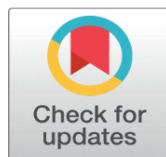# A REVIEW ON EMPLOYEE ENGAGEMENT AT WORKPLACE

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ABSTRACT

Job crafting driven by personal initiative represents a novel type of work design, fostering stability while enhancing work performance. In numerous instances, this approach demonstrates effectiveness in boosting employee work engagement, largely due to the mediated autonomy in their work output and the increased meaningfulness that follows. The foundation of job crafting lies in employee support, which encourages working behaviors centered on proactive efforts to tailor and adjust work according to the individual employee's subjective needs. The existing literature emphasizes various strategies that mediate individual issues, which organizations attempt to promote to influence employee behavior, with job crafting being the anticipated outcome that results in enhanced work performance.

Purpose of the article: The objective of the study is to pinpoint current research trends in the realm of job crafting, particularly regarding the enhancement of work performance.

Methods: The Web of Science database was utilized to discover the primary research trajectories in the pertinent literature. The investigation focused on peer-reviewed articles published in journals classified in SSCI as Q1 and Q2. The final count of articles was determined using the PRISMA selection approach.

Findings and value added: Through the examination of literary sources, we have recognized 4 significant research themes that the authors of the scientific articles explored. The most prevalent theme addressed was work engagement and its effect on job crafting. The second theme discussed was how job crafting contributes to the meaningfulness of work. The third theme explored was job crafting as a determinant of employee autonomy. The fourth identified theme was the impact of leadership and management support on job crafting behavior. The paper provides the reader with a systematic and concise compilation of available quality resources that can assist them in their personal research linked to job crafting and work performance. Additionally, the findings of our research could benefit companies aiming to enhance their employees' work performance.

Keywords: Employee Motivation, Sustainable Work, Job Crafting, Performance, Work Engagement, Work Performance, Autonomy, Leadership, Literature Review

1. INTRODUCTION

The decline in labor market conditions has emerged as an issue of significant concern in recent years. Alterations in the labor market structure — non-standard employment agreements, inadequate protection, flexible work arrangements, and increased unpredictability pose substantial risks to both the mental and physical health of workers, as well as to their overall commitment and performance levels (Jain et al., 2022; Knight et al., 2017; Kullmann, 2022; Rosin, 2022). Organizations are increasingly starting to utilize artificial intelligence (AI) agents to assist with managing information, coordinating team activities, and executing simple tasks to enhance and streamline service efficiency and work operations. Because of this, workers' awareness of artificial intelligence not only boosts the adoption of innovative tools within organizations (Krajcik et al., 2023) but also their productivity (Rigelsky et al., 2022) and market competitiveness (Kliuchnikava, 2022). Ironically, even such an initiative aimed at enhancing job performance frequently

fails to produce the desired outcome and may even reduce employee satisfaction, harm their well-being, and subsequently lower work performance (Dennis et al. , 2023; Fugener et al. , 2022; Peeters, 2020; Suseno et al. , 2022), despite some scholars presenting contrasting perspectives on this matter (Cizrelioğulları and Babayiğit, 2022; Zamir and Kim, 2022).

Furthermore, corporate leaders anticipate that employees will autonomously shape and manage their work roles to consistently boost their performance (Çera et al. , 2019; Demerouti et al. , 2020; Rózsa et al. , 2022). However, this expectation necessitates an exorbitant degree of employee engagement (Szostek et al. , 2020, 2022a, 2022b), with one pathway to achieving this being job crafting, which involves employees modifying or adjusting their work processes to enhance its perceived significance and their ability to identify with their tasks, thereby increasing their work output (Irfan et al. , 2023; Mondo et al. , 2023; Shin et al. , 2020). Recent theories also suggest that the foundation of job crafting relies on leveraging employees' strengths and interests to tailor their work (Kooij et al. , 2017), indicating that job crafting is a continual process of adapting work to evolving personal preferences, motivations, and abilities, resulting in positive outcomes for employees (Kooij et al. , 2020). This reflects a proactive response from the employee to work design, allowing them to modify their tasks and expand the cognitive limits of their roles (Bruning and Campion, 2022).

Simultaneously, employees are permitted to shape their work according to job demands and available resources to meet their objectives (Ifran et al. , 2022). Many scholarly articles affirm that job crafting is rooted in the proactive actions and initiative taken by employees (Zhang and Parker, 2022; Yang et al. , 2022; Kooij et al. , 2017; Kooij et al. , 2020; Geldenhuys et al. , 2021). Activities such as job creation that prompt employees to redefine the breadth and limits of their work (Wrzesniewski and Dutton, 2001) have been the focus of extensive academic research. Additionally, modern perspectives highlight that personalized strategies, which utilize the combined resources of employees in both their professional and personal lives, to job design are required more than standardized ones in the changing work environment. Thus, job crafting arises as a key catalyst for sustainable work performance, ultimately enhancing long-term employability opportunities (Lu et al. , 2023; Mondo et al. , 2023; Rahi, 2023; Sypniewska et al. , 2023).

Empirical evidence from recent years shows a favorable effect of job crafting on sustainable work performance, yet a systematic and comprehensive perspective on the essence of job creation and particularly its connection to sustainable work performance is still lacking. In spite of the extensive literature, there is no organized review of research that consolidates the primary research streams on job creation.

The objective of the study is, therefore, to identify existing research avenues in the domain of job crafting, particularly concerning the enhancement of work performance. Besides identifying the primary research themes, we established two supplementary goals: Identify significant and frequently used keywords, and ascertain the most referenced author regarding job crafting and work performance. To collect the necessary literature, we utilized the Web of Science (WoS) database and concentrated solely on journals that are indexed in the SSCI scale within the management category classified as Q1 and Q2. In this instance, we excluded books and conference proceedings. The PRISMA method was employed to conduct a systematic review and to provide a transparent, comprehensive, and precise account of the process (Page et al. , 2021).

The distinctiveness of the contribution primarily stems from the lack of a comparable study and simultaneously from the method of analyzing the results. In the initial part of the study, we offer a concise summary of the literature addressing the subject of job crafting and work performance. In the methodological section, we will elucidate the data collection methods and the procedure for their subsequent analysis. In the results section, we will outline the most pertinent research topics for the timeframe of 2020 to 2023, which we recognized while formulating a systematic review of the literature. In the discussion section, we will highlight the implications of our research for practice, and finally, we will briefly assess our research and discuss its strengths and weaknesses, along with recommendations for future research.

2. LITERATURE REVIEW

The initial references to job crafting date back to 2001, when Wrzesniewski and Dutton defined this concept (Kooij et al. , 2022), asserting that it acts as a complement to work design and the manner in which individuals modify their work tasks and procedures (Wrzesniewski and Dutton, 2001). More contemporary perspectives regard job crafting as a concept that encompasses the modifications employees make to the task, cognitive, and relational aspects of their work (Geldenhuys et al. , 2021). Proactive work behavior becomes foundational when employees take the initiative to alter

the attributes of their job (Kooij et al. , 2017; Zhang and Parker, 2022; Yang et al. , 2022; Kim and Beehr, 2022). Job crafting represents a unique method of personalizing work, where individuals shape their workplaces differently, influenced by their regulatory focus (Lichtenthaler and Fischbach, 2019), personality traits, self-assessment, efficiency, and competencies (Bruning and Campion, 2022). According to Kooij et al. (2017), job crafting relies on the strengths and interests of the employee. This implies that the employee will modify their work according to their strengths, greatly affected by their interests. The principle of job crafting mandates that employees act in accordance with work regulations to achieve their work objectives (Ifran et al. , 2022). Kooij et al. (2020) identify three methods of job crafting: adaptation, utilization, and developmental job creation. From a scientific standpoint, it can be inferred that for an employee to engage in proactive job crafting, they must have a specific relationship with the work they perform. The work should align with their interests, or else it risks becoming merely a hobby; it is a well-acknowledged fact that employees excel in tasks that bring them fulfillment. A crucial element in transforming their work into a hobby involves leveraging their strengths.

In relation to job crafting and the associated theories of strengths and interests, two strategies are emerging that address the problem of employee overqualification. A study by Zhang et al. (2021) proposed theories that suggest overqualified employees can actively manage the gaps between their actual and desired jobs through two approaches: job crafting focused on strengths (JC) and job crafting focused on interests (JC — interests) (Sesen and Ertan, 2020). As noted by Shin et al. (2020), the core component of this issue is work engagement, which serves as a mediator influencing the relationship between job crafting and work performance. Work engagement is a vital step towards proactive behavior that impacts employee performance. Both work engagement and work autonomy contribute to elevating job crafting levels. Crafting mediates the interactive effects of work commitment and autonomy on work performance (Jindal et al. , 2021). Job crafting can be viewed as a means to enhance employee engagement. The ability to adjust work to meet employees' needs can result in increased engagement levels. Engaged employees are generally capable of fulfilling a wide variety of work responsibilities. As per Demerouti et al. (2020), employment engagement fosters job crafting that transcends boundaries. He suggests that as

as long as the employee's actions are focused on producing work, this initiative also extends to the home setting, where they likewise exhibit heightened activity in accomplishing household tasks. According to research, it has been observed that this behavior is common among the majority of proactive employees. The advantage of job crafting theory lies in its impact on the work behavior of employees across various age groups (Kooij et al. , 2020). The influence of job creation on both on-task and off-task performance is partially moderated by cultural practices such as group collectivism, future orientation, performance orientation, and uncertainty avoidance (Boehnlein and Baum, 2022). Culture and support play a significant role in influencing behaviors that lead to job crafting (Jiang et al. , 2021). Managers have a crucial role in promoting the culture and providing support for it. Khan et al. (2021) examined the function of servant leadership in fostering behaviors that encourage job crafting. The results of the analysis have clearly demonstrated that servant leadership mediates the connection between job crafting and employee innovative behavior (Khan et al. , 2022). Within the context of leadership, the focus is on collaboration. As noted by Tuan (2020), the impact of leadership motivates teams towards collective job crafting, resulting in improved performance. Proper management and the effective communication of corporate culture create a conducive working environment, which also encourages employees to enhance work performance. Employees exhibit proactive behavior in an environment where they feel valued. The work team plays a significant role, where the manager should also function as a leader aiming to foster positive working relationships (Khan et al. , 2022).

The researchers grounded their study in the following theories. Yang et al. (2022) in his scholarly work aimed to elucidate the influence of job crafting and psychological resilience on emotional labor, rooted in the theory of conservation of resources (COR), which was further corroborated by Kim and Beehr (2022) in their investigation, which centered on the alignment between an employee's motivation and the significance of his work. In line with the significance of work, Li et al. (2022) examined the trend of an aging workforce. Utilizing the theory of social-emotional selectivity, they identified that older employees show superior commitment to their work and, through their experience, effectively shape their roles. A crucial aspect of job crafting is the significance of work. The experience of meaningfulness serves as a mediating factor in the relationship between task performance behaviors, cognitive and relational job creation, and the reciprocal assessment of work outcomes. Fostering interests and meaningfulness is a key component in supporting older workers (Geldenhuys et al. , 2021). Kooij et al. (2020) endorse the concept of job crafting from the viewpoint of older employees to enhance their commitment to work. In this context, the theory of job demands and

resources (JD-R) has demonstrated its validity, which is closely associated with managerial support, encouraging job crafting and long-term employability for the benefit of all age groups (Ifran et al. , 2022).

The impact of technological change on sustainable work performance

The influence of technological transformation on sustainable work performance

In recent years, organizations have experienced swift technological progress that considerably disrupts conventional work design practices and introduces new expectations for employers and employees (Thomas et al. , 2023). Consequently, maintaining sustainable work performance amidst technological changes remains an ongoing challenge that necessitates the collaboration of all stakeholders, including scientists.

An increasing amount of research indicates that new technologies considerably impact workplace interactions (Makridis and Han, 2021). Moreover, paradoxically, although their introduction is aimed at enhancing and sustaining high work performance over the long haul, they frequently result in its decline (Dennis et al. , 2023; Fugener et al. , 2022; Peeters, 2020; Suseno et al. , 2022). A significant challenge is their varied effects on distinct groups of employees and diverse work contexts (Reimann and Tisch, 2021).

The introduction of new technologies often results in decreased sustainability of work performance for several reasons: heightened risk of job loss or exacerbation of inequalities; major adjustments in job roles and responsibilities; necessity to develop new skills; and, not least, alterations in management practices.

Employment is becoming increasingly unstable as workers are contracted on a temporary basis, allowing organizations to manage potential crises (Fornino and Manera, 2022), while existing disparities in the labor market are intensifying (Bonacini et al. , 2021; Pensiero, 2022). Evidence shows that employing innovative technologies correlates with an escalated risk of job termination, particularly for older employees (50+) and those with long-standing organizational service (approximately 12+ years) (ten Berge et al. , 2020). Simultaneously, jobs that face a higher risk of automation are also in jeopardy (Egana-delSol et al. , 2022). A paradox arises for non-academically trained and academically educated workers when, in certain sectors, the likelihood of replacing academically trained individuals with non-academically trained ones rises (Xue et al. , 2022). Furthermore, new technologies often necessitate the acquisition of new skills. However, smaller firms struggle with attracting and keeping qualified personnel, which hampers their capacity to manage technological changes (Castro-Silva and Lima, 2023).

In companies functioning under Industry 4. 0, the extent of employee autonomy diminishes, while the degree of managerial control escalates (Cirillo et al. , 2021). The capability of new technologies to assess and constrain employee behavior in novel ways prompts resistance, diminishes employee engagement, and ultimately causes issues regarding the long-term sustainability of their work performance (Shulzhenko and Holmgren, 2020). This is also tied to the hesitance to pursue further education, even though it has been demonstrated that lacking skills can be remedied through training on new technologies (Haepp, 2022).

Lastly, the ability of management to convey a shared vision of the organization's future is, due to the ongoing necessity to adapt to technological advancements, a significant managerial challenge (Lau and Hoyng, 2023). To tackle the aforementioned challenges, organizations can concentrate on effective communication, offering opportunities for skill enhancement and retraining, fostering a culture of adaptability, and involving employees in adjusting and redesigning tasks. To attain enduring sustainable outcomes, comprehending these challenges and proactively overseeing the incorporation of technological advancements into the work process is crucial (Hotte, 2021).

3. RESEARCH METHODOLOGY

The aim of a systematic literature review is to present a clear and thorough representation of the present status of the examined topic. The objective is, consequently, to pinpoint the primary research themes within the area of job creation and their significance for the efficiency of businesses from 2020 to 2023. Alongside the primary aim, we formulated two research inquiries.

RQ1: Is there a universal keyword that authors mention in their studies that could help in finding relevant sources for subsequent research?

RQ2: Is it possible to identify the author who published the most studies dealing with the issue for the period 2020 to 2023?

In our investigation, we worked with a collection of published studies (n=35). The collection encompasses studies that directly address the topic of "job crafting and work performance. " We concentrated on articles that were published between 2020 and 2023 in journals classified in the Q1 and Q2 tiers of the Web of Science SSCI index. By assessing the positioning of journals on the top levels of the SSCI scale, we can ascertain their quality and relevance within the realm of scientific contribution. Data gathering was facilitated through the international scientific database Web of Science, which offers an extensive array of high-quality peer-reviewed journals. In this instance, we excluded books and conference proceedings.

Figure 1 illustrates the number of published studies in journals categorized as Q1 and Q2 across the years 2020 to 2023. To select and acquire pertinent studies, we employed the PRISMA method as a reporting guideline intended to tackle inadequate reporting of systematic literature reviews. It comprises checklists with seven sections and 27 items regulating systematic review domains such as eligibility criteria, information sources, search strategy, selection procedure, data collection method, explanation and elaboration, and flow diagram (Page et al. , 2021). Additionally, it offers a straightforward approach to identifying high-quality scientific publications, enhancing the caliber of sources utilized in systematic literature reviews (Camilleri and Troise, 2023; Moher et al. , 2015). The primary benefits of the PRISMA method consist of compliance with rules, resulting in the presentation of all requisite information to evaluate the trustworthiness and transparency of the research (Leclercq et al. , 2019; Naderi et al. , 2022; Pasayat et al. , 2023; Tricco et al. , 2018); mitigating bias (Thomas et al. , 2023); widespread acceptance across various research sectors and ongoing development (Page et al. , 2021).

Despite its overall quality, critiques highlight several drawbacks that might affect its outcomes. While applying the method, an essential step might be neglected or omitted, ultimately influencing the outcomes (de Gelder et al. , 2023). Moreover, the PRISMA method is not suitable for every systematic literature review, such as those focused on intervention studies (Haddaway et al. , 2018; Liberati et al. , 2009; Thomas et al. , 2023). The selection and filtering process depicted in Figure 2 illustrates the PRISMA method of the selection procedure. Initially, we identified the key terms to utilize in the search, specifically "work performance and work creation. " Following the search, we gathered studies (n=541) that needed to be filtered according to the specified criteria. We aimed to locate research published in 2023, 2022, 2021, and 2020. Upon refining the filter, we acquired studies (n=301) that most accurately reflect the current status of the field. We concentrated on articles (n=285) that are published in journals in the 1st to 4th quarter. Since we concentrated on the matter from a management perspective, we omitted all other categories (n=115). In the extended filter, we chose the category of journals that are rated on the SSCI scale (n=87).

In the extended filter, we arranged the searched studies by journals, from which we sought to select those rated in the Q1 and Q2 categories. For this purpose, we utilized the Journal Citation Report product. We have identified the 15 highest rated journals. We subjected the final count of studies (n=48) to a review to evaluate the current state of the examined matter. Based on a critical evaluation of the abstracts of individual articles, we excluded 13 articles (n=35) that were not specifically concentrated on the necessary subject.

We outlined the criteria for selecting appropriate sources in the introduction of the methodology (Figure 2: *), stating they must belong to the management category, the document type should be an article, the Web of Science index must be SSCI, the language needs to be English, open access, and (Figure 2:) should achieve the quartile rating Q1 and Q2, which we assessed using the JCR tool. Articles were excluded following a qualitative analysis of the abstracts due to the research topic included in the articles, which did not satisfy the requirements established in the methodologies (Figure 2: *). While the articles included the necessary keywords such as work performance and job crafting, in this context, most articles were interpreted within the framework of the companies' position, their work performance, and work both internationally and domestically.

Utilizing the PRISMA method, we sourced 35 pertinent articles that will assist in identifying the primary research topics, which are articulated in the subsequent section. A compilation of studies with specific characteristics is provided in Table 1.

In addition to the primary aim, we formulated research questions. Through the bibliometric analysis, we endeavor to pinpoint the keywords that the authors reference in their studies. Keywords may be employed to gather the requisite literature for future research in this domain. We conduct a bibliometric analysis using the VOS viewer program, which is specifically designed to identify bibliometric metrics.

Figure 3 illustrates a bibliometric analysis of the keywords employed by the authors in their studies. The cell size indicates the frequency of a specific term in the analyzed studies. Links signify the reach of a given term across various publications. The keyword "job crafting" has the highest number of occurrences among the others, appearing 35 times.

Alongside keywords, the bibliometric analysis reveals the authors involved in the creation of the respective studies. By examining the size of individual cells, we can identify the author who has made the most significant contributions to scientific articles in the realm of "job crafting and work performance. "

Figure 4 displays the authors who most frequently appear in scientific articles on the specified topic from 2020 to 2023. We conducted this analysis with the intention of locating studies, particularly quality studies. We speculate that authors with a greater volume of articles on a given topic produce more relevant outputs of their scientific work.

Demerouti, E. , the author of numerous studies, distinguished herself in the bibliometric analysis as the author with the highest occurrence in publications focused on work performance and job crafting from 2020 to 2023. She has published 168 articles indexed in the Web of Science database. She has garnered 27,510 citations, resulting in an H-index value of 68.

A limitation of bibliometric analysis is that its findings are predominantly quantitative. It relies on numerical data and does not take into account thequality of the distinct variables that we incorporate into it. Consequently, it is a crucial step already in the preliminary phase of the research to set up the guidelines and standards on which we base quality resources for our investigation. We attempted to address this issue already in PRISMA itself, when we utilized the SSCI index as the foundation for quality evaluation. We concentrated on journals that are listed in the top two tiers of the SSCI index. We have established the timeframe from 2020 to March 2023 to ensure we have the most recent results and discoveries accessible. We pinpointed the primary keywords, as well as the author who has the greatest proportion of published research for the specified period.

4. RESULTS AND DISCUSSION

The most recent studies, published from 2020 to 2023, significantly indicate the beneficial impacts of job crafting on work performance. A crucial element in job crafting is the employee, who is anticipated to exhibit initiative and work engagement. Shin et al. (2020), in their scholarly article, addresses the subject of work engagement, which mediates the link between job crafting and work performance. They contend that a heightened emotional state fosters a positive connection between job crafting and job performance. Jindal et al. (2021) explored the concept of work engagement in their research, asserting that strong work engagement and work autonomy contribute to variations in job crafting among employees. Federici et al. (2021) assert that job crafting is significant in the positive association between career adaptability and work engagement. In other words, job crafting facilitates the courier's adaptability to be reflected in a boost in work engagement. Employees who are engaged in their work exhibit a greater degree of innovativeness, creative actions, and autonomy in job crafting (Sharma and Nambudiri, 2020).

Job crafting mediates the influence of job commitment and autonomy on job performance. Work engagement is a common theme and a critical factor in job crafting. It becomes a research focus influenced by various elements, such as the meaningfulness of work. Guo and Hou (2022) concentrated on the research theme of how engagement affects the meaningfulness of work. When employees align with the meaningfulness of their work, it results in heightened work commitment and, subsequently, an enhancement in work performance. The subject of the meaningfulness of work in relation to job crafting was also examined by Geldenhuys et al. (2021), who concluded that job crafting serves as a significant method for enhancing both individual and organizational outcomes.

Specifically, cognitive crafting is essential for attaining the meaningfulness of work. Work engagement, alongside the meaningfulness of work, promotes employee autonomy. The combined effects of work engagement and autonomy in boosting job crafting positively affect the improvement of work performance (Jindal et al. , 2021). Autonomy was a factor in the study by Demerouti et al. (2020), who found that the work autonomy employees cultivated at work was also carried over to their non-work settings when completing homework. What I mean is that employees who are engaged and autonomous during working hours continue to display this behavior after work hours.

In addition to the factors influencing job crafting to enhance work performance, the authors explored the overall advantages of job crafting for employees. Researchers have focused on the challenges posed by an aging workforce. Kooij et al. (2020) argue that older employees can be encouraged to consistently engage in effective work behaviors such as job crafting to remain motivated and productive contributors to the workforce. Changes in the perception of practices in

human resources supporting opportunities are positively correlated with shifts in psychological. empowerment and, as a result, to the emphasis on the use and development behavior in the creation of the output of older workers (Kooij et al. , 2022).

The researchers of scholarly articles addressed the subject of leadership and job crafting in various instances. The primary role of leadership is to enhance competences in the area of job creation, which embody a collection of individual knowledge, skills and abilities that are essential to achieving personal objectives through effective problem-solving in the realm of job crafting (Bruning and Campion, 2022). Luu (2021) discovered a stronger positive connection between the leader's humble demeanor and the job crafting of workers with a low level of motivation. In other terms, if workers do not exhibit adequate motivation to complete their tasks, the leader's humility can be a crucial element in facilitating job crafting. Job crafting contingent on the assistance of a senior employee results in an overall enhancement in work performance (Boehnlein and Baum, 2022).

Direct management backing fosters job creation and enduring employability because only bottom-up job redesign enables employees to stay active (Baik et al. , 2018) and collaboratively develop working conditions that best align with their individual requirements and long-term sustainable work performance. Furthermore, in the absence of proper managerial backing, such alterations are typically infeasible for employees (Irfan et al. , 2022). In addition, the JD-R theory substantiates that managerial support as a source of jobs initiated a motivational process through job creation, which resulted in sustainable employability as a consequence of the motivational process. With a heightened level of uncertainty, employees become more engaged in job crafting to enhance their employability (Irfan et al. , 2020). Servant leadership is directly associated with psychological empowerment, job crafting and innovative employee behavior. Job crafting acts as a mediator between servant leadership and innovative work behavior (Khan et al. , 2022).

Based on a systematic review of the literature, we identified four im portant research topics that the authors of the scientific articles addressed. The most widespread topic was work engagement and its influence on job crafting. In the second topic, the authors addressed the issue of how job crafting supports the meaningfulness of work. The third research topic that the authors addressed was job crafting as a factor of employee autonomy. The fourth theme identified was the influence of leadership and manage ment support on job crafting behavior.

The mentioned research topics were mentioned the most between 2020 and 2023. In addition to the main objective, we set two research questions. RQ1: Is there a universal keyword that authors mention in their studies that could help in finding relevant sources for subsequent research? For the purpose of keyword identification, we used bibliometric analysis mediated by the VOSviewer software. The results of the analysis showed the keyword "job crafting," which was used in 36 cases out of a total of 38 scientific articles. Specifically, the keyword occurred in 94.7% of monitored cases. The second most used keyword was "performance," which appeared in 26 scientific articles out of a total of 35. Specifically, the keyword appeared in 68.4% of the observed cases. The remaining keywords appeared in less than 20 cases out of a total of 35 scientific articles. These findings can contribute to future research for searching and collecting the necessary professional texts.

Apart from the first research question, we also tried to clarify the second research question. RQ2: Is it possible to identify the author who published the most studies dealing with the issue for the period 2020 to 2023? Based on the bibliometric analysis, we identified the author who published the most scientific articles on the given topic and was also the most cited in articles dealing with the topic of job crafting.

Demerouti E., is a scientist working at prestigious universities. It has more than 160 publications in the Web of Science database. It has been cited more than 27,000 times and its H-Index is 68. The literature related to the topic "job crafting and work performance" mainly deals with the impact of customizing or creating work on work performance. In connection with this, many authors focused on the factors that determine the behavior of employees and lead them to the process of job crafting (Kooij et al., 2022; Khan et al., 2022). The well-known promotion of engagement in relation to the promotion of job crafting is a widespread theme among authors who published their studies between 2020 and 2023. For example, Jindal et al. (2021) in their scientific paper investigated the 730 Equilibrium interactive effects of work engagement and work autonomy in increasing work performance.

The research was conducted on a sample of 320 white collar workers in an Indian company. Their results pointed to the fact that work engagement and work autonomy lead to an increase in the process of job crafting, which mediates the interactive effect of work commitment and autonomy in relation to task performance. We identified work autonomy and its impact on job crafting as one of the topics that the authors dealt with in connection with the issue. Demerouti et

al. (2020) in his scientific article examines whether on days when individuals create jobs, it is more likely that they will also create activities outside of work. Based on the diary method, in which 139 employees from 6 countries participated, they found that autonomy at home and workload at home strengthened the positive relationship between the search for resources at work and at home. Home autonomy has a positive effect on the relationship between seeking challenges at work and at home. The next research topic was the meaningfulness of work in connection with job crafting. For example: Luu (2021), whose aim was to elucidate the mediating mechanism of job creation through which socially responsible human resource practices (SRHR) affect job meaningfulness and job strain among employees.

The research was conducted on a sample of 825 employees and 128 managers. The results of the study confirmed the existence of a positive relationship between SRHR practices and the meaningfulness of employees' work, as well as a negative relationship between SRHR practices and employee work stress. These relationships were mediated by employee engagement in work creation, meaning that employees were motivated and had more control over their work, which reduced their job stress and increased job meaningfulness.

The final theme identified was the effect of leadership and management support on job crafting behavior. Ifran et al. (2022) examines how management support influences job creation and the sustainability of employability and what role job insecurity plays in these relationships. A total of 483 employees participated in the study. They discovered that in situations of high uncertainty, employees frequently exhibit increased engagement in job creation and take an active role in generating new jobs in order to enhance their employability and lessen the risk of unemployment. Managerial support can serve as a crucial element that triggers this motivational process and results in sustainable employability due to job creation. Our paper has the potential to provide authors of academic articles with an organized and thorough list of available high-quality resources that can assist them in their individual research related to job crafting and work performance. Furthermore, the findings of our study may be beneficial for organizations seeking to enhance their employees' work performance. The customization of work is directly associated with employees' work performance and boosts their job satisfaction.

5. CONCLUSIONS

Job crafting has emerged recently as a commonly successful strategy for enhancing work performance. A wealth of scientific articles published in prestigious journals confirms this assertion. Up to this point, there has not been a systematic review of academic knowledge that categorizes existing scholarly contributions on this topic. The aim of the study is to determine current research directions in the area of job crafting, particularly concerning the enhancement of work performance. To gather the most current findings, we concentrated on publications dating from 2020 to 2023. Utilizing the PRISMA method, we acquired the most pertinent scientific articles, totaling 35 in number. Through the analysis of literary sources, we pinpointed four significant research topics that authors of academic articles focused on. The most prevalent topic revolved around work engagement and its impact on job crafting.

In the second topic, the authors explored how job crafting enhances the meaningfulness of work. The third research topic the authors examined was job crafting as a contributor to employee autonomy. The fourth theme recognized was the effect of leadership and management support on job crafting behavior. Concurrently, we endeavored to clarify the commonly used keyword that researchers most frequently cited in their studies. Applying bibliometric analysis, we identified the keyword "job crafting," which appeared in 36 analyzed scientific articles. We also sought to determine which author during this timeframe focused the most on the topic of job crafting. Demerouti E. had the highest volume of publications during the specified period. Moreover, her works were cited by the greatest number of authors. Based on her contributions to the subject, she is regarded as a key author with the most significant scholarly contributions.

The systematic literature review revealed current research directions in job crafting and sustainable work performance. First, the limitations of the conducted research consists mainly of the selected database, index, quartile, and selection years (Web of Science/SSCI/Q1 and Q2/2020 — 2023). Thus, we cannot extrapolate our results to other databases and years. Nonetheless, we believe that knowledge published even in specifically selected top journals indicates the current research trends in the respective field to the necessary degree. Furthermore, the factors restraining the research findings include the reality that the PRISMA method is relatively new with ongoing advancements. As a result, the findings of other studies will probably be less comparable as time progresses.

In the future, it would be fitting to address the following research questions. What job resources (JD-R theory: physical, social, or organizational) aid in achieving sustainable work performance, and how much management support

is necessary to implement bottom-up job creation practices in various types of organizations? In this regard, do new technologies assist in enhancing perceived employee autonomy? What is the potential of job crafting concerning the involvement of senior employees? Assistance in overcoming the limitations of this research by broadening the scope of a systematic literature review would also be appreciated.

CONFLICT OF INTERESTS

None.

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