

EMPOWERING RELATIONSHIP AS AN INFLUENCE OF JOB CRAFTING**Jones Oshin. A ¹**

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Abstract:

This research looks into how job crafting in the Chennai IT industry is affected by empowering leadership. With job crafting as the dependent variable, the study takes into account five aspects of empowering leadership: setting an example, participating in decision-making, coaching, informing, and demonstrating concern/interacting with the team. The model explains 72.6% of the variation in work crafting, indicating a substantial positive link between empowering leadership and job crafting. The model as a whole is statistically significant. Leading by example ($\beta = 0.393$), participatory decision making ($\beta = 0.182$), coaching ($\beta = 0.122$), informing ($\beta = 0.151$), and demonstrating concern/interacting with the team ($\beta = 0.349$) all have a substantial and beneficial impact on job crafting, according to the coefficient data. The findings demonstrate a strong relationship between empowering leadership techniques and workers' ability to actively modify and improve aspects of their occupations.

Keywords: Empowering Leadership, Job Crafting, Leading by Example, Participative Decision Making, Coaching, Informing, Employee Interaction, Chennai IT Sector.

Introduction .1

In the present scenario, key commercial and technological changes have taken place in organizations, making them flatter, work more complex, and increasing reliance on teamwork. To meet these changing environmental and competitive demands, many organizations are using work teams in the hope of becoming more agile and proactive. These changes are particularly evident in the information technology (IT) sector, where employees are required to adapt to technological developments, complex tasks, project-based work, and changing work requirements. In this context, the present study is confined to software employees working in the IT Corridor of Chennai, where the nature of IT work requires employees to demonstrate greater initiative,

adaptability, and involvement in their jobs. Organizations require the knowledge, ideas, and energy of each employee to be successful (Spreitzer, 2008). These can be attained through empowering employees to take action and work for organizational interests without being excessively micro-managed (O'Toole & Lawler, 2006).

On the other hand, due to the high complexity of work, such changes may be detrimental. Industrial and organizational psychology investigates both positive and negative elements of work and employee experiences (Wrzesniewski & Dutton, 2001). In today's changing organizational environment, leadership approaches that encourage employees to actively work in their work have become increasingly relevant. Empowering leadership behaviors which provide opportunities for employees to participate in decision-making develop their capabilities, accessing relevant information and taking greater responsibility for their work. (Arnold et. al., 2000) conceptualized Empowering Leadership through five key dimensions: leading by example, participative decision-making, coaching, informing, and showing concern and interacting with the team. These leadership behaviors can create a work environment in which employees are encouraged to take initiatives and respond proactively in changing work environments.

In the IT sector, Empowering Leadership can strengthen employees' intrinsic motivation and encourage them to make positive changes in the way they perform their jobs. Such leadership behaviors is closely related to Job Crafting, this proactive behavior refers to the physical and cognitive changes employees make to their tasks, relationships, and perceptions associated with their work (Wrzesniewski & Dutton, 2001; Tim et al., 2012). According to (Oshin and Justus, 2026) Job crafting captures the ways employees redesign their work from the ground up modifying task boundaries by changing what activities they perform, modifying cognitive boundaries by reframing how they view their job, and modifying relational boundaries by exercising choice over whom they interact with while working. From the Job Demands-Resources (JD-R) perspective, Job crafting as a proactive behavior employees may change their job demands and resources. This identified into four dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. These four dimensions are particularly relevant to IT employees those who work frequently in changing technologies, complex tasks, teamwork, and continuously evolving project requirements (Tims et. al., 2012).

The relationship between Empowering Leadership and Job Crafting had an attention in previous research. Existing research indicate the empowering leadership can motivate employees to proactively modify their work through autonomy, contribution, supervision, information, and to shore up. However, these are suggesting that empowering leadership may not relate equally to all the four dimensions of job crafting. Therefore, according to (Thun and Bakker, 2018) found that the relationship with decreasing hindering job demands was not supported, which indicates the importance of examining job crafting as a multidimensional construct rather than treating it only as a general proactive behavior. However, much of the existing research has been conducted in educational, healthcare sectors. Therefore, these findings may not fully represent the experiences

of employees working in the IT sector in rising economies such as India. It may differ across cultural and organizational contexts.

Recent research has examined empowering leadership and job crafting in technology-intensive work environments in Indian IT sector remains comparatively limited. The Chennai IT Sector provides a relevant context to examine the relationship of employees working in an environment which is characterized by technological changes, project-based assignments, knowledge-intensive tasks, and increasing demands for employee initiative and adaptability. This context can extend the existing research beyond the occupational and national area. Therefore, the empirical and contextual gap understands how empowering leadership influences the different dimensions of job crafting among employees in the Chennai IT sector. Accordingly, this study examines the influence of empowering leadership on job crafting among IT employees in Chennai.

Job Crafting:

From the historical evolutions of Job crafting is developed from Job design theory. Traditional Job descriptions were highly shaped by top managers without considering the individual employee differences, which leads to dormant and rigid roles (Grant & Parker, 2009). The importance of bottom-up job redesign approaches has emerged, and thus proactive behaviors of employees have been seen as processes that contribute to organizational performance and competitiveness as a complement to managerial top-down approaches (Demerouti, 2014). The concept of job crafting evolved as a response to the limitations of the traditional theories of job design (Wrzesniewski & Dutton, 2001). Job crafting refers to the physical and cognitive changes individuals make in the tasks or relational boundaries of their work, where the employees do not passively perform assigned duties rather than they proactively shape their jobs.

Job crafting theory (JCT) advocated by Wrzesniewski & Dutton, (2001) suggests that crafting of jobs unfolds through three key aspects: 1) task crafting, 2) relational crafting, and 3) cognitive crafting. Task crafting involves changing the number, scope, or nature of tasks performed at work. This includes the emphasizing of the components of one's work that are in sync with one's passion and taking new responsibilities that are linked to one's passion (Berg, Grant, & Johnson, 2010) and changing tasks to cope with adversity (Berg et al., 2008). Relational crafting refers to the proactive altering of one's relationships with coworkers. This may comprise altering whom they interact with, the frequency and depth of these interactions, and the type of relationships they nurture with colleagues, supervisors, or clients. Cognitive crafting refers to the employees altering the perceptions of their tasks and the significance they attribute to their work. Cognitive crafting include the reframing of the end-goals of one's work so it sync with one's passion (Berg et al., 2010) and coping with adversity by changing one's thoughts or beliefs regarding to the one's job (Berg et al., 2008).

Tims et al. (2012) conceptualized job crafting into four distinct dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. Increasing structural job resources leads employees proactively to develop their skills, knowledge, autonomy, and opportunities for learning proactively. Increasing social job resources refers to seeking feedback, support, and guidance from supervisors

and colleagues. Increasing challenging job demands involves voluntarily taking on new and challenging tasks that promote learning and personal development, whereas decreasing hindering job demands focuses on reducing or managing work aspects that create unnecessary stress or obstacles. Through these proactive changes, employees can revise their job demands and resource in ways that make better to fit between their work and their personal abilities and need.

The Job Demands–Resources (JD-R) model was developed by Demerouti et al., (2001) and later developed further by (Bakker & Demerouti, 2007). The model explains employee experiences by broadly classifying job characteristics into two categories: job demands and job resources. Job demands are aspects of work that require continuous physical or psychological effort, whereas job resources are aspects of the job that help employees achieve their work goals, reduce the impact of job demands, or support learning and personal development. (Tims et al., 2012) explained that employees can proactively change their job demands and resources to create a better fit between their work and their personal abilities and needs.

From this viewpoint, employees can proactively change their job demands and resources to better manage their work environment. This outlook is particularly considerable to the present study because empowering leadership may create circumstances that provide employees with greater opportunities to contribute, access information, receive guidance, and take initiative in their work. These leadership behaviors may motivate employees to proactively modify aspects of their jobs, thereby providing a theoretical basis for examining the relationship between empowering leadership and job crafting.

Empowering Leadership:

Empowering leadership is a leadership style that underscores the importance of empowering and energizing members of a team or organization to take responsibility for their work, make decisions, and advance their skills. Empowering leadership involves sharing power with a view towards enhancing employees' motivation and investment in their work, it as a positive impact. It is thus a collection of associated leader behaviors, which positively influences the followers to behave in a certain way with the goal of increasing their intrinsic motivation and aiding the latter to achieve success at their work (Amundsen & Martinsen, 2014; Sharma & Kirkman, 2015; Frick et. al., 2021).

It encourages leaders to be available to employees when they are in need of advice, mentoring or guidance, and step back when followers begin their work, in order to provide them with the autonomy needed to take decisive action (Park et al., 2017). Empowering leadership besides involves providing employees with support and supervision when required while allowing them adequate autonomy to perform their work autonomously. Such leadership behaviors can create a work environment in which employees are encouraged to take initiative and respond proactively to changing work requirements. This is particularly relevant to job crafting because employees may be more enthusiastic to modify their tasks, search for additional resources, take on challenging activities, or manage hindering aspects of their work when leaders provide opportunities for participation, information, guidance, and support.

According to (Arnold et. al., 2000) empowering leader behavior has five major dimensions: leading by example, participative decision-making, coaching, informing, and showing concern and interacting with the team. Leading by example refers to leaders demonstrating appropriate work behaviors and acting as positive role models for employees. Participative decision-making involves encouraging employees to contribute to decisions that influence their work. Coaching focuses on providing guidance, feedback, and developmental support to enhance employee capabilities. Informing refers to sharing important organizational information that helps employees understand organizational goals, decisions, and changes. Finally, showing concern and interacting with the team reflects a leader's attention to employee needs and the development of positive relationships within the work group. It explains how leadership behaviors can create conditions that encourage employees to take initiative and modify aspects of their jobs.

These dimensions endow with a behavioral foundation for considerate how empowering leaders may encourage employees to take greater initiative in shaping their work. By involving employees in decisions, providing information and guidance, demonstrating supportive behaviors, and encouraging responsibility, empowering leaders may create conditions in which employees are more likely to engage in proactive job-crafting behaviors.

2. Review of Literature:

Sharma and Kirkman (2015) identified transformational leadership and leader-member exchange to have certain strands of similarity in terms of empowering leadership as a construct. Such overlap is quite expected given that the very fundamentals of empowering leadership style are based on support-oriented concepts that leader's practice via their behaviors and activities. The authors highlighted that empowering leadership incorporates behaviors such as delegation, autonomy, and supportive leadership, which enable employees to take greater responsibility for their work. These characteristics are relevant to the present study because they provide employees with conditions that may encourage proactive changes in their jobs.

Rofcanin et al. (2018) in their weekly diary study reported that when employees have control over which relationships to foster and how they choose to build those relationships, their need for connection is satisfied, they can also have an exquisite job experience. These findings are related to the relational aspect of job crafting because they point out that employees can proactively shape their social interactions at work. When more time is spent by an employee with supportive and valued colleagues, employees fulfill their basic need for affinity, which leads to healthy work life and help build good working relationships. This suggests that employee's proactive management of workplace relationships can be an important aspect of how they shape their work environment.

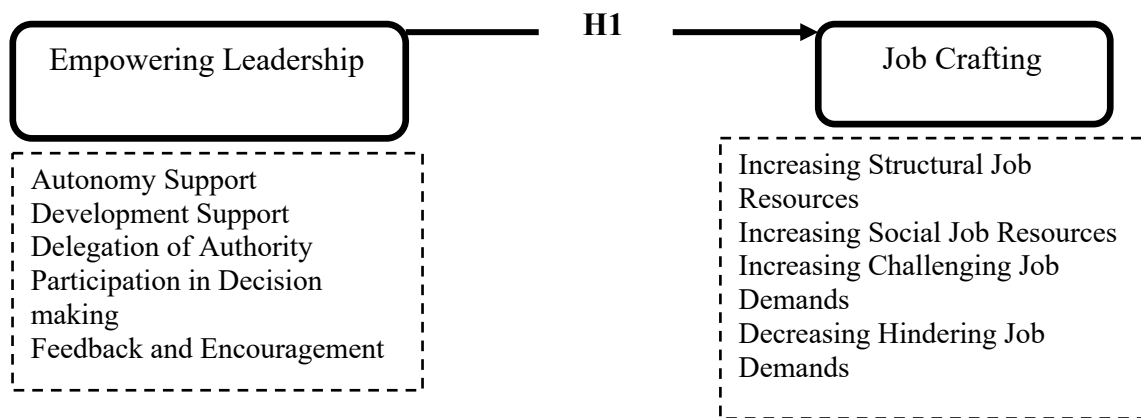
Thun and Bakker (2018) investigates the relationship between empowering leadership and job crafting and it is founded that empowering leadership was positively associated with employees' efforts to increase structural job resources, social job resources, and challenging job demands. Their findings suggest that empowering leaders can encourage employees to proactively modify aspects of their work.

Lazazzara et al. (2020) observed that individuals craft their work to align it with their preferences, motivation and abilities, and improving work meaning and identity further enhances

well-being related to work. The study supports the view that employees can actively alter aspects of their work according to their individual preferences, abilities, and motivations. This outlook is reliable with the proactive personality of job crafting and highlights the role of employees in shaping their work experience.

Knevelsrud et al., (2025) examined the role of empowering leadership in influencing employee's work related experiences and behaviors. This study highlights the empowering leadership involves providing employees with high autonomy, responsibility, and opportunities for development. In which employee leaders can create a work environment in which employees have greater freedom to influence how their work is performed and respond proactively to changing work requirements. It is proved that there is a positive relationship between empowering leadership and job crafting; it provides greater support for considering empowering leadership as an important antecedent of proactive employee behaviors.

Conceptual Framework:



Empowering leadership was represented by five dimensions: leading by example, participative decision-making, coaching, informing, and showing concern/interacting with the team. Job crafting was represented through increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. The above conceptual relationship was examined to determine whether empowering leadership explains variations in employees' job-crafting behavior.

3. Methodology:

3.1 Research Design:

The present study adopted a quantitative research design to examine the influence of empowering leadership on job crafting among employees in the Chennai IT sector. A cross-sectional survey method was used to collect primary data from IT employees. The study focused on examining the relationship between different dimensions of empowering leadership and employees' job-crafting behaviors.

3.2 Population and Sample:

The population of the study consisted of employees working in the IT sector in Chennai, Tamil Nadu, India. Chennai was selected as the study context because the IT

sector is characterized by technological changes, project-based work, knowledge-intensive tasks, teamwork, and changing work requirements. These characteristics provide an appropriate situation for examining empowering leadership and employees' proactive job-crafting behaviors.

A convenience sampling technique was used to select respondents who were accessible and willing to participate in the study. A total of 200 usable responses were obtained and included in the final analysis. The sample was considered appropriate for examining the proposed relationship between empowering leadership and job crafting through multiple regression analysis.

3.3 Data Collection:

Primary data were collected through a structured questionnaire administered to employees working in the Chennai IT sector. The questionnaire consisted of measures relating to empowering leadership and job crafting. Respondents were requested to indicate their perceptions based on their current workplace experiences. The completed questionnaires were screened and coded before statistical analysis.

3.4 Measurement of Empowering Leadership:

Empowering leadership was measured using the five-dimensional framework developed by Arnold et al. (2000). The construct consists of five dimensions: leading by example, participative decision-making, coaching, informing, and showing concern/interacting with the team.

Leading by example refers to leaders indicating appropriate behaviors and acting as role models for employees. Participative decision-making reflects employees' contribution in decisions affecting their work. Coaching represents the guidance, feedback, and developmental support provided by leaders. Informing refers to the sharing appropriate organizational information with employees. Showing concern/interacting with the team represents leaders attention to employee needs and their interpersonal interaction with team members.

3.5 Measurement of Job Crafting:

Job crafting was measured based on the four-dimensional Job Crafting Scale developed by Tims et al. (2012) within the Job Demands–Resources perspective. The four dimensions are increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands.

Increasing structural job resources refers to employees' efforts to develop their skills, knowledge, autonomy, and learning opportunities. Increasing social job resources involves seeking feedback, support, and guidance from supervisors and colleagues. Increasing challenging job demands refers to voluntarily taking on challenging tasks that provide opportunities for learning and development. Decreasing hindering job demands involves reducing or managing aspects of work that create unnecessary stress or obstacles.

3.6 Statistical Analysis:

The collected data were analyzed using multiple regression analysis. The five dimensions of empowering leadership were entered as predictor variables, while job crafting was treated as the dependent variable.

The R , R^2 , adjusted R^2 , and standard error of the approximate were examined to conclude the explanatory capacity of the regression model. **ANOVA** was used to evaluate the statistical significance of the overall regression model. The individual contribution of each empowering leadership dimension was assessed using the unstandardized coefficient (B), standardized beta coefficient (β), t -value, and p -value.

3.7 Ethical Considerations:

The study collected responses from employees for academic research purposes. Respondents participated voluntarily, and the collected responses were analyzed in collective form. The analysis focused on the overall relationship between empowering leadership and job crafting rather than on individual respondents.

Table 1: Model Summary of Influence of Empowering Leadership on Job Crafting in the Chennai IT Sector

Model Summary					
DV	IV	R	R ²	Adjusted R ²	Std. Error of the Estimate
Job Crafting	Leading by example, Participative Decision Making, Coaching, Informing, and Showing concern/Interacting with the team	0.852	0.726	0.724	0.37323

Source: primary data

The model summary that looks at how empowered leadership affects job crafting in Chennai's IT industry is shown in Table 1. The characteristics of empowering leadership leading by example, participating in decision-making, coaching, informing, demonstrating concern/interacting with the team, and job crafting have a significant positive association, according to the data, which indicate a R value of 0.852. The chosen empowering leadership factors account for 72.6% of the variance in job crafting, according to the R^2 value of 0.726. After accounting for the number of predictors, the model's explanatory power appears to be constant, as indicated by the adjusted R^2 of 0.724, which is quite near to the R^2 value. The average amount of prediction error surrounding the regression model is shown by the standard error of the estimate, which is 0.37323. This significant explanatory link is in line with studies that demonstrate how empowering leadership, by giving workers authority, support, and chances to change parts of their work, encourages proactive job-crafting behaviors (Thun & Bakker, 2018; Audenaert et al., 2020).

The results also point to empowered leadership as a crucial organizational tool for motivating workers to actively change their job responsibilities and attributes. Employees may be given the psychological and social tools they need to participate in job crafting through coaching, knowledge sharing, role modeling through setting an example, and interpersonal care. Therefore, the 72.6% R² indicates a significant predictive potential within the current sample, but it should be viewed as an association/explanatory finding rather than evidence of causation. Similar findings from earlier studies indicate that job crafting is positively correlated with empowering leadership, and more recent data from knowledge workers also shows that enabling leadership is a significant predictor of job-crafting behavior (Kim & Beehr, 2018; Mao et al., 2026).

Table 2: ANOVA of Influence of Empowering Leadership on Job Crafting in the Chennai IT Sector

ANOVA						
Model		Sum of Squares	df	Mean Square	F Value	p Value
1	Regression	17.189	5	3.438	383.062	0.001
	Residual	85.676	194	0.442		
	Total	102.865	199			

Source: primary data

The ANOVA findings for analyzing the impact of Empowering Leadership on Job Crafting in the Chennai IT Sector are shown in Table 2. An F-value of 383.062 with $p = 0.001$, which is below the 0.05 significance level, indicates that the regression model is statistically significant. The model's variables account for a significant amount of the variance in job crafting, as evidenced by the regression sum of squares (17.189) being less than the residual sum of squares (85.676). As a result, the null hypothesis that variance in job crafting cannot be substantially explained by the regression model is rejected. This outcome is in line with the findings of Thun and Bakker (2018), who discovered a positive correlation between empowering leadership and a number of job-crafting tactics, and Audenaert et al. (2020), who indicated that supportive workplace resources and enabling leadership can promote job-crafting behavior.

Table 3: Coefficients of Influence of Empowering Leadership on Job Crafting in the Chennai IT Sector

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t Value	p Value
		B	Std. Error	Beta		
	Constant	0.217	0.082		2.638	0.009
1	Leading by example	0.052	0.003	0.393	17.358	0.001
2	Participative Decision Making	0.031	0.004	0.182	8.176	0.001

3	Coaching	0.018	0.003	0.122	5.724	0.001
4	Informing	0.026	0.004	0.151	6.562	0.001
5	Showing concern/Interacting with the team	0.054	0.004	0.349	15.468	0.001

Source: primary data

According to the coefficient results, job crafting in the Chennai IT industry is positively and statistically significantly impacted by all five aspects of empowered leadership. Leading by example has the strongest standardized effect of the five dimensions ($\beta = 0.393$, $t = 17.358$, $p = 0.001$) and a positive coefficient ($B = 0.052$), suggesting that higher levels of employee job crafting are linked to leaders who model appropriate behaviors through their own actions. Additionally, job crafting is strongly influenced by participatory decision making ($B = 0.031$, $\beta = 0.182$, $t = 8.176$, $p = 0.001$). This suggests that giving employees a say in choices may give them more autonomy and motivate them to change and enhance parts of their work. These results align with studies that demonstrate empowered leadership gives workers the freedom and tools they need to engage in proactive job-crafting (Thun & Bakker, 2018; Audenaert et al., 2020).

Job crafting is positively and statistically significantly correlated with coaching ($B = 0.018$, $\beta = 0.122$, $t = 5.724$, $p = 0.001$), informing ($B = 0.026$, $\beta = 0.151$, $t = 6.562$, $p = 0.001$), and demonstrating concern/interacting with the team ($B = 0.054$, $\beta = 0.349$, $t = 15.468$, $p = 0.001$). Coaching has the lowest standardized impact ($\beta = 0.122$) among these characteristics, but displaying care and connecting with the team has a rather large standardized effect ($\beta = 0.349$). Each measure contributes significantly to job crafting when the other dimensions are taken into account in the model, according to the statistically significant t values and p -values below 0.05. Overall, the results indicate that employees' propensity to actively modify their employment is related to supportive contact, role modeling, employee engagement, information sharing, and developmental assistance. According to recent studies, job crafting is positively correlated with empowering leadership, and leadership behaviors connected to empowerment can encourage people to make proactive changes to their work (Chen et al., 2024; Mao et al., 2026).

4. Discussion

Empowering leadership has a big and statistically significant impact on job crafting among workers in Chennai's IT industry, according to the model summary. The five aspects of empowering leadership leading by example, coaching, informing, participating in decision-making, demonstrating concern/interacting with the team, and job crafting have a high positive link, according to the correlation coefficient. These leadership traits jointly account for 72.6% of the variance in job crafting, demonstrating that the explanatory power is still significant even after accounting for the number of variables. The statistical significance of the model indicates that job crafting is strongly predicted by empowered leadership. This result is in line with the findings of Thun and Bakker (2018), who discovered a positive correlation between empowering leadership and a number of job-crafting techniques, and Mao et al. (2026), whose recent research also

demonstrated a positive correlation between empowering leadership and job crafting among knowledge workers.

The work crafting process benefits greatly from the five dimensions. Leading by example has the highest standardized effect ($\beta = 0.393$), which is followed by communicating with the team and demonstrating care ($\beta = 0.349$), participating in decision-making ($\beta = 0.182$), informing ($\beta = 0.151$, $t = 6.562$, $p = 0.001$), and coaching ($\beta = 0.122$). Employees are therefore more likely to participate in proactive job crafting when they work with leaders who exhibit positive behaviors, include them in decision-making, offer developmental direction, disclose pertinent information, and maintain supportive relationships. The results are consistent with those of Kim and Beehr (2018), who found that workers' job-crafting behaviors were positively correlated with empowering leadership, and Audenaert et al. (2020), who found that social support and empowering leadership were critical factors promoting job crafting.

5. Conclusion

Empowering leadership has a big and statistically significant impact on job crafting among Chennai IT industry employees, according to the regression's findings. The model is statistically significant and has considerable explanatory power, explaining 72.6% of the variation in Job Crafting with a high multiple correlation ($R = 0.852$). According to the coefficient results, Job Crafting benefits greatly from all five dimensions, including Leading by Example ($\beta = 0.393$), Showing Concern/Interacting with the Team ($\beta = 0.349$), Participative Decision Making ($\beta = 0.182$), Informing ($\beta = 0.151$), and Coaching ($\beta = 0.122$). Therefore, the results show that more job-crafting behavior is linked to leadership techniques that give workers autonomy, involvement, direction, knowledge, role modeling, and interpersonal support. This conclusion is in line with empirical evidence that demonstrates how empowered leadership enhances job crafting and empowers workers to actively change some parts of their work.

6. Limitations and Future Research Direction

When analyzing the results of the study on the impact of empowered leadership on job crafting in the Chennai IT sector, it is important to take into account some constraints. First, the study's focus on Chennai's IT industry workers may restrict the findings' applicability to workers in other sectors, cities, or geographical areas. Second, the study mostly uses self-reported, cross-sectional data, which might introduce common-method bias and fail to adequately reflect changes in leadership behavior and job-crafting techniques over time. Third, while psychological empowerment, employee autonomy, organizational support, work engagement, leadership style, and organizational culture may also have an impact on job-crafting behavior, the study primarily focuses on empowering leadership and job constructing. In order to provide a more thorough understanding of how empowering leadership influences job-crafting behaviors, future research could use longitudinal or mixed-method research designs, include employees from various industries and geographical areas, and look at mediating or moderating variables. Studies that compare various leadership philosophies and organizational settings might bolster the evidence and increase the results' relevance.

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