

UNIVERSITY OF DALLAS

Satish & Yasmin Gupta College of Business



Willing to stay: Exploring work meaningfulness and job crafting with professional commitment and organizational commitment

Marianne Lamkin & Donna Morrow

Satish & Yasmin Gupta College of Business, University of Dallas

mlamkin@udallas.edu & dmorrow@udallas.edu

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Background

- Professionals
 - Theoretical body of knowledge
 - Set of professional norms
 - Career supported by an association of colleagues
 - Community recognition

(Sorenson & Sorenson, 1974)
- Professional Commitment
 - *“It is something more important and spiritual than a job. It’s who I am”* (Russo, 1998:88).
- Affective Organizational Commitment
 - Employees emotional attachment
 - Largest impact on job satisfaction
 - Organizational citizenship behavior
 - Turnover
 - Absenteeism

(Chalofsky & Krishna, 2009; Steger, Littman-Ovadia, Miller, Menger, Rothman, 2013)



Background

- Job Crafting

- Bottom up approach
- Cognitive
- Physical
- Relational

(Wrzesniewski & Dutton, 2001)

- *Meaningfulness in work versus at work*

- *In work* focusses on the individual's work role
- *At work* focusses on the organizational community where employees conduct work

(Pratt & Ashforth, 2003)



Importance of this research

- Managers need to understand how to:
 - Manage professionals to increase organizational commitment
 - Reduce turnover costs



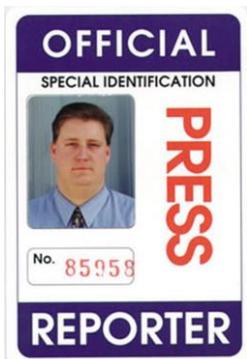


Research Questions

- RQ1: How does job crafting moderate the level of a professional's meaningfulness at work and increase their level of organizational commitment?
- RQ2: How does a higher level of organizational commitment, achieved through job crafting, reduce turnover intentions?



Background



- Profession serves as identity badge, and creates a sense of *oneness* (Harrell, Chewning, & Taylor, 1986; Lin, Huang, Chang, Lin, Chang, & Chen, 2013; Russo, 1998).
- High professional commitment increases perceived relational distance with other organizational members (Hoff, 1999).

Professionals have external careers and occupational knowledge, rather than organizational knowledge, making them inherently more mobile than their admin counterparts (Russo, 1998).



Through job crafting and positive organization support, we believe that professionals can increase their organizational commitment and decrease turnover intentions.



Methodology

- Qualitative Field Study
- Level of analysis – Organizational & Individual
 - Organizational Turnover Statistics
 - Individual semi-structured interviews
- Sample
 - Research Scientists from Government Agency
 - Professional Consultants
 - Healthcare Professionals
- Selection based on job title to include junior, middle, and senior professionals



Discussion/Implications

- Academic
 - Expanding general assumptions of in and at work meaningfulness with organizational and professional commitment research
 - Extending job crafting with organizational and professional commitment and the outcome of turnover intention
- Business
 - Offer an important pathway to employee wellbeing in a work setting
 - Considers positive organizational outcomes
 - Increased performance
 - Higher engagement
 - More Organizational Commitment Behavior
 - Reduced turnover intentions



Conclusion

- It is likely that job crafting can influence a job's purpose toward a sense of organizational belongingness through an employee's motivation to achieve:
 - Positive well being
 - Work meaningfulness
 - Reduced turnover intentions



Thank you!





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