related with an intellectual capital of human resources as a supply of knowledge for attaining sustainable accomplishment[15]. The current study integrates

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[9] Zhang, Fangfang, and Sharon K. Parker. "Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review." *Journal of organizational behavior* 40, no. 2 (2019): 126-146

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regulatory focus[16] on job crafting to identify how the perceived innovation capabilities affect employee crafting behavior.

Service sector Management strives to look for innovative ways to perform activities[17]. Organizations that work in the IT industry are based on novel ideas. The IT industry of Pakistan is flourishing day by day and currently, about 60% of its 200 million population among the 15 to 29 years age group, stand for a huge human capital[18]. Pakistan has more than 1500 IT companies and the figure is rising annually. Digital enlargement in Pakistan is going from side to side a rapid progression. The IT Sector is one of the best rising sectors of Pakistan making a contribution of about 1% of GDP [17]. It has doubled in the earlier period of four years and experts are expecting it to grow an additional 100% in the next few years to $7 billion[19].

There is a potential link between job crafting and the Regulatory Focus Theory. Job crafting allows employees to tailor their tasks and responsibilities to align with their regulatory focus. For instance, promotion-focused individuals might seek out challenging and innovative tasks. In the context of the IT industry in Pakistan, job crafting could play a role in shaping how IT professionals approach their work. Individuals with a promotion-focused orientation might be more inclined to take on projects that involve creativity and exploring new technologies. Pakistan has a significant pool of skilled IT professionals and a relatively lower cost of labor compared to many Western countries, making it an attractive destination for outsourcing and offshoring IT services. The country has established several technology parks, software development centers, and incubators to foster the growth of the IT sector. The IT industry is well thought-out as a starting place of information center through innovations[20]. The government has taken initiatives to promote IT education and training, and there's an increasing trend in local startups and technology entrepreneurship. The IT industry is based on continuous technological as well human development with the intent of novelty-based expansion and growth. Employees who commence alteration in work activities can give organizations by means of innovations and creativity[21]. Organizations must continually alter[22], and more must be acknowledged about how change improves proactive employee responses to alteration[23]. Drawing on regulatory focus theory, it is rational to consider the innovation capabilities

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catalytic for altering work boundaries. Hence, the researcher proposed this study's central research question: What is the relationship between IT sector employees' perception of innovation capabilities and job crafting behavior, and how can IT management increase proactive or pioneering efforts among their workforce?

Theoretical Background: Job crafting (JC)

The Conception of JC was first introduced by an addition in the conception of the job-design model that is well thought-out as a top to down approach of the executives to design the job description of their followers properly[24] It is also mentioned as a route in which the managers decide individual job tasks and the required power for their subordinates[25]. According to the work setting viewpoint in JC the employees independently alter aspects of their task in order to recover the fit amongst the features of job and individual own level of preferences[26]. Wrzesniewski[27] draw an attention in the direction of the significance of employees to make alterations in already designed jobs by management; it is referred as a bottom-top approach, in which the employees distorted or changed the restrictions of jobs as per their own interest's area, preferences as well as qualifications of their own proposal. These alterations in jobs might be in the category of tasks (physical crafting), altering the relational limits of the place of work, alter the value through they interrelate with others in organizations (relational crafting), change their individual mode of noticing tasks and relations amid tasks (cognitive crafting) that might consequence individuals job[28,29]. JC behaviors have been categorized into three forms by[30] which are task crafting, cognitive crafting and relational crafting. JC is an employee mind-set that has an intent at increasing job resources, reducing job demands, growing social resources and increasing the puzzling job demands of a worker[31]. JC behaviors advanced by the employees is considered as a character practices that makes stronger the individual and job suitable practices. Predominantly, in context of knowledge work professional, instruction as well as the mentoring capacity serves as the best way to appreciate employee's needs and give them with necessary expertise or guidance in running is crafting jobs[32]. JC permit the workforces to guide their work in the direction of their

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[32] *Ibid*.

passion to get hold of more satisfaction and significance from their jobs increasing an individual's wellbeing[33].

Research Scholars declare that JC is both a trait and behavior of employees crosswise various ranks, tasks and professions[34]. The JC is related to employee's good feeling and taking an optimistic viewpoint (like individual satisfaction) in wide-ranging, it is not just resulted positive outcomes at workplace[35]. Employees who put effort towards JC from side to side accessible job strains and assets, they are additional psychologically reachable at workplace and more efficient against fighting negative outcomes[36], personalized proactive coping efforts result in higher performance outcome for workers[37].

Research findings indicate the interesting role of JC in predicting an organizational behavior[38]. There is a requirement for investigations that involve dynamics of JC with the perspective of individual resources[39]. Literature has identified numerous antecedents of JC, e.g. individual characteristics[40], job demands[41], person-job fit[42], attitudes[43], job characteristics[44]. Numerous other studies highlighted that JC resulted positive emotional state and attitudes[45], career success[46].

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Innovation Capabilities

Calik et.al.[47] define innovation capability as "an organization ability to implement collective knowledge, skills, and resources to innovation actions connecting to novel products, process, services, or management, marketing or work group arrangement, in regulate to make value for the organization or stakeholders". It is not stress-free to compute innovation in opinion of the point that innovation is an incessant and continuing progression[48]. The perception of production based market stimulated to the knowledge founded arrangement where knowledge converted the new steam engine of occupational development[49]. The human capital is a fundamental building block of intellectual power, acting a noteworthy role in up-and-coming performance of an association[50]. Business keep grasp of numerous numbers of resources that have an imperative effect on performance outcomes[51]. The human resources is not lone effect towards performance from creativity standpoints[52] but it also have a sturdiest effect over the national economic growth of that particular state[53]. It is comprehensively accepted that innovation capability is accurately connected with an intellectual wealth of employees as a supply of information and knowledge that organization utilize for attaining sustainable achievement[54]. Past researches supports innovation capability has an imperative effect towards organizational growth[55]. Innovation capability is appropriate an integral division of an organization[56]. Literature related to innovation capability in organizational perspective clearly stated its positive consequences, e.g. the study of[57] stated the positive association among the innovation capability of the firm and performance up gradation level.

A firm's ability to apply the knowledge, skills, and resources to innovation activities in order to create added value for the firm or its stakeholders[58]. They differentiate among

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[51] Yaseen, Saad G., Dima Dajani, and Yasmeen Hasan. "The impact of intellectual capital on the competitive advantage: Applied study in Jordanian telecommunication companies." *Computers in Human Behavior* 62 (2016): 168-175

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[58] Hogan, Suellen J., Geoffrey N. Soutar, Janet R. McColl-Kennedy, and Jillian C. Sweeney. "Reconceptualizing professional service firm innovation capability: Scale development." *Industrial marketing management* 40, no. 8 (2011): 1264-1273

three dimensions of innovation capabilities comprised of Clint focused innovation capabilities (CFIC), the marketing focused innovation capabilities (MFIC) and the technology focused innovation capabilities (TFIC). The CFIC reflects ability to deliver clients with facilities that deal distinctive assistance superior to rivals, as well ability of resolution clients' issues in innovative ways. The MFIC reflects ability to promote novel approaches, and innovative programs related to marketing etc. whereas the TFIC reflects ability to adopt new software and technology in order to keep ahead of the market[59]. Capability assumes a degree of difference that allows a business to accomplish a competitive advantage from side to side a variety of distinctive capabilities[60].

Connotation amid Innovation Capabilities and Job Crafting through Curiosity

Numerous research scholars of business and management sciences[61,62,63] explained that the diverse capabilities of an organization are linked to better performance. The innovation capabilities are footing rock of successful entrepreneurial networking businesses globally[64]. In today's business world, the focus of organizations is more intent on human intellectual capital improvement for competitive advantage[65]. Employees in organizational settings are considered more active components of the work environment for positive organizational change[66]. Positive proactive behaviors reduce the effects of Negative outcomes at workplace[67]. The innovations formed through evolution in technologies lead employees towards jobs modification[68]. Innovation capability is an appropriate division of organization[69]. Capability accepts a degree of alteration that permits organizations to achieve competitive advantage[70]. Organizations give supportive environment to workforce for accomplishing goals, eventually outcomes less strained work settings, and improved cognitive skills[71]. Individual's motivational level to involve and express, depends upon the situations[72].

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[59] *Ibid*.
[60] eze, sunday chinedu, vera chinwendu chinedu-eze, adenike oluyemi bello, adekanmi adeyinka adegun, and monisola esther alao. "challenges facing smes in emerging ict adoption from diverse actors'perspective: a data driven approach." *http://www. iaeme. com/ijmet/index. asp* 10, no. 2 (2019): 636-651
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[68] *Ibid*.
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[70] Eze et.al. *Op.cit*.
[71] Ishaq, Rabeea, and M. Ahsan Attar. *Op.cit*.
[72] Girdwichai, Luedech, *Op.cit*.

The environment of innovation can't be shaped by their own requiring a brain of employee's creative capability[73]. Employees are intrinsically motivated for creative outcomes when they found a supportive environment[74]. The inventiveness and uniqueness in work settings are important to successful performance[75]. Further, the study related to change in organizational settings added that, as technology alters day by day, the human needs to accept the innovation capability to improve the human resource capital[76]. The environment is acting as a stimulus for the motivational drive[77]. Innovation capabilities of an organization provide supportive environment of novel changes[78]. Literature of innovation capabilities explains that it helps the employee to be more creative and innovative resolutions to difficult circumstances in organizations. According to regulatory focus theory, motivation allows the ways through an individual can approach their target objectives[79].

RFT is a goal-oriented theory that explains how an individual passes through a motivational path to achieve their desired behavior. Curiosity is an individual motivational trait that helps strategic management in novel solution[80]. Curiosity is an important emotive motivational drive [67]. Curious employees are appropriate to proactively look for advice, inquire problems and effectively manage feedback[81]. Henceforth, epistemic curiosity is a uniquely human drive to know or to recognize[82] motivated inquisitiveness that develops intellectual development and scholarly achievement[83]. Epistemic Curiosity based on interest and deprivation type is potentially important for the quick learning requisite in current globalization era[84].

Employees engage in Epistemic Curiosity to generate the best person-organization fit practice[85]. Based on regulatory focus theory researchers proposed, that Different factors can motivate people[86], henceforth the individual may engaged in I type or D type

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[73] Zhang, et.al. "Job crafting towards strengths and job crafting towards interests in overqualified employees: Different outcomes and boundary effects." *Op.cit*.
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[83] *Ibid*.
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[86] Higgins, E. Tory. "Beyond pleasure and pain." *American psychologist* 52, no. 12 (1997): 1280

epistemic curiosity on a way to achieve their desired behavior. Interest type epistemic curiosity is connected to generate new opinions, motivate searching, and improve intellectual power [70]. Similarly, deprivation-type epistemic curiosity reveals a need to create your brainpower to solve vagueness and get rid of unawareness[87]. Those employees who perceived an organizational Innovation Capabilities as a supportive or aspirational stimuli then more are the chances that their epistemic curiosity will be enhanced, whichever resulted goal oriented or performance oriented motivational desired. Henceforth based on these supportive arguments it is put forward that the more the individual in IT industry found supportive regulatory orientation of Innovation capabilities the more epistemic curiosity of employees will be boost up.

Having increased control over the work and gaining more sense from it shows positive work outcomes[88]. Employees of an organization are trying to get a better fit among the needs and job demands[89]. Job demand and fit practices lead to better positive results[90]. The creation of change to their job enables employees to know how they work differently. Based on regulatory focus theory, it detections that innovation is derived through regulatory focus orientation[91]. Nonstop innovation in organizations includes workers' capability to revolutionize that ultimately helps to attain the goal[92]. When situational context aligns with goals, the individual feel right that ultimately upsurges effort in goal pursuit[93]. Regulatory focus is required when organizational change is implemented[94], it acts as an aspirational factor among individual for positive outcomes.

Organizational features can be observed as opportunities that help to fulfill aspirations, and contribute growth, progress as well other positive outcomes[95]. Grounded on RFT the researcher proposed to measure perceived innovation capabilities of employees e.g. client focused, marketing-focused, and technology-focused innovation capabilities as a driver that leads job crafting behavior of IT industry employees. These innovation capability dimensions are more prominent for the innovation-based service sector[96]. Predominantly,

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[89] *Ibid*.

[90] Tims, Maria, et.al. "Job crafting and its relationships with person–job…" *Op.cit*.

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in context of knowledge work professional, organizational features appreciate employees and give them with necessary expertise for crafting behavior at workplace[97].

Stirring in the way of proposed conceptual Mapping

The regulatory focus is the technique or method in which somebody approaches desire and avoids pain. An individual's regulatory focus depends on anticipated end-states and the motivation to go from the present to the expected end-state[98]. Precursors to regulatory focus comprise the needs, standards, and situation[99]. Regulatory focus is required when organizational change is implemented[100]. Based on RFT it pursuits that innovation is driven by regulatory focus orientation[101]. People respond to organizational modification founded on their capability to generate sense[102]. People not always driven by individual alarms but individual motivation is reproduced and modified to the needs, aims, or prospects of organization features.

The regulatory focuses standardize the effects a person is exposed to in judgment and order the different behaviors through which they attain their aim. Literature further debate that regulatory orientation is not fundamentally to be static.[103]In light of RFT, individuals with regulatory focus propensities have more motivation to progress innovation capabilities and motivation. RFT shows that the recreation of different work purposes causes individuals to reallocate current resources that may be reproduced by correcting work status and innovative working approaches. RFT emphasizes how individuals go about achieving their tasks. The theory considers the motivational propensities individuals draw on in the progression of goal attainment. Thus, using RFT as a framework for explaining JC highlights the motivational and intentional factors in positive behavior success. Literature supports this argument that organizational situations that inspire associates' regulatory focus orientations improve employees' regulatory focus[104].

RFT sights the motivation that permits empathetic behaviors through a person's approach to a goal line. Dissimilar aspects can inspire people throughout goal detection and self-regulate methods and procedures throughout objective detection. RFT suggests motivational control is better-quality when people efforts are in the direction of goal sustains through regulatory positioning[105]. The regulatory focus founded upon participant’s particular situations and views of why the practice did or did not resonate.

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[97] Singh, Vijay Lakshmi, *Op.cit*.
[98] Higgins, E. Tory. "Beyond pleasure and pain." *Op.cit.*
[99] *Ibid*.
[100] Ellemers, Naomi, Dick De Gilder, and S. Alexander Haslam. "Motivating individuals and groups at work: A social identity perspective on leadership and group performance." *Academy of Management review* 29, no. 3 (2004): 459-478
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[104] Brockner, Joel, E. Tory Higgins, and Murray B. Low. "Regulatory focus theory and the entrepreneurial process." *Journal of business venturing* 19, no. 2 (2004): 203-220
[105] Higgins, E. Tory. "Promotion and prevention…" *Op.cit.*

These implications were often interesting and open to debate that allow researchers to implement it in different organizational settings[106]. Regulatory focus theory has potential as a tool to assist researchers in thoughtfully framing response to enhance its impact[107]. Future researches should focuses on RFT to forecast and clarify fruitful entrepreneurial action[108].

[106] Watling, Christopher, Erik Driessen, Cees PM van der Vleuten, Meredith Vanstone, and Lorelei Lingard. "Understanding responses to feedback: the potential and limitations of regulatory focus theory." *Medical education* 46, no. 6 (2012): 593-603
[107] *Ibid*.
[108] Brockner, Joel, *Op.cit*

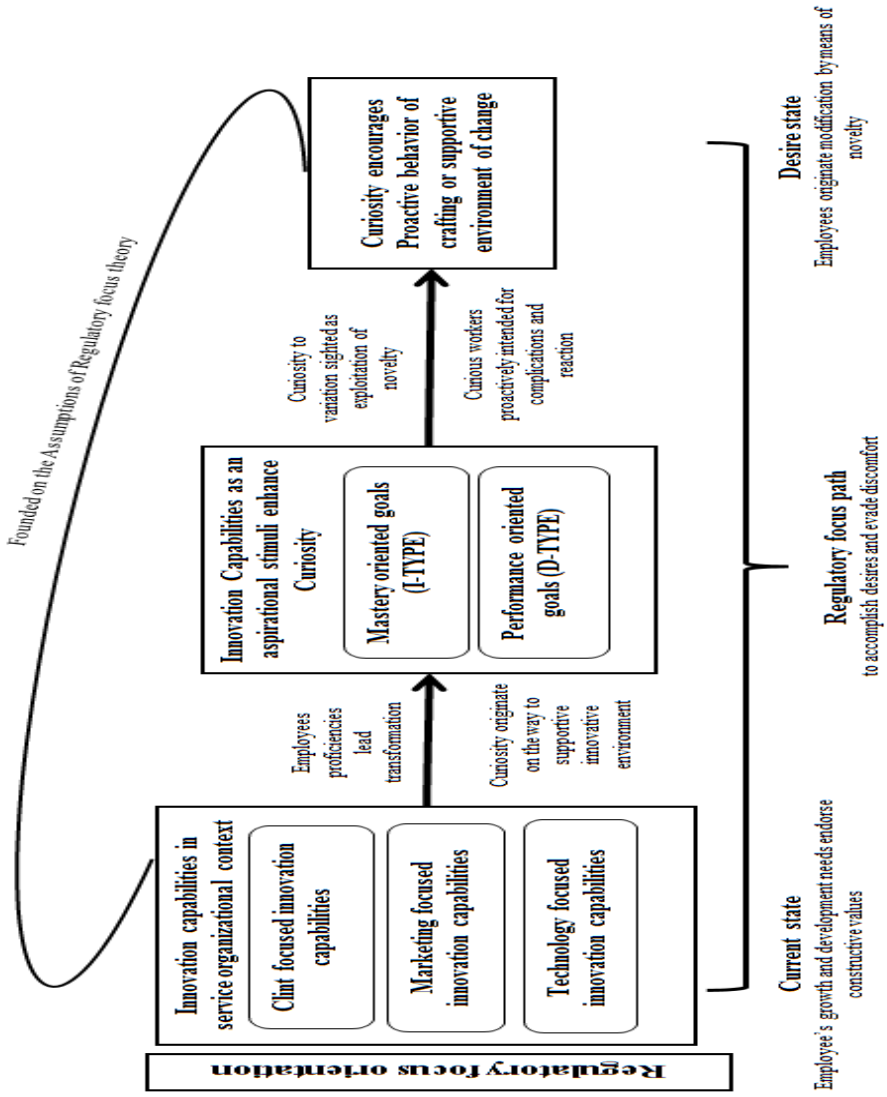


Fig1; Conceptual Mapping between Innovation Capabilities and Job Crafting Behavior

Based on the insights gained from the literature review, this conceptual framework outlines the main concepts, theories, and relationships. This framework serves as a road map for organizing ideas and arguments regarding job crafting behavior.

Table 1; Summary of Job Crafting Literature Review

Sr.#	Author	Variables of study	Outcomes of study	Type of study
1	(Singh & Singh, 2018)	Job crafting, Psychological Availability, Burnout, Stress and Performance	The empirical study result shows that workers proactively modify their work activities to evade the circumstances of stress as well as burnout, and grow to be improved performers.	Quantitative study
2	(Peng, 2018)	Job Crafting, Job Design, Bottom to up Behavior	The study argues antecedents, outcomes and prospects of job crafting. It promotes the definition, measurement, antecedents as well the consequences of job crafting.	Meta-Analysis study
3	(Frederick & VanderWeele, 2020)	Job crafting, psychology of work	The study results that increased job crafting is connected with increased work engagement of employees.	Meta-analysis , longitudinal, daily diary method
4	(Wang et al., 2020)	Social factors, job crafting	This study results explains that the social aspects of leadership and coworker support are forecasters of JC behavior of workers. Workforce crafting behavior positively mediates the relations amid the social features and work consequences like performance, well-being etc.	Meta-analysis , Quantitative study
5	(Dubbelt et al., 2019)	Career satisfaction, job Crafting, performance, Work engagement	Job crafting upsurges the person and job fitting of workforces. Further the study added that the seeking resources is the major predictor of work engagement of employees as well as the task performance, and career satisfaction	Quantitative study; Longitudinal (T1 and T2)
6	(Robledo et al., 2019)	Work engagement, wellbeing	Results explains that the phenomenon of JC mediates the association amid work engagement and job performance as well as job flourishing	3 wave time lag study (T1, T2 and T3)
7	(Rogala & Cieslak, 2019)	Job crafting, positive emotions, self-efficacy	The results of 2 studies found that Optimistic emotions at work forecast increasing organizational resources. Further the study originates the effects of positive feelings on job crafting phenomenon.	3 wave time lag study of T1,T2 and T3
11	(Kilic et al., 2020)	Psychological Empowerment, Job Crafting, Turnover	Psychological empowerment is positively connected to JC. Additional the research contributed that cognitive crafting negatively related to turnover.	Quantitative study

12	(Bahmani et al., 2016)	Job crafting, job flourishing, task performance	Results display a positive connection amongst JC, task flourishing and performance.	Quantitative study
13	(Siddiqi, 2015b)	Work Engagement, Job Crafting and Customer Satisfaction	Customer satisfaction and loyalty significantly effected through work engagement and job crafting.	Quantitative study
14	(Zito et al., 2019)	Job crafting, work-family conflict, job satisfaction and job autonomy	Job autonomy positively related with JC and satisfaction. Whereas the study outcome a negatively related with the negative phenomenon of work-family conflict.	Quantitative study (cross sectional)
15	(M. Kim & Beehr, 2019)	Job crafting, empowering leadership, core self-evaluation	Results explained that empowering leadership are significantly associated to type of JC behaviors that more resulted wellbeing of workforce.	Quantitative study
16	(Rizwan et al., 2016)	Job Crafting, Job Engagement, Job Creativity	Job crafting has significant positive impact on job creativity in Pakistan.	Quantitative study
17	(Sharma & Nambudiri, 2020)	Work engagement, Job crafting, Innovativeness	The study found a positive relationship between work engagement and job crafting behavior and innovativeness. Further this study found the moderating stance of perceived supervisory support (PSS) and openness-to-experience (OTE) in above mentioned relationships correspondingly.	Quantitative study (Cross sectional)

[109]

[109] Singh, Deeksha A., and Ajai S. Gaur. "Governance structure, innovation and internationalization: Evidence from India." *Journal of International Management* 19, no. 3 (2013): 300-309
Peng, Changyi. "A literature review of job crafting and its related researches." *Journal of Human Resource and Sustainability Studies* 6, no. 1 (2018): 1-7
Frederick, Donald E., and Tyler J. VanderWeele. "Longitudinal meta-analysis of job crafting shows positive association with work engagement." *Cogent Psychology* 7, no. 1 (2020): 1746733
Wang, Hai-jiang, Xiao Chen, and Chang-qin Lu. "When career dissatisfaction leads to employee job crafting: The role of job social support and occupational self-efficacy." *Career Development International* (2020)
Dubbelt, Lonneke, Evangelia Demerouti, and Sonja Rispens. "The value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence." *European Journal of Work and Organizational Psychology* 28, no. 3 (2019): 300-314
Robledo, Enrique, Salvatore Zappalà, and Gabriela Topa. "Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study." *International journal of environmental research and public health* 16, no. 8 (2019): 1376
Rogala, Anna, and Roman Cieslak. "Positive emotions at work and job crafting: Results from two prospective studies." *Frontiers in Psychology* 10 (2019): 2786
Kilic, Eren, Berivan Tatar, and Oya Erdil. "The relationship between job crafting and organizational identification: The mediating role of affective well-being." *Business and Economics Research Journal* 11, no. 1 (2020): 201-212
Bahmani, Kamyar, Soma Muzafari, and Soran Mowlaie. "Relationship between task performance and job crafting with the mediating role of job flourishing." *International Journal of Medical Research & Health Sciences* 5, no. 11 (2016): 344-348

Conclusion

Usually, the individual environmental stimuli interrelate with a particular aim to specify a subsequent increase in working conditions necessary for an alteration in behavior like JC. Accordingly, it is rational to suspect that innovation capabilities directly affect JC. In bright of RFT, individuals with regulatory focus propensities have additional encouragement to recover innovation capabilities and be involved in the motivational process that leads to positive behavior. Whether to achieve positive consequences, individuals are assured of modification in the work approach and contain regulating work range, goals, or changing the working relationship. Despite the role of JC in fostering organizational progression and positive results, there need to be more studies from the perspective of the drivers of JC in the IT industry.

The conclusion summarizes the key takeaways from the paper, emphasizing the potential of job crafting as a tool for enhancing employee experiences. It underscores the importance of recognizing individual differences in regulatory orientations and how they influence job crafting behaviors. The paper concludes with a call for further empirical research to validate the proposed conceptual framework and its implications in real-world organizational contexts. In this conceptual paper, we have explored the intersection of job crafting behavior and the Regulatory Focus Theory, shedding light on the significant potential that lies within the alignment of these two constructs.

Managers are supposed to appreciate innovative work events at the place of work that support the followers to carry out creativity in learning[124.110] This study will help the IT sector focus more on innovation capabilities enhancement within the boundaries of an organization that leads their ultimate target of the novelty of ideas by implementing intellectual capital. As literature also supports that business managers should endeavor to create platforms for employees to interact and adapt changes to generate inventive thoughts[124].

This study created a conceptual framework to nurture the understanding of organizational innovation capabilities literature by establishing a connection between organizations'

Siddiqi, Mushtaq A. "Job crafting of service employees and performance: An empirical evidence of linkages." *Asian Journal of Management* 6, no. 3 (2015): 149-158

Zito, Margherita, Lara Colombo, Laura Borgogni, Antonino Callea, Roberto Cenciotti, Emanuela Ingusci, and Claudio Giovanni Cortese. "The nature of job crafting: Positive and negative relations with job satisfaction and work-family conflict." *International journal of environmental research and public health* 16, no. 7 (2019): 1176

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Rizwan, Muhammad, Asad Afzal Humayon, Ahmad Usman Shahid, Hafiza Sobia Tufail, Rizwan Qaiser Danish, and Hafiz Muhammad Muneeb. "The effect of job crafting on job creativity through job engagement: a case of banking sector of vehari, Pakistan." *European Online Journal of Natural and Social Sciences* 5, no. 4 (2016): pp-1005\

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innovation capabilities and JC behavior in the workplace. The job crafting point of view has the funds for many new research directions.[111],[112] This study will help the workplace to focus more on proactive employees for the reasons that organizations, especially in the IT sector, which is considered the hub of novelty, frequently demand that the workforce perform proactively; this research will show that there are numerous strategies organization can put into practice to make easy employee proactive behavior. It will help the organizations recruit and choose employees who are far above the ground in assertive personality, who will be additionally suitable to, as you would expect, connect in proactive behavior and generate an environment that rewards improvement.

The implications for both theory and practice are substantial. Organizations can utilize the insights from this conceptual framework to design job roles that allow for customization, accommodate individual strengths, and foster a culture of autonomy. Strategic interventions aimed at promoting job crafting that resonates with an individual's regulatory focus can enhance job fit, align personal motivations, and ultimately lead to improved outcomes for both employees and organizations. However, it is important to acknowledge that this conceptual framework is a stepping stone toward deeper empirical investigation. Future research should explore the practical application of these ideas in various organizational settings and industries, using qualitative and quantitative methodologies to validate the proposed linkages. Furthermore, extending this framework to consider potential moderators and mediators will provide a more nuanced understanding of the interplay between regulatory focus and job crafting.

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