

Description for the general public

The suggested project concerns the issues related to the proactivity of employees in companies of crucial importance for innovation Polish companies. Proactive behaviors translate into employee task performance and building a positive organization image, whose example – for instance, in the service industry – is the so called proactive customer service performance. It directly influences the perception of service quality by the customer. A specific type of broadly understood organizational proactivity are the so called job crafting behaviors (JCB). They consist in changes, independently initiated and performed by employees, related to job tasks, social relations and to a cognitive creation of work's image.

The researchers explicitly stress that employees do not only have to adapt – to react flexibly to work-related changes – but they also have to actively initiate and co-create these changes. Job crafting behaviors represent these very activities through which such changes might be accomplished, making the work more meaningful, engaging and satisfactory, and at the same time more effective. Also, organizational managers may stimulate these behaviors. In this way, transformation of work boundaries within task-related, social or cognitive dimension allows for a fuller use of the potential of the employees' own knowledge, as they know their work best.

The objective of the project is to establish the key *determinants of the reasons* for undertaking job crafting behaviors (JCB) by employees, the analysis of the *role* which such behaviors play in an organization and indication of *effects* to which they lead (on the individual and organizational level). The research project concerns a number of key issues related to the explanation of engagement and efficiency of employees performing knowledge intensive work, broadening the scope of analyzed problems to include the areas less explored to date (social, organizational and HRM context).

At the same time, the project meets the need related to the practice of management in these companies where innovativeness and high qualifications of employees are of key significance for creating competitive advantages. The researchers emphasize that highly innovative sectors of industry, basing their operations on knowledge (the so called *knowledge-intensive firms*), needing to deal with frequent technological and organizational changes and wishing to be competitive, require sustainably employable workforce and introduction of such changes in the social organization of work that will enable the employees to use their skills, knowledge and abilities effectively. The specificity of work with high level of complexity, changeability, lack of algorithmization and the presence of cognitive overloads requires the employees to perform changes in the area of demands and resources. At the same time, it justified studying these organizations in which work characteristics may create opportunities for modification of tasks – of their type, structure or manners in which they are performed. However, activities related to the change of “work boundaries”, consisting in an increase of structural and social resources, are only partially conditioned by work characteristics, as the initial studies indicate that a large part in this process is also played by activities in the area of HRM practices, such as team work, motivating, communicating and trainings/development. In the knowledge intensive companies, the employees should be encouraged to introduce new work methods (in order to improve task performance) and be motivated to broaden the scope of their responsibilities. All of this may contribute to organizational performance.

In the proposed project the research will be realized in several stages, with the use of a combination of varied methodologies – methodological triangulation. In the research, qualitative methods will be used (IDI *individual in-depth interview* and *focus group interview* – FGI), as well as quantitative methods (with the use of CATI – *computer assisted telephone interview* technique) and experimental methods.