

Job Crafting in the Digital Workplace: A Systematic Literature Review Using the CIMO Framework

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ABSTRACT

Job crafting has become an increasingly important concept in human resource management and organizational behavior, particularly as employees face digital transformation, post-pandemic work arrangements, and uncertain organizational environments. Examining the historical background, interventions, processes, results, and potential future directions of job crafting research is the overarching goal of this study. This research assesses papers indexed in Scopus from 2020 to 2026 using a SLR technique, using the PRISMA procedure. A total of sixty-six articles made it into the review sample after going through the screening, identification, and eligibility procedures. The analysis was structured using the CIMO framework: Context, Intervention, Mechanism, and Outcome. The findings indicate that job crafting studies are predominantly conducted in service-based and public-oriented sectors, including hospitality, banking, technology, education, and public services. Most studies employ quantitative designs, particularly survey-based approaches and structural equation modeling. The Job Demands-Resources model, the theory of Conservation of Resources, and the theory of Self-Determination are the most prominent frameworks for understanding job crafting. Adaptability, inventiveness, job happiness, employee well-being, and productivity are the primary effects that have been recorded. However, the review also reveals several gaps, including the limited use of qualitative and longitudinal designs, insufficient attention to non-Western and developing-country contexts, and emerging concerns related to artificial intelligence, hybrid work, and over-crafting. This study contributes by offering an integrated CIMO-based synthesis and proposing future research directions for job crafting in digitally transforming workplaces.

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1. INTRODUCTION

Job crafting has become an increasingly relevant topic in organizational and human resource studies, particularly in

the face of the ever-changing dynamics of the work environment. This phenomenon describes how people try to improve their performance and happiness on the job by changing their approach to tasks,

relationships, and how they see their work overall. The importance of job crafting lies in its ability to enhance employee well-being, reduce stress, and boost productivity, particularly in a global context marked by technological change, the pandemic, and economic uncertainty. A study by [1] found that empowered leaders have a key role in encouraging staff initiative in everyday work crafting. Research like [2] that investigates the role of career discontent in motivating job crafting builds on these earlier results. By studying the results of job crafting treatments and the influence of AI adoption on job crafting behavior, studies like [3] deepened our comprehension in 2023. Leadership, technology, and VUCA situations (volatility, uncertainty, complexity, ambiguity) have been introduced into the comprehension of job crafting in recent years, according to research like [4] and [5]. According to this research, job crafting is more than just a reactive method for dealing with problems in the workplace; it's a proactive strategy for improving workers' happiness and productivity across a wide range of cultural and occupational settings. Taken together, these results highlight how job building may help people and organizations adapt to the difficulties of the modern day.

Significant developments in the study of job crafting have transformed perspectives on management practices and organizational psychology, particularly with the emergence of technology and the dynamics of the modern workplace. Job crafting was first proposed as a way for individuals to improve their job happiness and performance by altering their duties, relationships, and views of work. However, recent research indicates that technology, particularly artificial intelligence (AI), has become a crucial factor influencing how job crafting is applied. For instance, a study by the [1] reveals that the adoption of AI in organizations can trigger job crafting focused on promotion or prevention, depending on employees' locus of control. These findings suggest that technology not only alters work structures but also influences how individuals respond to challenges and obstacles in their work [7]. Further

demonstrating the need for more targeted and situational methods of study, a scale was created to assess job crafting among hospitality sector frontline workers [8].

Employee involvement and job crafting may help reduce the detrimental effects of the epidemic on performance and work satisfaction [9]. According to [10] job crafting is an essential strategy for keeping employees productive and healthy during times of crisis. Additionally, research by [11] reveals that awareness of STARA technologies (Smart, Technology, Automation, Robotics, and AI) influences job crafting through performance pressure, with support from colleagues reinforcing this relationship. These findings underscore that a collaborative work environment is increasingly important in supporting job crafting practices in the digital age. This trend is further reinforced by the study [4], which demonstrates that humble leadership can trigger job crafting, which in turn enhances employee well-being. Thus, these changes not only impact management practices but also expand our understanding of how technology, leadership, and workplace dynamics can be leveraged to improve work quality and organizational performance.

The progression of research on job crafting and related themes has been increasingly shaped by various literature review methodologies, each offering distinct contributions and limitations. Early systematic literature reviews (SLRs), established the foundational understanding of job crafting by synthesizing its conceptual dimensions; however, they often lacked comprehensive contextual and methodological integration, limiting their applicability across diverse settings (e.g., healthcare vs. manufacturing). Subsequent bibliometric analyses, exemplified by [13], identified key thematic clusters and trends in job crafting research, highlighting its growing interdisciplinary relevance; however, these studies were criticized for their over-reliance on quantitative metrics, which often overlooked nuanced theoretical advancements and contextual dependencies [13]. Scoping reviews, such as those by [14],

expanded the thematic scope by mapping job crafting's application in emerging contexts like digital workplaces and AI integration, but they frequently struggled to synthesize findings across disparate methodologies, resulting in fragmented insights that failed to address emerging empirical trends [14]. Meta-analyses, including those by [15] provided robust quantitative syntheses of job crafting's impact on employee outcomes but were constrained by their focus on established constructs, leaving gaps in understanding novel mediators like AI-related anxiety or cultural moderators in non-Western contexts [15]. Collectively, these reviews revealed recurring limitations, including geographic bias (e.g., overrepresentation of Western contexts), thematic repetition (e.g., focus on traditional industries), and insufficient integration of contemporary issues for example, how generative AI influences job creating practices. For example, empirical research by [6] and [16] have begun addressing these gaps by exploring AI's dual-edged impact on job crafting, yet their findings remain underrepresented in existing reviews. This disconnect underscores the

need for an updated Systematic Literature Review (SLR) that incorporates a novel classification structure, integrates cross-contextual insights, and explores emerging issues, thereby bridging the gap between empirical advancements and their synthesis in the literature. Theoretically, this kind of research would be invaluable, but practically, it would help firms deal with the ever-changing dynamics of the workplace.

An SLR was carried out to fill the void and answer the research question by systematically searching the Scopus database using pertinent query strings, including keywords and Boolean operators (`_AND_`, `_OR_`). Articles that were peer-reviewed and had full-text access between 2020 and 2026 that focused on specified topics were considered for inclusion. To make sure the results were valid and reliable, the selection method included identifying them, screening them, and evaluating their quality using PRISMA criteria. By using this procedure, we were able to guarantee the thoroughness and analysis needed to respond to the study questions listed in Table 1.

Table 1. Research Questions

No.	Research Questions
RQ1	In what organizational contexts have job crafting interventions been implemented to enhance employee well-being and productivity?
RQ2	What mechanisms have been triggered by job crafting interventions in the selected organizational contexts?
RQ3	What are the reported outcomes of applying job crafting interventions across different organizational contexts?
RQ4	What future research directions are suggested based on findings regarding the organizational contexts job crafting intervention-mechanisms-outcome configuration?

2. LITERATURE REVIEW

There has been a meteoric rise in the amount of research on job crafting, which is based on a variety of methods and classical ideas. The JD-R Model [17] is a popular theoretical framework that attempts to explain the relationship between job demands and resources and the effects on employee engagement and burnout. According to this theory, job crafting may boost morale and productivity by making workers' lives easier by making their jobs more flexible and less

demanding. The strength of the JD-R Model lies in its flexibility for application across various industrial contexts; however, the challenge lies in objectively measuring resources and demands due to the limitations of subjective data. Additionally, the COR Theory is also frequently used to understand how employees maintain and enhance their resources through job crafting. This theory explains that job crafting can serve as a strategy to reduce stress resulting from resource depletion and to increase work

engagement. The main challenge of COR Theory is the complexity of identifying relevant resources within a specific work context. SDT is another applicable framework; it stresses the significance of relatedness, autonomy, and competence in encouraging intrinsic motivation via work creation. The strength of SDT lies in its focus on basic human psychological needs, but the challenge lies in measuring how job crafting fulfills these needs in dynamic work situations. Overall, these classical theories provide a strong foundation for understanding job crafting, but future research needs to address methodological and contextual challenges to enrich our understanding of this phenomenon.

According to [5], research into the function of job crafting within the framework of technological advancement and digital transformation has just begun. Using job designing and job resources, they looked at how digitization affected employee engagement in Pakistan's banking industry. A major step forward in the field was achieved by this breakthrough. Further, a new line of inquiry has been laid out by [6] which investigates the effects of AI adoption on job crafting behavior in organizations from a locus of control viewpoint. This viewpoint posits that technology can elicit diverse reactions from workers depending on how they perceive it. Taking into account differences in job skills and autonomy as moderators, [18] investigates cognitive crafting's impact on improving flourishing at work in China. The results show that cognitive craftsmanship may make work seem more important, which increases happiness on the job. The use of self-reported data gathering techniques and the study's small sample size are two of its shortcomings. According to [18], researchers should use a wider variety of data gathering techniques and look at more moderator factors in their future studies. Research conducted in Nigeria by [19] looked at how factors including psychological safety, psychological autonomy, and task competence affected people's tendency to construct their jobs. According to their research, two important

characteristics that impact job crafting are task competence and psychological autonomy. Nevertheless, social desirability bias might have affected the results of this research since it relied on self-reported data. Future study should use a longitudinal design and diversify data sources more, according to [19]

The impact of overqualification on intents to leave and withdrawal from a job was studied in Switzerland by [20]. They found that job designing and autonomy helped to mitigate these impacts. Although this study's cross-sectional methodology precludes drawing causal conclusions, the findings demonstrated that job crafting and autonomy may decrease intentions to leave and job withdrawal. According to [20] a longitudinal strategy should be used in future research in order to bolster causal findings. Research conducted in South Korea by [21] investigated how job crafting and perceived organizational support mediated the connection between CSR perceptions and work performance. Their research shows that job crafting improves the correlation between employees' views of CSR and their actual performance on the work. A disadvantage of this study is that it does not use a completely longitudinal research approach. [21] suggest that future study should use a more stringent design in order to investigate the relationships between factors. Job crafting and service recovery performance were investigated in the Indian hotel business by [22].

According to their research, the link between work crafting and service recovery performance is mediated by harmonious passion. But there are several caveats to this research, such as the fact that it relies on self-reported data, which might be biased. To further understand the connection between these factors, [22] suggests using a longitudinal strategy in future studies. The results of this research point to job crafting as an important component in raising the bar for employee engagement, productivity, and health. However, there are a number of methodological issues with many studies. For example, many rely on self-reported data or utilize cross-sectional designs. Thus, in order

to improve the reliability and applicability of results, more stringent methodologies should be used in future studies.

3. METHODS

This research follows the PRISMA procedure. This research follows the PRISMA procedure, the credibility of systematic review reporting and methodology, PRISMA was chosen [23]. The methodical methodology of this procedure ensures openness and correctness in the literature selection and analysis process, which has led to its widespread adoption across multiple disciplines [24].

3.1 Identification Stage

Relevant to the subject of this research, a particular term employee job crafting was used to search for articles. The major source for this study was the Scopus database because of its reputation for offering high-quality scientific publications indexed rigorously. For a number of factors, including Google Scholar's inclusion of articles from predatory journals, its propensity to provide repeating search results, and its tendency to duplicate articles from numerous sources, Scopus was chosen above alternatives like Google Scholar. A total of 264 articles were returned by the first Scopus search. An extra search was carried out utilizing the Watase Uake method to round things up. After then, items that didn't match certain criteria were removed via a screening procedure. An

automated tool identified 33 articles as ineligible for the 2020–2026 period; 6 articles were also removed because they did not fall into the Tier Q1, Q2, Q3, or Q4 journal categories; and 1 article was removed due to an inadequate abstract. No articles were removed due to duplication. Following this process, the remaining 224 articles were processed to the screening stage.

3.2 Screening and Inclusion Stage

Here, researcher carefully checked each of the 224 articles for legitimacy and relevancy. At this point, all 224 articles were included for future retrieval since none were excluded. Unfortunately, 158 items were not retrievable because of access limits or were not available. Following successful retrieval, eligibility was determined for the 66 articles. All 66 articles made it to the inclusion stage without any particular reasons for exclusion. For this systematic review, we looked at 66 papers that fulfilled all of the criteria set forth by PRISMA. Beyond Scopus, no other sources were consulted for the acquisition of these articles. Therefore, all 66 publications were considered for this investigation. Making use of Scopus and the PRISMA criteria guarantees that the findings of the literature review are valid and relevant. In addition to the core database's search results, this technique incorporates supplementary screening methods like Watase. Figure 1 shows the process flow diagram.

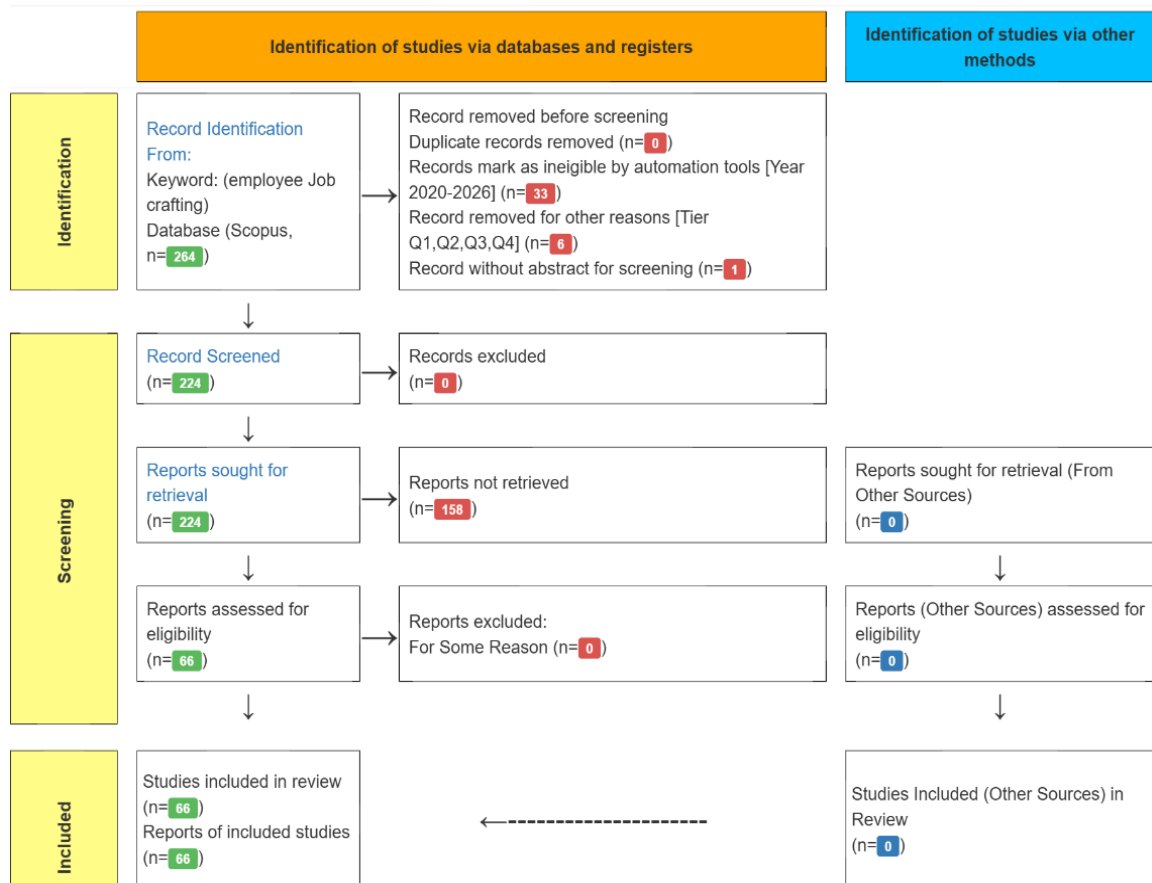


Figure 1. PRISMA Flowchart

3.3 Reporting Stage

The results section will provide a full description of the report's findings, which include descriptive statistics. Table 1 contains the research issues that this review aims to answer.

4. RESULTS AND DISCUSSION

Analysis of keywords in this SLR reveals dominant trends in job crafting-related research, which is the primary focus. These main themes are closely related to concepts such as work engagement and well-being, indicating that research extensively

explores how job crafting enhances employee engagement and well-being. Sub-themes such as empowering leadership, proactive personality, and self-determination theory support the idea that leadership and personality factors influence job crafting practices. This pattern illustrates a shift in research from traditional concepts like job satisfaction toward more dynamic approaches such as job crafting and mental well-being. This theme is relevant for addressing challenges such as technological adaptation, organizational change, and improving workers' mental health.

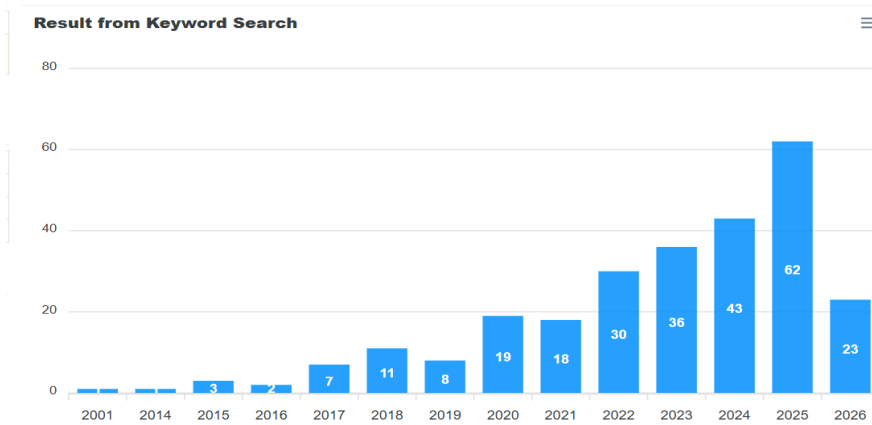


Figure 2. Results from a keyword search for “employee job crafting”

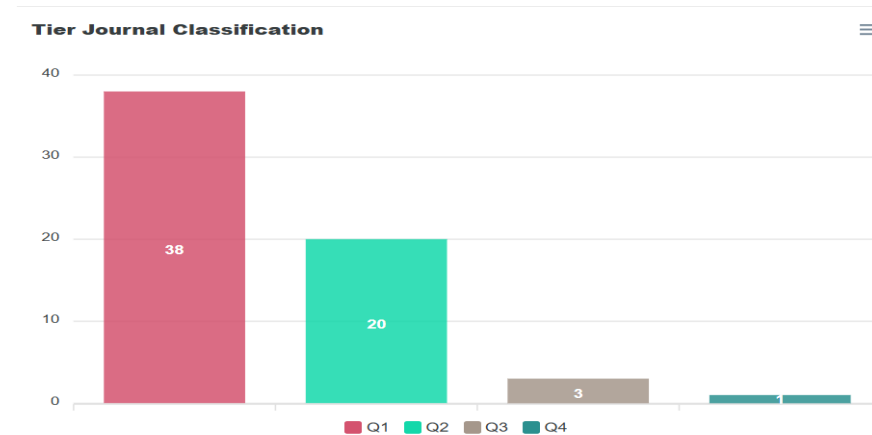


Figure 3. Journal Tier Classification

A total of 38 out of 61 studies (62.29% of the total) were indexed in Q1-tier journals, according to the table analysis. This shows that the academic community generally agrees that this study subject is excellent. Researchers primarily publish their results in Q1 publications including Business Strategy

and the Environment, Stress and Health, and International Journal of Hospitality Management [5]; [18]; [25]. In addition, there are several studies indexed in Q2 (20 studies) and Q3 (3 studies), demonstrating variation in research focus and methodology.

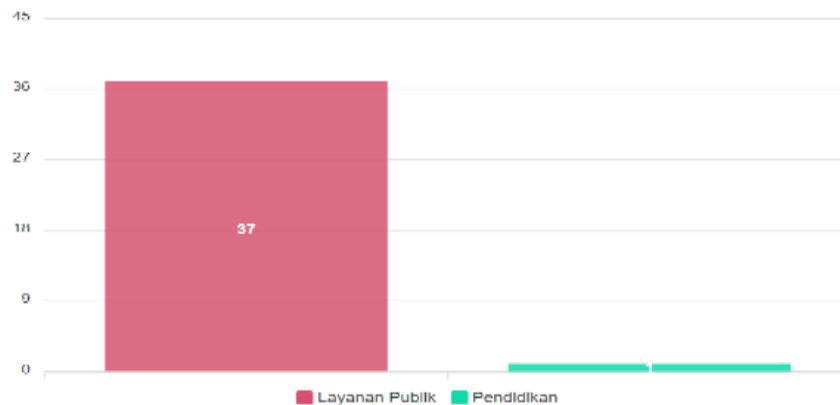


Figure 4. Context classification

Figure 4 shows that the most dominant category in Column 1 is Public Services, with 37 of the 38 studies falling into this category. This indicates that the majority of the studies focus on the public services context, including the banking sector, government, tourism, and other services. [5], [18] and [19] were among the studies that used mostly quantitative research methodologies; they were carried out in a number of different nations, including Pakistan, India, China, and South Africa. Research in the public sector often cites theories like COR and JD-R to explain how workers act in relation to their jobs and the resources at their disposal [1]; [26].

The dominant trend in the Public Services category can be interpreted as a response to global challenges in the public sector, such as work pressure, digital transformation, and the effects of the COVID-19 outbreak on efficiency in the workplace [4];[10]. The focus on this sector also highlights the importance of understanding how public sector employees engage in job crafting to cope with increasingly complex work demands [27];[25]. In addition, most research were carried out in developing nations, which would indicate that there is a need to enhance the effectiveness and efficiency of the public sector, which often encounters systemic obstacles.

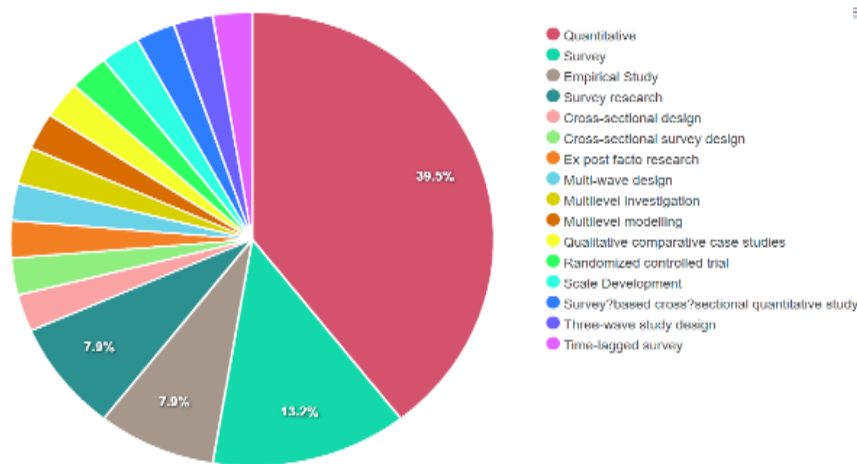


Figure 5. Research Design Classification

Analysis of the table of previous research indicates that quantitative research designs dominate studies on this topic. Most studies employ survey methods as the primary approach, with designs such as cross-sectional, multi-wave, or time-lagged surveys being popular choices [18];[25];[6]. Because of its capacity to provide thorough statistical analysis for the purpose of testing correlations between variables and its ease of data collection, this approach was selected. Furthermore, there has been a significant uptick in the use of SEM and PLS-SEM as analytical tools, especially in studies that deal with complicated latent variables [4]; [26]. The implications of this trend indicate that research in this field tends to focus on testing theories and relationships between variables

through quantitative approaches. This aligns with the need to generate generalizations applicable within organizational contexts. However, the lack of variation in research designs may limit a more holistic understanding of complex phenomena. An evaluation of this theme indicates that there remains an opportunity to integrate qualitative or mixed-methods approaches to enrich research findings. A future challenge is to develop more innovative research designs to address more complex questions regarding the impact of technology and effects of workplace changes on workers [28];[29].

There are 198 references to job crafting in the existing body of literature, making it a prominent topic. These findings indicate a paradigm shift from traditional

concepts such as job satisfaction to a more dynamic and proactive approach to job management [30]. Link to JD-R Theory: The JD-R theoretical framework, which describes how job demands and resources interact as deciding elements in job crafting techniques, provides support for these results. In Regional and Global Contextualization, regional trends emerge with keywords such as Vietnam and India, indicating a growing interest in understanding work creation within the framework of underdeveloped nations [31].

Previous studies have often failed to account for differing cultural or regional contexts, which can affect the generalizability of findings. As a result of factors like technological advancements and the pandemic's effects, JD-R theory is always changing and improving, thereby expanding its applicability across various contexts. Integration of Supporting Theories: Theories such as self-determination theory are increasingly being integrated into the understanding of job crafting to explain workers' intrinsic motivation. Future research could further explore the impact of technologies like artificial intelligence on job crafting practices and worker well-being [32]. Regional contextualization offers opportunities for more specific research in the context of developing countries, which remain underrepresented in the literature [31]. According to this study, job crafting practices and their effects on well-being may differ significantly in developing countries due to cultural, economic, and social differences. These findings underscore the need for more contextual models that account for cultural and institutional variables in explaining work dynamics. For instance, research in Asia may place greater emphasis on collaborative leadership and collective culture, while studies in Europe focus more on ethical aspects and individual autonomy. In addition, new technology like AI is becoming a popular area of study, which means old frameworks need to be revised to fit modern problems. These results highlight the significance of incorporating technological developments and worldwide shifts into

research models, which may provide fresh ideas to improve efficiency and happiness in the modern digital era. Focusing on regional and cultural settings, creating comparative methods, and combining previous ideas with modern difficulties are the theoretical contributions of this SLR. So, studies in this area may keep developing and adding to what is already known about how to improve workplace practices and knowledge.

With this SLR study, we also answer the research questions posed in the beginning. The CIMO framework is used to formulate these research issues. The organizational context-focused discussion of Research Question 1 (RQ1) reveals that job crafting interventions have been put in place to boost employee happiness and output. According to two recent studies [5]; [6], job crafting has been studied in depth in the public sector, service industry, and technology sector, with a focus on emerging nations like Pakistan, India, and China. New work dynamics necessitating adaptation via job crafting have emerged as a result of China's fast economic development and digitization across several sectors, including the hospitality and manufacturing industries [33]. According to [28] and [34], job crafting has been impacted by external variables like the COVID-19 epidemic and the widespread use of AI. This is especially true in the VUCA (Volatile, Uncertain, Complex, Ambiguous) setting. Meanwhile, research in developed countries such as Japan and Germany focuses more on established yet dynamic work environments, with pressures stemming from work intensity and changes in organizational policies [27]; [35].

Discussion of Research Question 2 (RQ2) regarding the mechanisms triggered by job crafting interventions within the selected organizational context. Key interventions in job crafting research include management practices that encourage employees to redesign their tasks, such as increased work autonomy and technology-based training [18]; [36]. Formal interventions such as transformational leadership programs and digital competency development are also frequently implemented to support job

crafting [30] found that informal creative interventions, such using social networks and cross-team cooperation, improved workers' capacity to participate in job creation. Research Question 3 (RQ3), meanwhile, discusses the results that have been recorded from using job crafting interventions in different types of organizations. According to [2] and [12], theories like the Job Demands-Resources (JD-R) and the Conservation of Resources (COR) provide the theoretical foundation for the link between interventions and outcomes in job crafting research. Job crafting, according to the JD-R theory, may help lower high job demands [5]; [28]. Work resources like autonomy and leadership support make this possible. The COR theory, on the other hand, highlights how workers can improve their own resilience and well-being on the job by making use of existing resources [2]; [37]. Leaders and HR departments play a mediating role in these processes by instituting policies and procedures that empower employees. The fourth research question (RQ4), what avenues of inquiry may be recommended in light of the results of the setup of the organizational setting, job crafting interventions, processes, and results? Employee engagement, mental health, and creative output are all positively impacted by job crafting treatments [38]; [36]. Short-term outcomes include increased job satisfaction and adaptation to technological changes, while long-term outcomes encompass increased organizational productivity and employee resilience in facing VUCA challenges [28]; [29]. Negative consequences, such burnout from over-crafting or an imbalance between job needs and resources, have not been well studied [34]. The effects of job crafting within the framework of hybrid work and the incorporation of emerging technologies like the metaverse need more investigation [7]; [39].

5. CONCLUSION

Overall, this Systematic Literature Review (SLR) identifies research trends related to job crafting through the CIMO

framework (Context, Intervention, Mechanism, Outcome). The research context is dominated by developing countries, particularly China and India, with a focus on public service sectors such as hospitality, technology, and banking [18]; [33]. This context reflects global dynamics, where economic transformation and digitalization demand employee adaptation through job crafting [6]. Additionally, research in developed countries such as Germany and Austria offers a different perspective, focusing on psychological impacts and the role of leadership in established work environments [34]; [27]. According to [5], job crafting is the main intervention that has been discovered. This approach entails workers making changes to their duties, relationships, and perceptions of work in order to improve their engagement and well-being. This intervention is often associated with empowering leadership approaches and proactive personalities, which facilitate adaptation to work demands [25]. The mechanisms underpinning this intervention are explained through the JD-R and COR theories, which emphasize the balance between resources and job demands [2]; [12]. These mechanisms serve as the foundation for understanding how job crafting enhances employee performance and well-being, particularly in the context of rapidly evolving technology and work environments [7]; [29].

According to the results of this research, job crafting has a major impact on improving workers' mental health, engagement at work, and productivity [18]; [28]. Numerous research have shown high levels of empirical validity by using quantitative methodologies to analyze intricate interactions between variables [4]; [40]. Nevertheless, there is a dearth of qualitative and longitudinal studies that provide light on the more complex dynamics of job crafting [34]. These results highlight the need of using qualitative and longitudinal methods into research in order to better understand job crafting and its drivers [35]. In addition, it would be beneficial for future studies to broaden the scope in terms of both geography and industry, and to investigate

how technologies like AI interact with job crafting methods [7]; [29]. Therefore, job crafting is still an important topic to discuss when trying to solve global problems like digital transformation and changes in work patterns after a pandemic. Crafting one's job properly may help employees adapt better to different work environments and feel better overall.

This SLR has several limitations. The analysis in the table provides an in-depth overview of research trends related to job crafting and its associated themes; however, there are several limitations in the Systematic Literature Review (SLR) that must be acknowledged. First, although the presented data covers various aspects such as keyword trends, key theories, and regional distribution, the scope of the research remains limited to specific contexts such as developing countries and the impact of the COVID-19 pandemic. This raises questions regarding the generalizability of the findings to broader contexts, including developed countries or non-traditional industries. As explained by [30], limitations in geographical and contextual coverage can reduce the external validity of the research. Second, the network analysis (network graph) used to identify relationships between variables may be subject to bias due to a reliance on variables that most frequently appear as central nodes. For example, the dominance of the "leadership" theme in the analysis may overlook other variables that are less explored but have significant potential [41]. Additionally, a focus on hypotheses with the most citations may lead to repetitive research on the same themes without advancing the field, as noted by [42]. These limitations highlight the need for a more balanced approach in identifying unexplored research opportunities.

Third, although this study evaluates the use of major theories such as JD-R (Job Demands-Resources), it is possible that this theory cannot fully explain the complex dynamics in job crafting practices. For example, the impact of technologies such as artificial intelligence on job crafting is still not fully understood, and this study provides

only limited coverage. This highlights the need to integrate other relevant theories to broaden our understanding of this topic. Finally, research methodologies such as SLR often rely on the availability and quality of articles within specific databases. This reliance can lead to selection bias, particularly if articles with limited access or those not indexed are excluded from the analysis [43]. Therefore, efforts are needed to expand data sources and enhance transparency in the selection process. Although this study adds to our knowledge of job crafting research trends, we need to be aware of its limits if we want future studies to be as good as this one. Future research may benefit from resolving these constraints by producing results that are more thorough and applicable in other circumstances.

Those working in organizational management and human resources might take away a number of useful suggestions and considerations. Starting with the fact that job crafting was mentioned 198 times, which is a lot, it shows how important this method is for improving workers' engagement and happiness on the job [30]. It is recommended that practitioners institute development and training programs that inspire workers to reimagine their work roles. In light of worldwide issues like technology adaptation and the effects of the COVID-19 pandemic, this has the potential to boost work happiness and productivity [41]. Second, the link between job crafting and leadership factors, such as empowering leadership (9 occurrences), indicates that an empowering leadership style can encourage job crafting practices [42]. Practitioners need to train managers to adopt a leadership style that supports employee initiatives and provides the necessary resources. Additionally, it is important to consider the proactive personality factor in recruitment and career development, as employees with this trait tend to be more effective in implementing job crafting. Third, the use of the JD-R (Job Demands-Resources) theoretical framework in the research indicates that work demands and resources must be balanced to support employee well-being [43]

Practitioners can use this theory as a foundation for designing organizational structures that minimize work-related stress while maximizing available resources. Additionally, findings regarding regional focus such as Vietnam and India highlight the importance of understanding local cultural contexts when implementing job crafting and leadership practices. Fourth, network graph analysis indicates that the theme of leadership frequently emerges as a central focus of research, serving as both an independent and dependent variable [44]. Practitioners need to explore the relationship between leadership and other factors such as technological innovation, which remains under-researched yet holds significant potential for driving

organizational transformation. By understanding the interconnections among these topics, practitioners can identify new opportunities for developing more effective policies and strategies. Practical implications include policy recommendations for organizations to adopt leadership practices that empower employees and foster technological innovation. It is suggested that future studies investigate how job crafting affects organizational performance, conduct cross-cultural analyses, and investigate how new technology are integrated into work practices. Thus, this study provides a foundation for developing innovative solutions relevant to the digital era and global challenges.

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