Job crafting: An Examination of some Organizational and Dispositional antecedents

Empirical study applied to Egyptian Private Sector Sales Representations

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Abstract:

Purpose – The study aims at testing the relationship between (job insecurity and emotional exhaustion), job resources (job autonomy) and Job Crafting by applying it to sales reps worked at Egyptian private firms. The study also aims at testing the sequential mediation of emotional exhaustion and self-efficacy in the relationship between job insecurity and Job Crafting. **Design/methodology/approach** – An online survey was conducted to test the hypotheses. In total, 247 respondents from social network sites completed this survey.

Findings – The results revealed that there is a significant negative relationship between job demands and Job Crafting. The evidence also found a significant positive relationship between job resources and Job Crafting. The evidence also supports the sequential mediation of emotional exhaustion and self-efficacy in the relationship between job insecurity and Job Crafting.

Originality/value – This study helps scholars and professionals efficiently and effectively enhance job crafting among sales reps.

Key Words: Job Insecurity, Emotional Exhaustion, Job Autonomy, Self-Efficacy, and Job Crafting.

ملخص الدراسة:

الغرض من الدراسة: تهدف الدراسة إلى اختبار العلاقة بين (انعدام الأمن الوظيفي والإرهاق العاطفي) من جانب والموارد الوظيفية المتمثلة في (الاستقلالية الوظيفية) وآثارهم على إعادة صياغة الوظائف بالتطبيق على مندوبي المبيعات العاملين في الشركات القطاع الخاص المصرية. تهدف الدراسة أيضا إلى اختبار الوساطة المتسلسلة للإرهاق العاطفي والكفاءة الذاتية في العلاقة بين انعدام الأمن الوظيفي وإعادة صياغة الوظائف.

التصميم / المنهجية: تم استخدام اسلوب الاستقصاء الالكتروني لاختبار الفرضيات. وقد بلغ عدد المستقصي منهم نحو ٢٤٧ مستجيبا من مواقع الشبكات الاجتماعية هذا الاستطلاع.

النتــائج – كشفت النتائج أن هنـاك علاقـة سـلبية معنويـة بـين متطلبـات العمـل وإعادة صـياغة الوظائف. كمـا توصلت النتائج إلى وجود علاقة إيجابية معنويـة بـين موارد العمل وإعادة صياغة الوظائف. تدعم النتائج أيضا الوساطة المتسلسلة للإرهاق العاطفي والكفاءة الذاتية في العلاقة بين انعدام الأمن الوظيفي وإعادة صياغة الوظائف.

الأصــالة / القيمــة: تسـاعد هذه الدراسـة العلمـاء والمهنيين علـى تعزيـز صـياغة الوظائف بكفاءة وفعالية بين مندوبي المبيعات.

الكلمات المفتاحية: انعدام الأمن الوظيفي، والإرهاق العاطفي، والاستقلالية الوظيفية، والكفاءة الذاتية، وإعادة صياغة الوظائف.

Introduction and Problem:

Job crafting, a concept that is becoming more popular, is receiving considerable recognition within the realm of organizational behavior and human resource management. It refers to the process in which employees proactively modify their job roles to align with their strengths, interests, and abilities to create a more meaningful and fulfilling work experience (Lichtenthaler & Fischbach, 2019). job crafting was introduced by Wrzesniewski and Dutton (2001) in their research on how employees can shape their job roles to improve work experience. The authors classified job crafting into three dimensions: task, relational, and cognitive crafting. Task crafting involves changing the tasks and responsibilities of a job, while relational crafting is about modifying an employee's relationships with colleagues, supervisors, and customers. Cognitive crafting involves changing the way the job is perceived and valued by enhancing personal meaning and purpose.

Prior Research revealed that Employee-driven job redesign behaviors (Crafting) were quite common at work even in the most static environments with detailed job descriptions and clear work procedures, (Demerouti, Veldhuis, Coombes, & Hunter, 2019; Lichtenthaler & Fischbach, 2019). Interest, particularly in job crafting, stems from the fact that it can be a positive strategy to improve employee well-being and job satisfaction.

Consequently, numerous organizations are actively advocating for job-crafting practices to cultivate a supportive and rewarding work environment. (Lyons & Wrzesniewski, 2014).

Job Demands Resources (JD-R) model is considered generic framework for explaining job crafting, and understanding the mechanism of influencing occupational well-being and work performance through job design elements (Tims and Bakker, 2010). The model explain how job demands and resources boost motivation such as job crafting and burnout such as exhaustion and affect work performance. **Job demands** include work requirements that, if they surpass an employee's capacity for adaptation, may cause stress, strain, exhaustion, and burnout. These specifically cover the physical, social, and organizational aspects of work that necessitate ongoing physical or mental effort (e.g., the amount of time needed to complete tasks/time constraints, the volume of work, contact with others, and the physical environment).

Job resources includes various aspects of work (the physical, psychological, social, and organizational) that help to decrease job demands, enhance personal resources and learning, achieve work goals and encourage motivation at work. The primary drivers of job crafting and subsequent employee success are job resources. As a result, job crafting is a significant outcome of several work demand-resource antecedents. (Bakker & Demerouti, 2017).

Two distinct types of work crafting have been identified by previous research. Approach job crafting, which entails activities to strengthen the motivational elements of a job and expand work roles, is beneficial for work performance and has been associated positively with performance (Rudolph et al., 2017; Lichtenthaler et al., 2019). In contrast, avoiding job crafting—activities meant to reduce and eliminate the demanding faces of a job, has been associated negatively with work engagement. (Rudolph et al., 2017; Mäkikangas et al., 2018; Lichtenthaler et al., 2019).

several conceptual frameworks have been emerged to understand how different job crafting strategies relate to positive and negative work-related concepts. such as work engagement, job satisfaction, and productivity (Tims, Bakker, & Derks, 2013), turnover, burnout, job boredom, job strain, and counterproductive work (Zhang, & Parker, 2019). They revealed that organizations used to advocate Job crafting (top-down approach) via Job

Autonomy (Wrzesniewski & Dutton, 2001), Psychological Empowerment (Spreitzer, 1995), and Supportive Leadership (Leroy et al., 2015). Furthermore, Employees themselves tend to initiate job crafting (bottom-up approach) for individual reasons on their initiative – even in the case of lower levels of management support and cooperation to keep control over job and meaning of the work, or desire for positive self-image, human connections, fulfillment of passion for an occupation other than one's own, and/ or ability to cope with adversity at work (Berg, Dutton, & Wrzesniewski, 2008) all of which is considered a job- resource, and in turn have positive relationship with approach job crafting (Mäkikangas et al., 2018; Lichtenthaler et al., 2019).

Very little is known about how job crafting can be a result of both organizational-employee resources, and how personal resources (e.g: self-efficacy) can enhance organizational efforts in conducting job crafting, especially when it is found that using only traditional organizational (top-down). methods to work redesign might not always involve job crafting because they can't accommodate all employees' different demands. (Graham, 2022).

On the other hand, a global economy suffering from more financial crises. Financing difficulties, industry recession, The impact of the COVID-19 pandemic has been extreme, all of which had negative effects on many employees, employers, and organizations across the world, (Ingusci et al., 2021).

Because of increasing competition among organizations, and the deterioration of the economy, Organizational changes and job insecurity are growing more prevalent as the world of work evolves even more quickly. (Graham, 2022). employers are found to expect employees to be proactive and go above and beyond the work required of them in their job descriptions to retain them. (Demerouti, 2014).

Instead of passively changing at work, employees are increasingly expected to also be active agents who craft their job (Wrzesniewski & Dutton, 2001; Tims, Bakker, & Derks, 2012). They subsequently alter their employment (Vanbelle, Van den Broeck, & De Witte, 2013; 2017). Therefore, employees become more susceptible to higher levels of job demands (e.g: workload, job insecurity, role conflict) (Lee and Ashforth, 2019; Fila et al. 2021) that drain individuals' emotional resources and energy (Schaufeli et

al., 2005), causing anxiety and emotional exhaustion (Kahn et al., 1964; Sing et al., 1993).

However, when workload demands outweigh available resources, it leads to a process of health impairment that has unfavorable effects (such as behavioral stress, burnout, etc.). (Bakker and Demerouti, 2014, 2017). To function optimally, employees need to recover by replenishing job resources at work. According to prior studies, employees who experience chronic fatigue manage it by either avoiding work duties or taking time off. (e.g., increased absenteeism, increased turnover intentions) or by reducing their effort at work (e.g., greater personal conflict, decreased team task performance, (Maslach et al., 2001). That is, they no longer replenish their resources and therefore do not recover from exhaustion.

Starting from this perspective, and based on Job Demands-Resources Model (Bakker & Demerouti, 2014), this study suggests that offsetting the impairment caused by job insecurity and exhaustion and maintaining job crafting even in an unstable and depressive work environment can be attained through personal resources (e.g: self-efficacy).

Given the growing amount of research that demonstrates (organizational vs personal) motives of job crafting (autonomy, empowerment, social support…etc) (e.g., Demerouti & Peeters, 2018; Lazazzara, Tims, & de Gennaro, 2019), the analysis of the antecedents of job crafting is still overlooked (Niessen, Weseler, & Kostova, 2016), and very little is known about the existence of job crafting in uncertain work environments with high job demands and/ or emotional stressors (e.g: private sector work environment), and how personal resources can enhance crafting in these uncertain circumstances.

On these considerations, we focus on investigating the existence of job crafting in unstable work environments and/or jobs that are characterized by high levels of job demands. We focus on sales representatives working in private sector companies in Egypt as a developing country characterized by Financing difficulties, hyperinflation, and industry recession (السيد & مصطفى، ٢٠١٩). Sales representatives indeed are described as having low or unstable income (Abilio, 2020), coded as having unstable working status (won et al., 2019), and more susceptible to job loss (Ham et al., 2021). we investigate whether sales representatives in active jobs are likely to craft

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their job and - as a result - are more willing to continue working and avoid firing (i.e., a motivational outcome). So, sales reps are considered the proper population for examining the phenomenon in an unstable, job-demanding environment under consideration.

Based on the Demands Resources (JD-R) model, This study proposes two assumptions, the first is the relationship between organizational resources (Autonomy) and job crafting, and the role of personal resources (self-efficacy) in this relation (job resource assumption). Second, the relationship between job demands (job insecurity and exhaustion) and job crafting, and the role of personal resources (self-efficacy) in this relation (job demand assumption).

Study contribution:

This research based on the JD-R model as a theoretical framework spotlight self-efficacy to gain an enhanced understanding of the organizational and personal antecedents of job crafting, so it focuses on a significant part of organizational behavior and in turn, offers three contributions to the existing literature. **First**, very little research has attempted to examine the mixed role of organizational resources (autonomy) and personal resources (self-efficacy) on job crafting, more research to explore the role of personal resources in enhancing the effect of organizational resources on job crafting is needed (Kim and Beehr, 2022), especially given new work setting (unstable environment of private sector). **Second**, although many studies address job crafting in Western developed societies characterized by low job switching costs, varied job opportunities, and low levels of uncertainty avoidance (Hofstede, 1980), analyzing job crafting phenomenon in Eastern developing societies characterized by high job switching cost, scarce job opportunities, and high levels of uncertainty avoidance such Egypt (Hofstede, 1980) is still lacking with many theoretical and practical questions unanswered. **Third**, the study aims at making a clear set of relationships that give job crafting a sound theoretical framework. In addition, these hypothesized networks of constructs can be useful in enhancing human resources practices to improve organizational performance. As it is likely that employees can enhance organizational success via their job crafting capability level. Searching what motivates and/ or discourages job crafting could potentially help HR managers in directing their subordinates.

The remainder of this paper presents the theoretical framework for these concepts, the methods used to test them, the results, a discussion and conclusion, implications, limitations of findings, and future research.

Theoretical Framework and Hypotheses Development:

The framework could explain and predict some antecedents of job crafting, the behavioral and cognitive adjustments people make in the relational or task boundaries of their work, (Wrzesniewski and Dutton, 2001). Based on the JD-R model, the model of this study includes:

➢ Two job demand antecedents:
- **Job insecurity**: the employee's perceived probability and fear of losing the current job (De Witte, 1999; Sverke et al., 2002)
- **Emotional exhaustion**: depletion of emotional resources stemming from exposure to certain job demands (Demerouti et al., 2003; Schaufeli et al., 2005)

➢ One job resource antecedent: **Autonomy**, employee substantial freedom, independence, and discretion (Hackman & Oldham, 1976).

➢ One personal resource antecedent: **Self-efficacy**, the belief an individual has about his ability and capacity to execute the desired behavior necessary to produce certain achievements and successfully influence their environment (Bandura, 1997).

Private sector companies' sales representatives, the population for the current model are those who are interacting directly with customers during every stage of the sales process. They are in charge of determining a customer's requirements, presenting pertinent goods or services, and guaranteeing a favorable encounter from beginning to end. (Malter, 1980). Demographics such as number of working years and age were considered relevant in identifying job crafting to acquire some meaningful descriptive statistics and frequencies. The conceptual framework with an anticipated hypothesis is shown in Figure 1.

Job Demand- Resource Model:

Drawing on the job demands-resources (JD-R) model (Demerouti et al., 2014), this study examines how the job resources (autonomy) and personal resources (self-efficacy) available in the operational environment of private sector companies predict job crafting, that is, enhancing job resources (structural and social) , and minimizing job demands (challenging and

hindering). It also examines how job demands (job insecurity and emotional exhaustion) can decrease job crafting (Tims et al., 2012) for sales representatives' jobs. Understanding this enables us to determine and create methods that could further facilitate autonomous job crafting in private-sector companies for their benefit.
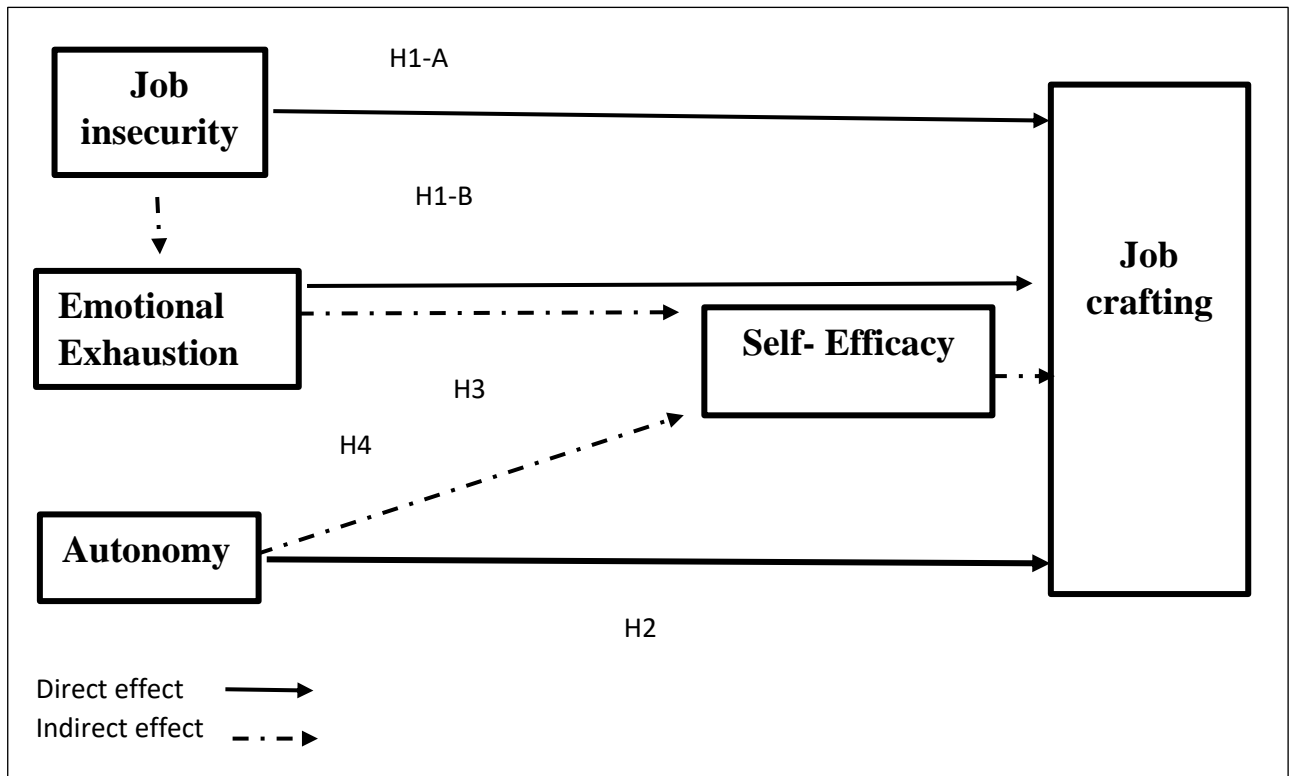

Figure 1. Conceptual framework.

Job Demands and job crafting:

Job insecurity, emotional exhaustion, and job crafting:

Job insecurity has emerged as a prominent workplace stressor in today's tumultuous and generally unpredictable labor market. (De Witte, 2005). It has been linked to various indicators of low well-being such as reduced job satisfaction, reduced work involvement, and low organizational commitment (Cheng & Chan, 2008; Sverke, Hellgren, & Näswall, 2002) and increased burnout (Dekker & Schaufeli, 1995; De Cuyper et al., 2012), in addition to diffirent health issues (László, 2010; Muenster et al., 2011).

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Job insecurity is considered a job demand, according to the JD-R model, it is expected to be associated positively and potentially in a causal manner with burnout, which was highlighted by (De Witte, Pienaar, & De Cuyper, 2015). However, also according to JD-R model, negative relationship exists between job insecurity, even if the effect is markedly lower, with job crafting (Bakker & Demerouti, 2014).

job-insecure employees may be expected to experience stress due to anticipated loss that will ultimately manifest itself in strain reactions reflected in, high level of emotional exhaustion, and lower level of proactive behaviors (e.g: job crafting) (Oprea and Iliescu, 2015; Buonocore et al., 20٢٠).

Research substantiates the above-presented theoretical assumptions by demonstrating that job insecurity is thought to increase the risk of burnout (De Witte et al., 2010; Urbanaviciute et al., 2021) Following Schaufeli, Desart, and De Witte (2020), We thought of it as a syndrome that includes exhaustion

individuals with outstretched energy resources tend to enter a defensive mode to preserve the self (Hobfoll et al., 2018). According to this theory, workers who experience qualitative job insecurity may begin to mentally withdraw from and devalue the source of their precarious situation—their job—if they feel weary and ill-equipped to handle it. Such strategy implies the occurrence of negative attitudes, for example, in the form of reduced job crafting (Urbanaviciute et al., 2021)

Based on these considerations, this study proposes the following hypotheses:

Hypothesis 1: *job demands are negatively related to job crafting.*

H1- A: *Job insecurity is negatively related to job crafting.*

H1- B: *Emotional Exhaustion is negatively related to job crafting.*

Job Resources and Job Crafting

Autonomy and job crafting:

According to Wrzesniewski and Dutton (2001), Dik and Duffy (2009), and Dierdorff & Jensen (2018), job autonomy gives employees the freedom,

discretion, and independence to actively construct their jobs based on their individual preferences, requirements, and talents. According to several studies (Grant & Parker, 2009; Demerouti, 2014; Dubbelt et al., 2019; Laurence et al., 2020), Crafting jobs on one's own initiative is likely to boost employee's self-determined motivation to retain their career pathways and achieve their career goals.

Individual expectations, work behavior, and associated job outcomes may be influenced by workplace factors including job characteristics (Dierdorff & Jensen, 2018; Grant & Parker, 2009). According to previous studies (Hackman & Oldham, 1976; Li et al., 2020), job autonomy enables people to arrange their time at work as needed, make decisions, and choose how to complete tasks. Job autonomy has been proven to be positively connected to proactive and good workplace behavior, such as job designing (e.g: Li et al., 2020).

Based on these considerations, this study proposes the following hypotheses:

Hypothesis 2: *there is positive relationship between job autonomy and job crafting.*

Personal resources:
Self-efficacy as a mediator

From a theoretical point of view, Self-efficacy has been considered as a crucial determinant of how people feel, think, and behave (Bandura, 1977). Studies have found that self-efficacy is not only closely related to various organizational outcomes, such as thriving at work but also is an important factor in explaining individual behavior and cognitive differences (Ding & Chu, 2020).

Exhausted employees have few emotional and physical resources (Maslach et al., 2001) and individuals with outstretched energy resources tend to enter a defensive mode to preserve the self (Hobfoll et al., 2018). Following this principle, job-insecure employees, who feel exhausted and inadequately equipped to cope with job insecurity, may start psychologically withdrawing from their precarious situation—their job, and in turn reduced job crafting. Or they can increase their level of job resources and/ or personal resources (e.g. trying to develop one's capabilities, asking for coaching or advice). Because Employees are

encouraged to upgrade their skills and replenish their resources. (Hobfoll, 1988, 2001), exhausted individuals tend to accumulate or replenish resources by enhancing self-efficacy (Saragih, 2011) because it works as a very important resource for the employees at work (Abrahams, 2014). In general, self-efficacy can help the individual to experience the work situation as less threatening and more manageable (Martínez-Martí & Ruch, 2017)

On the other hand, Tims and Bakker (2010) defined self-efficacy as an important predictor for employees to indulge in the practices of job crafting. Employees with high levels of self-efficacy show more motivation about the assigned job tasks because they are sure that they have the necessary abilities to do tasks successfully (Hu, Huhmann, & Hyman, 2007). When employees acquire self-efficacy, they become more productive naturally, and their drive and motivation result in better job performance. (Martínez-Martí & Ruch, 2017).

It was further found that An individual with adequate job resources can more easily deal with job demands. When an employee faces challenging job demands, job resources become precious and increase the worker's devotion to their job responsibilities (Bakker and Demerouti, 2017). Therefore, employees with high levels of self-efficacy show courage when faced with difficult circumstances on the job, and through the power of self-efficacy they perform better (Abrahams, 2014). Moreover, employees' wellness and motivation level is affected by the level of self-efficacy and therefore self-efficacy might be taken as a very important predictor for the process of job crafting.

Similarly, employees with high levels of self-efficacy show confidence in their capabilities and confidently make alterations in their jobs and environment whenever needed, on the contrary, employees with low-level self-efficacy show reservations in their skills and capabilities, which affect their attitude towards the job. Having found that uncertain environments motivate employees to make changes in their jobs (Lu et al., 2014), we can conclude that self-efficacy can treat the negative effect of emotional exhaustion and in turn enhance job crafting. Therefore we can propose the following hypotheses:

Hypothesis 3: *"Emotional exhaustion and self-efficacy act as mediators in The relationship between job insecurity and job crafting".*

Job autonomy also represents one of the resources in the JD–R model. It follows that individuals who have the opportunity to decide about their work hours are more capable of managing their work responsibilities, (Korunka and Kubicek 2017; Ng and Feldman 2015). According to the JD–R model, job resources reduce the adverse effect of job demands on job crafting, where job resources minimize work demands as well as the related burnout (Taris & Schaufeli, 2018).

Giebels et al., (2016) further describe that employees can acquire new skills in organizations providing a higher level of autonomy, therefore, helping them in boosting their experiences and taking responsibility when tackling problems more effectively on the job. Dhar (2016) elaborated that employees who enjoy higher levels of autonomy are identified with a variety of skills and knowledge, in other words, they enjoy high efficacy levels, which is extremely important for their job position, thus those workers would indulge in useful activities, and this behavior encourages job crafting behavior. So, we can conclude that personal resources (self-efficacy) can play a supportive role to job resources (autonomy) in enhancing job crafting.   Therefore, we can propose the following hypotheses:

Hypothesis 4: *Self-efficacy act as a mediator in the relationship between job autonomy and job crafting*

Methodology:
Sample:
The study will use a cross-sectional survey design, and The sample will comprise sales representatives of the private sector from diverse organizational and cultural backgrounds. The data was conducted via posting the questionnaire link on popular Facebook pages whose members are sales representatives from various firms in the period between January and March 2023. Posting on these sites has been made after asking for the approval of the admins of these pages. Of 290 sales reps who answered the questionnaire, after deleting missing data, we obtained valid data from 247 respondents only (85%). Given the number of observable and latent variables in the model, the anticipated effect size, and other factors, this sample size is suitable for a study that employs a structural equation model (SEM). and the desired probability and statistical power levels (McQuitty,

2004). The participants were (82% males), (18% females), (45.7% between 21-30 years old), (52.3% between 31-40), and (2% between 41-50).

In the first section of the survey, participants were asked to evaluate the level of job autonomy they have, then the level of their job insecurity, and the level of emotional exhaustion they feel at work. after that, they were required to determine their propensity to obtain work-related skills (self-efficacy). Finally, they are required to determine the level of job crafting they experience. The last section of the survey gathered the participants' demographic information such as gender and age.

Data analysis will be conducted using hierarchical multiple regression analysis via (process macros) to test the mediation effect of self-efficacy on the relationship between job resources (autonomy) and job demands (job insecurity and exhaustion) from one side, and job crafting from the other side.

Measures:

Even though the questionnaire was originally developed in English, the study questionnaire was admitted in Arabic. Therefore, Brislin's (1976) back-translation procedure was followed to ensure the equivalence of measures, Then, the questionnaire was pretested by 12 sales representatives. Based on the feedback obtained, a few items were reworded to ensure clarity and preciseness. For measurements, we utilized five-point Likert scales with scale anchors of 1 ("strongly disagree") and 5 ("strongly agree"). All measurements are displayed in Table 1.

Job autonomy:

Three elements that were derived from the study of Sims et al. (1976) were used to measure Job autonomy

Job insecurity:

Job insecurity was measured using the scale developed by De Witte, (2005). A high level of Job insecurity indicates a strong tendency of feeling unsafe at work.

Emotional Exhaustion:

Emotional exhaustion was measured by a scale consisting of 6 items which are adapted from Maslach and Jackson (1981)

Self-efficacy:

Self-efficacy was measured using 6 items adopted from Schwarzer, R., & Jerusalem, M. (1995)

Job crafting:

Job crafting was measured using a scale of 8 items adapted from the study of Slemp and Vella-Brodrick (2013).

Measures validity:

Scale reliabilities and validities were assessed using confirmatory factor analysis (CFA) using Amos 23 (N= 247). To evaluate discriminant validity, hetrotrait- monotrait (HTMT) ratio of average correlations was advocated (Henseler, Ringle, and Sarstedt, 2015), The acceptable levels of discriminant validity should be (< 0.90) according to (HTMT) criterion (see table 2).

As suggested by Vandenberg and Lance (2000) and Gentina et al. (2018), the following criteria were used to configure (factor structure) invariance: (1) chi-square and degrees of freedom ($\chi^2/df < 5$); (2) root mean square error of approximation (RMSEA < .08); (3) comparative fit index (CFI > .80); and The CFA model indicates an appropriate fit with the following results: χ^2 =280.459, df = 161, p < 0.0001, REMSA = 0.06, CFI = 0.914. the internal consistencies of all variables were acceptable because both Cronbach's alfas and composite reliability (CR) were all greater than 0.70 (table 2) (Fornell & Larcker, 1981). Convergent variability was examined by measuring factor loadings on each construct. In this study, all factor loadings were significant at the .0001 level, ranging from (0.50 – 0.85) (Gerbing & Anderson, 1992). As an indicator of discriminant validity, AVE exceeds the squared inter-construct correlations in all cases (Fornell & Larcker, 1981), as shown in Table 1.

Common method variance:

As suggested by Kock et al., (2021) and Podsakoff et al. (2003), we examined the CMV problem in two steps. First, Harman's Single Factor method was used to load all 31 items into an exploratory factor analysis. Our results showed that the percentage of the total variance is 24.6 % (less than 50%). That offered evidence that common method bias was not a concern in the current study.

Table 1: measures of study constructs

Constructs/ statements	loadings
A　Autonomy: CR = 0.80　CA= 0.65　AVE = 0.667	
(1) I have almost complete responsibility to do my jobs.	**0.843**
(2) I have enough freedom to do what I want on my job.	**0.790**
(3) my job has enough opportunities for independent thought and action.	**0.650**
B　Job insecurity: CR = 0.82　CA= 0.81　AVE = 0.54	
(1) Chances are, I will soon lose my job.	**0.668**
(2) I am afraid that I may not be able to keep my job.	**0.620**
(3) I feel insecure about the future of my job.	**0.854**
(4) I think I might lose my job in the near future.	**0.757**
C　Emotional Exhaustion: CR = 0.81　CA= 0.82　AVE = 0.50	
(1) I feel emotionally drained from my work.	**0.630**
(2) I feel used up at the end of the workday.	**0.424**
(3) Working with people all day is a strain for me.	**0.640**
(4) I feel frustrated with my job.	**0.857**
(5) working with people directly puts too much stress on me.	**0.810**
D　Self- efficacy: CR = 0.84　CA= 0.84　AVE = 0.50	
(1) I can always manage to solve difficult problems if I try hard enough.	**0.669**
(2) I am certain that I can accomplish my goals.	**0.724**
(3) I am confident that I could deal efficiently with unexpected events.	**0.426**
(4) When I am confronted with a problem, I can find several solutions.	**0.758**
(5) I can handle whatever comes my way.	**0.765**
(6) if I am in trouble, I can think of good solutions.	**0.756**
E　Job crafting: CR = 0.80　CA= 0.80　AVE = 0.51	
(1) I change the scope or types of tasks that I complete at work.	**0.74**
(2) I introduce new work tasks that I think better suit my skills or interests.	**0.79**
(3) I give preference to work tasks that suit my skills or interests	**0.65**
(4) I make an effort to get to know people well at work.	**0.77**
(5) I attend work related to social functions to interact with people at work.	**0.78**
(6) I make friends with people at work.	**0.56**
	0.77
	0.67

	Autonomy	Job insecurity	Emotional Exhaustion	Self-efficacy	Job crafting
	(7) I think about how my job gives my life purpose. (8) I think about the role of my job on my overall well-being.				

Table2: (HTMT) ratio of correlations:

	Autonomy	Job insecurity	Emotional Exhaustion	Self-efficacy	Job crafting
Autonomy	1				
Job insecurity	-0.22	1			
Emotional Exhaustion	-0.169	0.08	1		
Self-efficacy	0.48	-0.203	-0.09	1	
Job crafting	0.319	-0.156	-0.26	0.72	1

Referring to the table2, the correlations across constructs did not exceed 0.75, which indicates that the latent variables are distinct from each other and not measuring the same thing that would arise the issue of multicollinearity (Henseler, Ringle, and Sarstedt, 2015).

Table 3: Means, standard deviations, square root of (AVE), and constructs correlations

	Mean	SD	1	2	3	4
Autonomy	3.8	0.70	(0.80)			
Job insecurity	3.1	0.9	-0.108	(0.82)		
Emotional Exhaustion	3.1	0.9	-0.101	0.395**	(0.81)	
Self-efficacy	4.2	0.4	0.415**	-0.205**	-0.284**	(0.84)
Job crafting	4.1	0.40	0.331**	-0.172*	-0.149*	0.53**

Note: N= 247. the square root of AVE is presented in parentheses
P* < 0.05;
P < 0.01.**

Results:

An estimated structural model aimed at confirming the hypotheses regarding the direct and indirect effects using Amos 23 software (table 4). preacher and Hayes, (2004) method of analyzing mediation using Bootstrap, as it proved to be the formal test of indirect effect, furthermore, it uses a resampling technique (bootstrapping) which is not subject to the assumption of normality of data (preacher and Hayes, 2004).

Table 4: Tests of direct and indirect effects (process macros):

H	effect	Estimated paths	β	t		p-value
H1-A	direct	j insecurity→ j craft (R^2= 0.03)	-0.17	-2.3		0.019
H1-B	direct	E exhaustion→ j craft (R^2= 0.02)	-0.15	-2.4		0.04
H2	direct	Autonomy→ j craft (R^2= 0.11)	0.33	**4.7**		0.00
	Boot indirect relations		effect	Lower level	Upper level	
H3	j insecurity→ →E exhaustion self- efficacy j craft (R^2= 0.29)		-0.02	-0.04	-0.005	0.000
H4	Autonomy→ self- efficacy→ j craft (R^2= 0.29)		0.112	0.053	0.20	0.005

Note: Note: N= 247. P* < 0.05; P** < 0.01. unstandardized regression coefficients reported. Bootstrap sample size= 5000. Values represent selected output provided by preacher and Hayes, (2004).

Referring to Table 4, the findings put forward that job insecurity and Emotional exhaustion have a negative and significant effect on job crafting (H1-A & H1-B) with model results of **(β= -0.17; t = -2.3; p= 0.019), (β= -0.15; t = -2.4; p= 0.04)** respectively**.** Furthermore, the results revealed that Autonomy has a positive significant effect on job crafting (H2) **(β= 0.33; t = 4.7; p= 0.00).** Finally, The mediation tests were examined by calculating the indirect effects of the model (preacher and Hayes, 2004). , sequential mediation (H3), was validated because emotional exhaustion and self-

efficacy partially mediated the negative relationship between job insecurity and job crafting (H3) (effect= **-0.02**, lower level value= **-.04,** upper-level value= **-.0056**) (p= 0.000). Similarly, self-efficacy partially mediated the positive relationship between autonomy and job crafting (H4) with significant direct and indirect effects (**effect= 0.112,** lower level value= **0.053,** upper level value=**.0.20**) (p= 0.000). Based on the hypotheses testing, we can summaries the study result in the following figure:
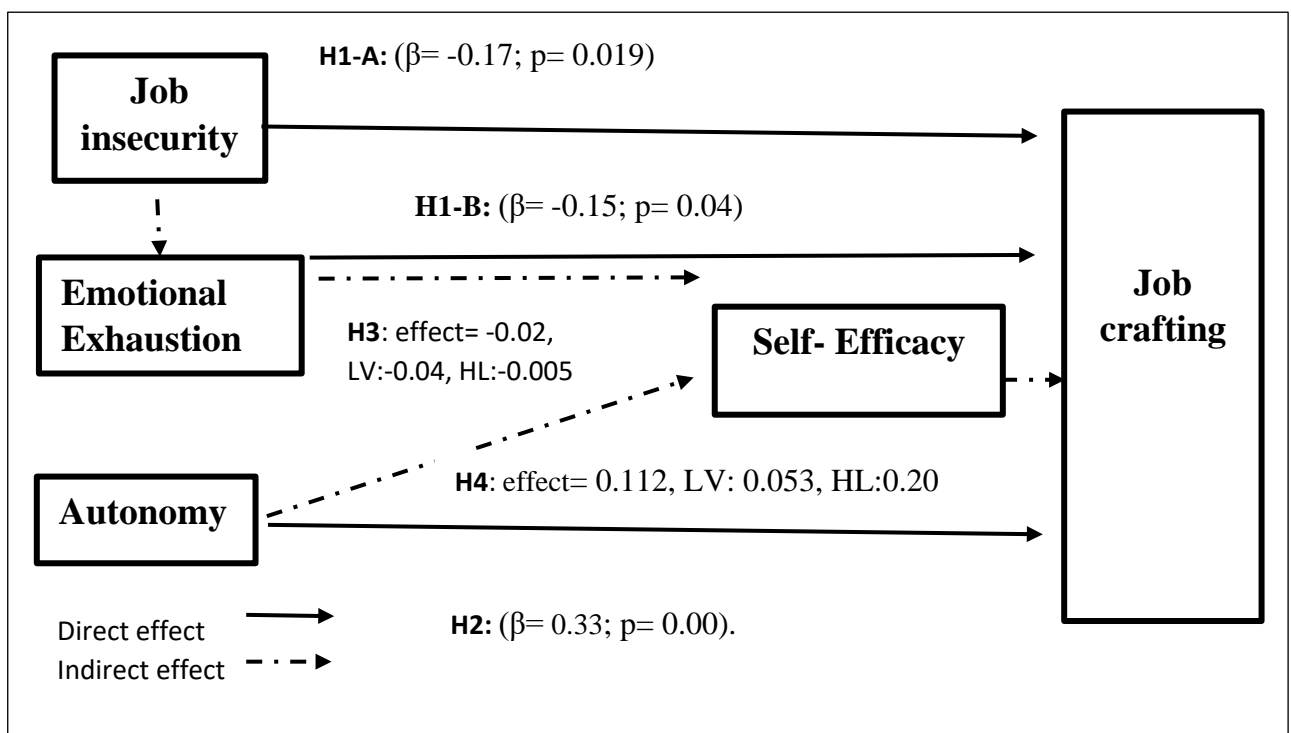
Figure 2. the model testing result.

Discussion and implications:

This study contributed to further knowledge on the nature of job crafting by investigating some organizational and personal antecedents of the unstable work environment (Egyptian sales rep in the private sector). To test the study's hypotheses, cross-sectional data from 247 sales reps working in private sector firms was used. In this study, we depend on the job demands-

resources (JD-R) model (Demerouti et al., 2001) as a framework for explaining the different effects of organization demands and/or resources and personal resources on job crafting. and job crafting literature to build and test our hypotheses. Accordingly, our theoretical implications focus on these two streams of research.

Four key factors influence job crafting, two of which are job demands (job insecurity, emotional exhaustion), one job resources (job autonomy), and one personal resource (self-efficacy) are central to the current research. Therefore, it extended the previous studies on job crafting that focused on employees and their interaction with different work environment variables. Employees who practice job crafting are those who modify their job roles to align with their strengths, interests, and abilities to create a more meaningful and fulfilling work experience (Lichtenthaler & Fischbach, 2019). As predicted, The results show that both j-insecurity and E-exhaustion are negatively related to job crafting. This result supports the JD-R model which implies that job demands in general tend to reduce job crafting. Job insecurity is considered a job demand, according to the JD-R model, it is expected to be associated positively and potentially in a causal manner with burnout, which was highlighted by De Witte, Pienaar, & De Cuyper, (2015). Moreover, with the JD-R model, an inverse relationship between job demands (j-insecurity & e- exhaustion) and job crafting is also possible, even if the effect is one of less intensity, with job crafting (Bakker & Demerouti, 2014).

job-insecure employees may be expected to experience stress due to anticipated loss that will ultimately manifest itself in strain reactions reflected in, high level of emotional exhaustion, and lower level of proactive behaviors (e.g: job crafting)   (Oprea and Iliescu, 2015; Buonocore et al., 2019).

Consistent with the JD-R model which implies that job resources have a positive effect on j crafting and the findings of previous research (Li et al., 2020), The results also showed a positive significant relationship between job autonomy and job crafting. Sales reps who perceive that their organizations support their independency and provide them with proper authority to carry on their responsibilities are more able to improve the tasks and responsibilities of their jobs, modifying relationships with their

colleagues, supervisors, and customers. In general, their propensity to practice job crafting is higher under high levels of job autonomy.

Although there was a significant negative relationship between (j insecurity & E exhaustion) and j crafting, all three constructs have high mean value (j- insecurity (3.1), emotional exhaustion (3.1) and job crafting (4.1)) at the same time, which indicate that a sale rep who is working in unstable environment (Egyptian private sector) practices job crafting while he is insecure and exhausted. This result can be explained via the existence of job autonomy (mean= 3.8) & mediation role of self-efficacy (mean= 4.2). JD-R model implies that when job and /or personal resources can cover job demands, the final result will be positive work behaviors (Demerouti et al., 2014Having a sense of job autonomy (a job resource) encourages job crafting because it tells workers they are free to make decisions and have the opportunity to do so. (Bindl and Parker, 2011; Petrou et al., 2012; Sekiguchi et al., 2017; Slemp et al., 2015). So even if sales representatives feel unsecured and exhausted, practicing job autonomy provided by their firms will enhance their level of job crafting.

Along with the job resources that are organization-driven, job crafting has been linked to the personal resources driven by employees. As a part of the JD-R model, Personal resources are ideas about how much power people have over their surroundings. (Bakker and Demerouti, 2017). Therefore, Self- efficacy as a personal resource, allows individuals to adapt to complex and changing environments (Deci and Ryan, 2000; Tims et al., 2012) and therefore has a positive relationship with job crafting (Bakker and Demerouti, 2017). As noted in Table 4, job Autonomy as an organization-driven resource explains only ($R^2$11%) of job crafting, however, when integrating autonomy with self-efficacy as an employee-driven resource the explanation level of job crafting increased to ($R^{2=}$29%). So the integration of organization-driven resources and employee-driven resources can achieve a higher positive effect on j- crafting compared with Applying job resources or personal resources unilaterally.

Finally, self-efficacy as a personal resource which is approved as a mediator of the negative relationship between job demands and job crafting can justify how unsecured and exhausted sales representatives can maintain or enhance their job crafting. With some facts about private sector jobs in Egypt such as low or unstable income (Abilio,

2020), unstable working status (won et al., 2019), and more susceptibility to job loss (Ham et al., 2021), the sales rep has to rely on self-efficacy to continue crafting and maintain in his job.

Implications:
Theoretical implications:

This study makes several contributions to the literature. First, it responds to calls for more research on the mechanisms through which job demands and/or resources in addition to personal resources affect employee job crafting (Hyrkkänen et al., 2022). Second, This study adds to the literature as the results suggest that job demands represented by job insecurity and emotional exhaustion decrease the ability to perform j- crafting. However, this study revealed that this relation is different under an unstable work environment. Egyptian sales reps who suffer from scarcity of job opportunities in Egypt, high job switching costs, and high levels of uncertainty avoidance tend to craft their jobs even when they are unsecured and exhausted to maintain their jobs. Third, the proposed integration between job autonomy and self-efficacy adds to the literature that the mixed role of organizational resources and personal resources has a greater positive effect on job crafting.

Practical implications:

This study's results have potentially important practical implications. First, organizations should focus on increasing employees' job autonomy and self-efficacy levels. This could be achieved by building awareness among supervisors of the key role they could play to promote skills that enhance effective decisions and skills among employees. As suggested by prior research, strong supervisor-employee relationships help make employees feel that they are valuable organizational members, enable them better understand the meaning and impact of their work, and foster a sense of competence among them (Hill et al., 2014; Newman et al., 2017) which in turn foster job crafting. Organizations could also promote greater feelings of Autonomy through confidence-building practices, clear task specification, goal clarification, and the design of meaningful jobs (Spreitzer et al., 1997; Avolio et al., 2004). The study findings also suggest that self-efficacy has a special positive effect on job crafting. Organizations, therefore, should also focus on developing supportive training programs to develop employees coping skills Ashkanasy and Daus (2002)

Limitations and future research:

Even though this study makes several contributions to the literature, some limitations should be considered when interpreting the results. First, this study focuses on cross-sectional data, longitudinal data is needed for more comprehensive testing of this study model. Second, this study focuses on one job design characteristic (job autonomy) as a job resource, other job characteristics such as variety, identity, job enrichment, and job enlargement need to be considered for future research. The third limitation pertains to the use of single-source self-reported data. Generally, using self-reports was essential since most concepts involved here have to be measured by self-report. Nevertheless, future studies should add behavioral indicators, such as real absence rates, or introduce more objective measures.

The final limitation pertains to the use of job crafting as a general concept without deepening into the different types of the construct. Future research on unstable work environments should be extended to study cognitive, relational, and task crafting and/ or Approach job crafting and avoidance job craft

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