

Technology Implementation and Job Crafting: A Process Model Built From a Systematic Literature Review

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Abstract

With the rise of Industry 5.0, effective collaboration between humans and technology has become critical for both employees' well-being and organizational performance. Job crafting represents a key mechanism through which employees can achieve human-centricity in this context. This systematic literature review aims to examine the current state of research on the role of technology in job crafting and to identify emerging trends and future directions in the field. Following the PRISMA model, we conducted a systematic literature review of 40 journal articles published between January 2001 and April 2024. Our results show the publication trend, the key publication outlets, research contexts in terms of countries, professions, technologies being examined, and methodologies being employed. A

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thematic analysis reveals four overarching themes in this research field: (1) a process-based model of how technology influences job crafting, (2) the factors that influence employees' job crafting in technology implementation work context, (3) the ways in which employees use technologies for different forms of job crafting, and (4) the outcomes of employees' engagement in job crafting under technology implementation context. Under each theme, we provide recommendations for future research agendas in terms of theory, context, and methodology framework.

Keywords

job crafting, technology, human-centricity, human-technology collaboration, systematic literature review

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Introduction

Recognizing the effects of technological advancement on human work and well-being, the concept of Industry 5.0 has emerged, emphasizing human-centricity within processes of digitalization (Pham & Li, 2025). In line with this change in practice, scholars have studied how technologies, ranging from traditional information and communication technologies (ICTs) (Hyrkkänen et al., 2023; Tarafdar & Saunders, 2022) to emerging technologies such as artificial intelligence (AI) (He et al., 2024; Huang & Gursoy, 2024; Xiao et al., 2023), robotics (Song et al., 2022), and virtual personal assistants (Choudrie et al., 2023), have transformed the workplace.

These technologies are reported to have a mixed impact on organizations and employees. On the one hand, the adoption of technologies has positively affected both employees and organizations by augmenting employee performance (Prentice et al., 2019), increasing customer interaction and loyalty (Parasuraman, 2000; Prentice & Nguyen, 2020), reducing organizational operating costs, and replacing boring, dirty, and dangerous jobs, such as using drones to detect hazards (Parker & Grote, 2022a). On the other hand, negative impacts of technology have also been documented, including diminished work autonomy and reduced employee voice (Parker & Grote, 2022b), increased unemployment across industries (Frey & Osborne, 2017), and heightened work stress (Kang et al., 2023), all of which contribute to greater job insecurity and anxiety.

A common thread of argument is that employees need to adopt proactive approaches in integrating technological changes into their work practices to achieve improved outcomes and human-centricity (Parker & Grote, 2022a). One such approach is job crafting, introduced by Wrzesniewski and Dutton (2001), which involves employees redesigning their jobs on their own initiative, either with or without management's involvement (Wrzesniewski & Dutton, 2001). Notably, some scholars have begun to investigate technology and job crafting in recent years. Based on different theoretical frameworks, various factors, such as employees' characteristics and organizations' environments, have been shown to influence the relationship between technologies and job crafting (Cheng et al., 2023; Li et al., 2024). Findings are also based on diverse technologies, ranging from workplace platform software and digital technology enforced by organizations to those technologies voluntarily adopted by employees (Chen, 2023; Tarafdar & Saunders, 2022). Although this field has attracted growing attention from scholars providing empirical insights on the relationship between job crafting and technology, there remains a lack of systematic reviews that synthesize these findings, identify gaps in the literature, and propose new directions to advance the field while offering guidance for practitioners.

An initial search of literature review studies in Scopus using the terms "job crafting" and "workplace technology" reveals that existing literature reviews fall under two categories. The first category reviews the effect of workplace technology on employees from distinct perspectives, as outlined in Table 1. These reviews generally show that psychologically, workplace technologies lead to both positive outcomes, such as better mental health (Johnson et al., 2020), and negative outcomes, such as cognitive overload and anxiety (Marsh et al., 2022), work-life conflict and digital fatigue (Rasool et al., 2022). Behaviorally, Schmid and Dowling (2020) emphasize technology as a motivator for work engagement and performance, while Yu et al. (2023) exploring both its facilitative and disruptive effects on workplace learning behaviors. The second category places emphasis on job crafting (Table 2), focusing on the identification of various job crafting approaches from individual, team, and organizational perspectives (Tims et al., 2022; Weisman et al., 2022; Zhang & Parker, 2019), antecedents of successful job crafting (Mukherjee & Dhar, 2023; Roczniowska et al., 2023; Wang et al., 2020), and the associated individual, team and organizational outcomes (Lee & Lee, 2018; Zhang & Parker, 2019).

The above reviews demonstrate conspicuous research gaps that this study would want to address. First and foremost, existing review literature either highlights that technologies present both opportunities and challenges, significantly shaping employees' work experiences, or provides a

Table 1. Previous Review Literature on Technology in the Workplace

Article title	Author	Publish year	Research focus
A systematic review of information technology in workplace learning	Yu et al.	2023	This study explores the roles and positive and negative impacts of IT on workplace learning behavior
The digital workplace and its dark side: An integrative review	Marsh et al.	2022	This study examines the unintended negative effects of various workplace technologies across disciplines, methodologies, and their cognitive and affective outcomes on employees
Examining the impact of technology overload at the workplace: A systematic review	Rasool et al.	2022	This study assesses existing literature on the impact of technology overload in the workplace
New work: New motivation? A comprehensive literature review on the impact of workplace technologies	Schmid and Dowling	2020	This study examines how technologies in the workplace influence employees' job motivation
A review and agenda for examining how technology-driven changes at work will impact workplace mental health and employee well-being	Johnson et al.	2020	This review explores the impact of workplace technologies on employees' mental health, considering both positive and negative effects

multidimensional understanding of the mechanisms, influences, and applications of job crafting. Yet, none have specifically examined how employees engage in job crafting to leverage the benefits of workplace technologies while mitigating their drawbacks to achieve human-centric outcomes. In addition, two reviews by [Parker and Grote \(2022a, 2022b\)](#) examine work design under technology implementation but only briefly note job crafting as a coping mechanism and call for more explicit research on its relationship with technology. Secondly, existing reviews on job crafting primarily examine discrete relationships between job crafting and its antecedents or outcomes ([Lee & Lee, 2018](#); [Mukherjee & Dhar, 2023](#); [Zhang & Parker,](#)

Table 2. Previous Review Literature on Job Crafting

Article title	Author	Publish year	Research focus
Job crafting interventions: what works, for whom, why, and in which contexts? Research protocol for a systematic review with coincidence analysis	Roczniewska et al.	2023	The aim of the study is to explore which combinations of context, intervention, and mechanism factors are associated with effective job crafting intervention
Unravelling the black box of job crafting interventions: A systematic literature review and future prospects	Mukherjee and Dhar	2023	This systematic review aims to identify and categorize the various types of existing job crafting interventions through empirical research
A state-of-the-art overview of job crafting research: current trends and future research directions	Tims et al.	2022	This study provides a cutting-edge overview of the latest trends in job crafting research from individual, team, and social perspectives
It's about time: Understanding job crafting through the lens of individuals' temporal characteristics	Weisman et al.	2022	This study seeks to establish a theoretical framework that explores how individual and time-related traits influence employees' involvement in job crafting and the subsequent impact of their job crafting activities on overall well-being
The impact of social factors on job crafting: A meta-analysis and review	Wang et al.	2020	Drawing on social interaction and job crafting literature, the meta-analysis examines the relationships between social factors and job crafting, and how these social factors influence employee outcomes through their job crafting efforts

(continued)

Table 2. (continued)

Article title	Author	Publish year	Research focus
Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review	Zhang and Parker	2019	This study proposes a three-level hierarchical structure of job crafting, identifying the aggregate or superordinate nature of each major job crafting construct. Use this hierarchical framework to review antecedents and outcomes from both perspectives
Job crafting and performance: Literature review and implications for human resource development	Lee and Lee	2018	This study explores the relationship between job crafting and performance, while also discussing future research opportunities and implications for human resource development theory and practice

2019). However, they do not offer a holistic process-based perspective that explains how stressors, particularly technology implementation, shape employees’ psychological mechanisms, and how these, in turn, translate into job crafting behaviors and related outcomes. The absence of such an integrative framework limits both theoretical advancement and practical guidance for understanding employees’ adaptive responses to technological change.

To address these gaps and to respond to [Parker and Grote’s \(2022a\)](#) call, this systematic literature review (SLR) aims to synthesize and analyze the current state of research on job crafting and technology, and to advance the field by identifying future research directions. In doing so, this SLR (1) proposes a detailed process of how technology implementation influences job crafting behaviors; (2) identifies the factors that shape employees’ job crafting in technology contexts; (3) explores how employees engage in different forms of job crafting to integrate technology into their work; (4) assesses the outcomes of job crafting in technology contexts; and (5) suggests future research directions.

This review thus makes the following contributions to the literature. First, through a systematic analysis of prior research, we propose a process-based model that connects employees' psychological mechanisms with their job crafting during technology implementation. In this model, technological, organizational, and people-related (TOP) factors shape employees' perceptions of technology implementation, which in turn inform their cognitive appraisals of technology. These appraisals subsequently give rise to different forms of job crafting, ultimately enhancing employee outcomes, thereby realizing the human-centric aims of technology implementation. This model advances the emerging discourse on human-centricity in the future of work, which emphasizes that technological systems should be implemented to augment human capabilities, preserve human agency, and promote positive outcomes for individuals and society (De Cremer et al., 2022; Schweitzer et al., 2026). Extending this perspective, we identify job crafting as a key mechanism through which human-centricity is realized in technology implementation, highlighting employees' ability to maintain agency, shape their work, and achieve positive outcomes during technology implementation.

Second, compared with existing job crafting reviews, such as Tims et al. (2022) and Mukherjee and Dhar (2023), which propose future research directions primarily based on identified themes, we employ the Theory–Context–Method (TCM) framework to offer a more structured and comprehensive agenda for future research. This approach enables scholars to advance research on technology and job crafting across multiple theoretical perspectives, research contexts, and methodological designs, thereby deepening understanding of how job crafting can facilitate human-centric workplaces in increasingly technology-intensive environments.

In the subsequent sections, we first present the research methodology, followed by the findings from both the descriptive and thematic analyses, along with a discussion of the findings. Finally, we outline future research directions.

Methodology

This study adopts the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) model to guide the literature screening process to ensure transparency, rigor, and comprehensiveness (Hiebl, 2021; Sarkis-Onofre et al., 2021). In accordance with the PRISMA model, this SLR followed a five-step screening process to identify, evaluate, and select studies that aligned with our research objectives.

Screening Process

Step 1: Database Selection. We selected Scopus as the database for the literature search, as it provides broader coverage and more powerful search capabilities compared to EBSCO, ProQuest, and Emerald, functioning as a search engine across multiple databases and thereby producing more comprehensive results (Yung & Khoo-Lattimore, 2017). Moreover, its coverage is estimated to be nearly 60% greater than that of Web of Science (Strozzi et al., 2017).

Step 2: Keyword Selection. Technologies include both traditional ICTs and emerging tools (e.g., AI, robotics, etc.), both of which could influence employees' job crafting behavior. To avoid yielding too few studies for meaningful insights, we did not limit the search to a specific technology but searched the articles covering keywords "technology" and "job crafting". We then analyzed their abstracts, keywords, and full texts to uncover additional relevant terms, resulting in 19 technology-related terms and 10 job crafting-related terms. The complete list of search terms is provided in Table 3. From these, 190 unique keyword combinations were generated and separately searched in Scopus, targeting titles, keywords, and abstracts, using the Boolean operator "AND" (e.g., "Job craft*" AND "Technology").

Step 3. Timeframe, Language Selection, and Removal of Duplication. Using the keyword combinations identified, this SLR search firstly includes studies published in English from January 1, 2001, to April 1, 2024. The starting point of 2001 was chosen, as it marked the introduction of the concept of job crafting by Wrzesniewski and Dutton. This search yielded a total of

Table 3. Searching Keywords Related to Job Crafting and Technology

Categories of keywords	Keywords
Keywords related to job crafting	"Job Craft*"; "Self-initiated Work Behavior"; "Work Redesign"; "Task Revision"; "Proactive Behavior"; "Task Craft*"; "Relational Craft*"; "Cognitive Craft*"; "Individual Craft*"; "Collaborative Craft"
Keywords related to technology	"Technology"; "Computer"; "Automat*"; "Mobile Device"; "Information Technology"; "IT"; "Artificial Intelligence"; "AI"; "Machine Learning"; "Robot*"; "Digital*"; "Smart Phone"; "Algorithm*"; "Internet of Thing"; "IoT"; "Electronic HRM"; "E-HRM"; "Human Resource Information Systems"; "HR Analytics"

37,442 records. After removing duplicate articles, the dataset was narrowed down to 20,433 articles for further screening.

Step 4. Reference Type Selection and Data Cleaning Using EndNote. This SLR only includes peer-reviewed journal articles¹, while excluding books, book chapters, and conference proceedings, as they are often less likely to contribute rigorously validated insights to scholarly discourse (Paul et al., 2021). This criterion led to the exclusion of 8,989 references from the dataset. A limitation of the Scopus database is the imprecision of its search algorithm, as noted by Strozzi et al. (2017). To ensure the relevance of the searched literature, a thorough data-cleaning process was undertaken. Using EndNote's "Any Field" search functionality, all identified keyword combinations were applied to filter out 10,746 unrelated articles, resulting in 698 articles retained for further review.

Step 5. Article Selection Based on Inclusion and Exclusion Criteria. We manually reviewed the titles, keywords, abstracts, and full texts of the retrieved records and applied the inclusion and exclusion criteria outlined in Table 4, resulting in 40 articles. Paul et al. (2021) and Lim et al. (2022) suggested that 40 or more articles within a given field indicate sufficient scholarly maturity for an SLR. Figure 1 shows the screening process based on the PRISMA model. Annex 1 provides an overview of the 40 articles analyzed in this SLR, and Annex 2 shows the additional details regarding the screening process.

Thematic Analysis Process

Following the approach of Randel (2025), this SLR used the thematic analysis approach by Braun and Clarke (2006) and Braun and Clarke (2022) to explore the research focuses derived from the review: (1) examining the process of how technology implementation influences job crafting, (2) identifying factors shaping employees' job crafting in technology contexts, (3) exploring how employees enact job crafting to integrate technologies into their work, and (4) assessing the outcomes of job crafting under technology contexts.

First, Data Familiarization. All authors thoroughly read the eligible articles retained after the screening process to become familiar with the data. **Second, initial coding.** The first author systematically documented key information for each article in an Excel spreadsheet, including authorship, publication year, journal, research focus (e.g., research objectives, hypotheses, theoretical frameworks), methodology, and research findings. **Third, theme searching.** Codes with conceptual similarities were grouped into candidate sub-themes,

Table 4. Inclusion and Exclusion Criteria

Inclusion criteria	Exclusion criteria	Number of articles being excluded
Peer-reviewed journal articles	Non-peer-reviewed articles	8989
Published in English	Published not in English	1719
Published from 2001 to April 2024	Published before 2001 and after April 2024	1995
Research focuses on both job crafting and technology or their relevant terms	(1) Articles focused on technical research, do not combine management insights	11404
For quantitative research, the examined variables explicitly encompass aspects of both technology and job crafting or their relevant terms	(2) Removed “top-down” research insight articles. Traditionally, work redesign is assumed as a “top-down” approach through which managers create or change the job boundaries for their subordinates (Xu et al., 2023), conversely, job crafting is an employee proactive behavior, they proactively make changes to balance their job resources and job demands (Tims et al., 2012)	
In the case of qualitative, review, and conceptual studies, the relationship between job crafting and technology had to be explored and discussed, providing insights into how these domains intersect within organizational contexts	(3) Articles where the relationship between technology and job crafting was not examined, although the sample was obtained from the high-tech industry	

which were then aggregated into broader candidate themes and overarching themes.

Fourth, Theme Reviewing. All authors collaboratively reviewed the candidate themes to ensure internal coherence and clear distinctions between themes. Two minor disagreements—regarding whether “organizational climate” and “workload” should be grouped within the same category, and how to categorize employees’ perceived technology attributes—were resolved through open discussion and reference to definitions from seminal studies, resulting in refinement of the thematic structure. *Fifth, theme naming.* Theme names were

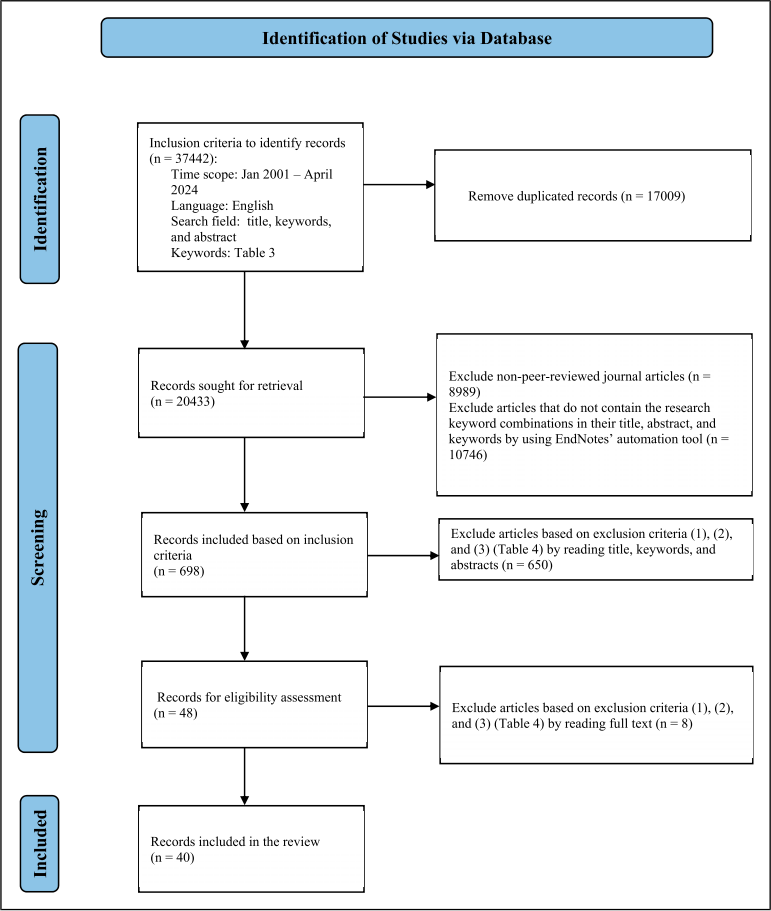


Figure 1. Prisma process

finalized to accurately reflect the underlying data, and we also drew on relevant literature where appropriate. For example, the TOP framework, as applied in a prior review by Bondarouk et al. (2016), provides a theoretically grounded distinction among technological, organizational, and people-related factors influencing e-HRM adoption. This framework informed the naming of themes under our second overarching theme. *Finally, reporting.* All authors contributed to writing the manuscript to ensure a coherent and scholarly presentation of the analysis.

Table 5. Thematic Analysis Summary (n = 40)

Overarching themes	Themes	Sub-themes	Example articles
Theme 1: A process-based model of how technology influences job crafting	N/A	1. Job demands and resources model 2. Transaction model of stress 3. Conservation of resources theory 4. Job crafting theory	Chen (2023), Cheng et al. (2023), Tsai (2023), and Verelst et al. (2021)
Theme 2: The factors that influence employees' job crafting in technology contexts	Technological factors	1. Technology's role in employee appraisals 2. Technology attributes	Lin et al. (2024), Huang and Gursoy (2024), Xu et al. (2023)
	Organizational factors	1. Organizational HRM system 2. Leader's role 3. Organizational support 4. Organizational climate	Xiao et al. (2023), Li et al. (2024), Hyrkkänen et al. (2023), Kang et al. (2023), Wojtczuk-Turek et al. (2022)
	People factors	1. Personal resources 2. Psychological characteristics 3. Perceived compatibility	He et al. (2024), Zhu et al. (2024), Ostmeier and Strobel (2022)
Theme 3: The ways in which employees use technologies for different dimensions of job crafting	N/A	1. Task crafting 2. Relational crafting 3. Cognitive crafting 4. Singal crafting 5. Time-spatial job crafting 6. Leisure crafting	Tarafdar and Saunders (2022), Choudrie et al. (2023), Wang et al. (2023), Tsai (2023)

(continued)

Table 5. (continued)

Overarching themes	Themes	Sub-themes	Example articles
Theme 4: Outcomes of employees' engagement in job crafting under technology adoption context	Work-related outcomes	1. Work satisfaction	Mousa et al. (2023), Wong et al. (2021), Chen (2023), Zhu et al. (2024)
		2. Work platform commitment	
		3. Reduce job insecurity	
		4. Work performance	
	Non-work-related outcomes	1. Employees' well-being	Parker and Grote (2022b), Xiao et al. (2023), Xu et al. (2023)
		2. Employees' resilience	
		3. Employees' meaningfulness	

The final thematic structure, comprising four overarching themes, five themes, and 26 sub-themes, is shown in [Table 5](#). [Annex 3](#) provides examples of how themes were derived based on the articles' research foci and findings.

Result of Descriptive Analysis

The following section presents the descriptive analysis of 40 articles published between 2001 and 1 April 2024, including publication trends, research contexts, and approaches.

Publication Trend

Publication Outlets. 40 articles included in this SLR's descriptive analysis have been published in 33 different journals, such as Applied Psychology, Information Technology and People, Journal of Business Research, Tourism Management, Human Resource Management Journal, and International Journal of Manpower. [Table 6](#) shows the complete list of publication outlets.

Publication Year and Trend. While the literature search started in 2001, the first publication closely linking technology and job crafting appeared only in 2018

Table 6. Publication Outlet

Journals	Number of articles	Percentage
Frontiers in Psychology	3	7.50%
Applied Psychology	2	5.00%
Computers in Human Behavior	2	5.00%
Journal of Business Research	2	5.00%
Journal of Retailing and Consumer Services	2	5.00%
Sustainability	2	5.00%
International Journal of Hospitality Management	1	2.50%
Decision Support Systems	1	2.50%
Journal of the Association for Information Systems	1	2.50%
Tourism Management	1	2.50%
Human Resource Management Journal	1	2.50%
Information Technology and People	1	2.50%
International Journal of Contemporary Hospitality Management	1	2.50%
International Journal of Manpower	1	2.50%
International Small Business Journal	1	2.50%
Journal of Occupational and Organizational Psychology	1	2.50%
Personnel Review	1	2.50%
Production Planning and Control	1	2.50%
Technological Forecasting and Social Change	1	2.50%
Transportation Research Part F: Psychology and Behaviour	1	2.50%
Career Development International	1	2.50%
International Journal of Hospitality and Tourism Administration	1	2.50%
International Review of Retail, Distribution and Consumer Research	1	2.50%
Journal of Management and Organization	1	2.50%
Management Decision	1	2.50%
Relations industrielles/Industrial Relations	1	2.50%
BPA Applied Psychology Bulletin	1	2.50%
Humanities and Social Sciences Communications	1	2.50%
International Journal of Cyber Criminology	1	2.50%
International Journal of Environmental Research and Public Health	1	2.50%
Management Revue	1	2.50%
Public Organization Review	1	2.50%
Vocations and Learning	1	2.50%

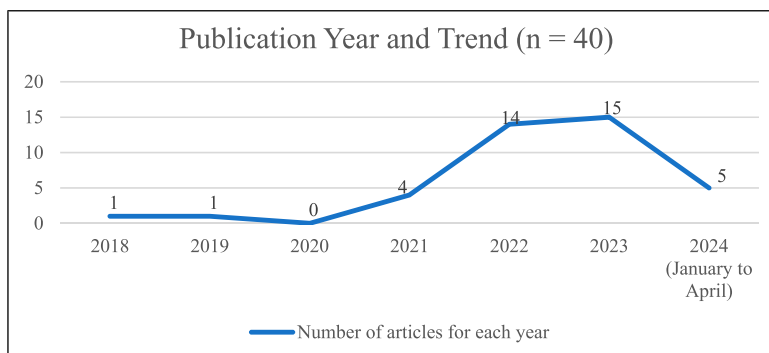


Figure 2. Publication year and trend

(Figure 2). The number of publications picked up in 2021 and has increased rapidly since then. This could be attributed to the pandemic bringing more uncertainty and risk to the workplace and expediting the widespread use of technology (Mansour & Nogues, 2022). As a result, employees engaged in job crafting behaviors utilizing various technologies for better personal well-being and job performance (Chen, 2023; Tims et al., 2013), which attracts more attention from scholars.

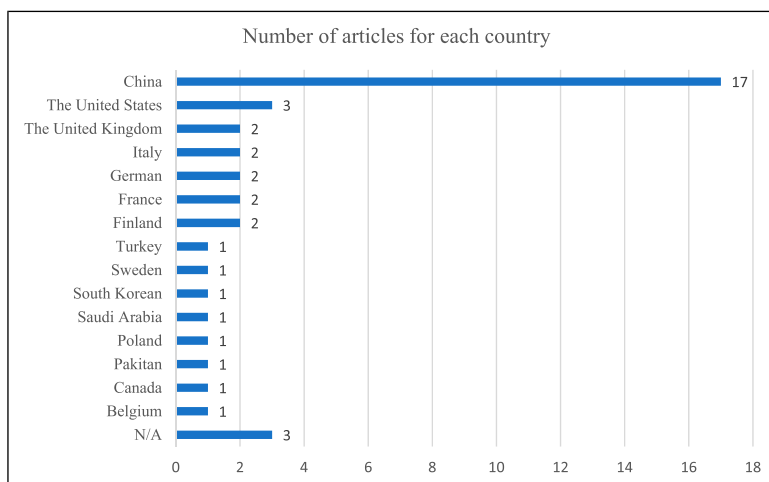


Figure 3. Distribution of Geographic Contexts.

Note. One study collected data from both China and the United States

Research Context

Country Context. Of the 40 articles reviewed, two are review studies (Parker & Grote, 2022a; 2022b). The remaining 38 are empirical studies, with 17 conducted in China, followed by the United States (n = 3), Finland, France, Germany, Italy, and the United Kingdom (n = 2 each), as illustrated in Figure 3. It is worth noting that China is far ahead in research in this area. A possible reason for this trend is the heavy adoption of technologies by Chinese organizations, which may have increased the demand for human-technology collaboration (Shen et al., 2021; Xu et al., 2023), thereby leading to a greater need for research on the relationship between technology and employees’ job crafting behavior.

Profession Context. Table 7 reports the distribution of professional groups examined in the reviewed articles. The most frequently studied group is hospitality professionals (n = 10), followed by manufacturing and retail professionals (n = 7 each). Among the 40 reviewed articles, 16 collected data

Table 7. Distribution of Profession Contexts

Professions	Number of articles	Percentage
Hospitality professionals	10	16.13%
Not specified	9	14.52%
Manufacturing professionals	7	11.29%
Retailing professionals	7	11.29%
Bank and financial services professionals	6	9.68%
Gig worker	5	8.06%
Technology firm worker	4	6.45%
Education professions	3	4.84%
Healthcare professionals (e.g. nurses)	3	4.84%
Construction professionals	2	3.23%
Telecom professionals	2	3.23%
Government employees	2	3.23%
Airline services professionals	1	1.61%
Disability service-related professions	1	1.61%

Note. Among the 40 reviewed articles for descriptive analysis, 16 collected data from multiple types of professions. Of the nine articles that did not specify professions, two are review articles, and the remaining seven reported collecting data from various professions without detailing specific professional groups. The other nine multi-profession studies explicitly reported the professions involved and were therefore counted under the corresponding professional categories listed in Table 7.

from multiple professional groups. Of these, nine explicitly reported the professions involved (e.g., [Lin et al., 2024](#); [Verelst et al., 2021](#)) and were therefore counted under the corresponding professional categories. The remaining seven studies only stated that data were collected from multiple professions without specifying the professional groups (e.g., [Costantini et al., 2022](#)). These seven studies, together with the two review articles, were grouped under the “Not specified” category in [Table 7](#).

Types of Technologies. As shown in [Table 8](#), the reviewed studies examined nine distinct types of workplace technologies in relation to employees’ job crafting behaviors. Among these, AI emerged as the most frequently studied technology ($n = 14$), followed by smart digital technologies (e.g., iPad, smartphones, and digital sales management systems) ($n = 13$), information technology (IT) (including ICT) ($n = 10$), and robots ($n = 6$). The emphasis on emerging and advanced technologies likely reflects the growing organizational shift toward data-driven cultures ([Chowdhury et al., 2023](#)). In addition, some AI tools—often free or at low subscription costs, such as ChatGPT—have become widely accessible, enabling rapid adoption by both organizations and employees. Similarly, digital technologies such as iPads and smartphones are now pervasive in employees’ daily work practices. Other emerging technologies, such as virtual reality and augmented reality, have received little attention in job crafting literature, likely due to their high costs and top-down implementation in organizations. Given their novelty, employees may not yet be prepared to integrate them into their job crafting. However, as these technologies become more widely adopted in the workplace, their role in job crafting is expected to expand, warranting further research.

Research Approach

Research Methodology. As in [Figure 4](#), quantitative research methods are utilized in 28 papers (70%), while the remaining empirical studies use qualitative or mixed methods. In terms of instruments, among 31 articles employing quantitative or experimental methods, 19 different job crafting instruments are deployed ([Table 9](#)). The most popular instrument is the 15-item scale for relational, task, and cognitive crafting by [Slemp and Vella-Brodick \(2013\)](#) ($n = 6$). This scale is widely adopted, possibly due to its reliability and strong theoretical foundation, aligning with the job crafting theory ([Wrzesniewski & Dutton, 2001](#)).

Table 8. The Types of Technology Studied

Technology types	Number of articles	Percentage	2018	2019	2020	2021	2022	2023	2024 (by 1st April)
AI	14	24%					5	5	4
Smart digital technology (e.g., iPad, smartphone, digital sales management systems)	13	22%	1	1			8	3	
IT (include ICT)	10	17%			1		5	4	
Robot	6	10%					5	1	
Gig work platform	5	9%			1			3	1
Electronic human resource management system	3	5%			1			2	
Algorithm	3	5%					2	1	
Job crafting App or website to show employees how to conduct job crafting	2	3%			1			1	
Social media	2	3%						1	1
Total	58	100%	1	1	0	4	26	21	5

Note. Eight papers included more than one type of technology in their studies.

Result of Thematic Analysis

The thematic analysis of 40 articles was conducted, identifying four overarching themes, five themes, and 26 sub-themes to explore our research. The overarching themes are: (1) a process-based model of how technology influences job crafting, (2) the factors that influence employees’ job crafting in the technology context, (3) the ways in which employees use technologies for different forms of job crafting, and (4) the outcomes of employees’ engagement in job crafting under the technology adoption context.

Theme 1: A Process-Based Model of How Technology Influences Job Crafting

The reviewed articles draw on 33 distinct theories, which we categorize into four groups (see Table 10). As shown in Table 10, most theories examine how a single set of factors (technological, organizational, or people-related) shapes job crafting in the context of technology adoption (Categories 2, 3, and 4). In contrast, Category 1 theories emphasize the underlying mechanisms and processes through which technology influences job crafting and its associated outcomes. Adopting a systematic perspective, employees’ responses to technology through job crafting can be understood as a process in which multiple factors jointly shape their cognitive appraisals and behavioral

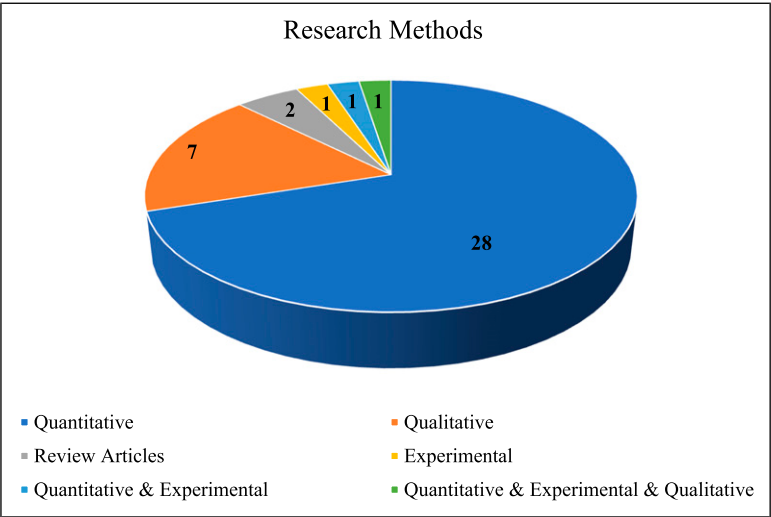


Figure 4. Research methods (n = 40)

Table 9. Job Crafting Instruments

Instrument name	Sources	No. of articles
15-item scale for relational, task, and cognitive crafting	Slemp and Vella-Brodrick (2013)	6
4-item for job crafting	Vogel et al. (2016)	3
3-factor solutions of general-level and day-level versions of job crafting	Petrou et al. (2012)	3
21-item scale for job crafting	Tims et al. (2012)	3
12-item for individual and collaborative job crafting	Leana et al. (2009)	3
Overarching job crafting scale	Vanbelle et al. (2017)	2
12-items scale for job crafting	Ingusci et al. (2018)	1
Time-spatial job crafting scale	Wessels et al. (2019)	1
3-item for proactive skill development	Strauss and Parker (2018)	1
5-item for optimizing demands behaviors	Demerouti and Peeters (2018)	1
6-item AI-crafting scale	Li et al. (2024)	1
7-item scale for employee's daily proactive behavior	Frese et al. (1997)	1
7-item scale for individual and collaborative crafting	Chen (2019)	1
7-item scale for proactive service behavior	Rank et al. (2007)	1
10-item scale for job crafting	Bavik et al. (2017)	1
11-item scale for relational, task, and cognitive crafting	Niessen et al. (2016)	1
12-item scale for job crafting	Sora et al. (2018)	1
13-item for proactive career behavior	Strauss et al. (2012)	1
28-item scale for promotion-focused and prevention-focused job crafting	Bindl et al. (2019)	1
Did not mention	N/A	9

Note. Two papers included more than one job crafting instrument category in their studies.

reactions. Accordingly, we primarily draw on Category 1 theories to develop our process-based model.

We chose four mostly used theories/models in Category 1 to explore how technology influences job crafting, including the job demands and resources (JD-R) model, the transaction model of stress (TMS), the conservation of resources (COR) theory, and the job crafting theory (JCT), as these four theoretical frameworks address the different stages of the process.

Table 10. Theories Used in the Reviewed Literature

Theories		Number of articles
Category 1: Theories explaining the process linking technologies to job crafting	Job demand and resource model	12
	Conservation of resources theory	4
	Job crafting theory	4
	Transactional model of stress	4
	Work adjustment theory	2
	Career construction theory	1
	Digital divide theory	1
	Event systems theory	1
	Sense-think-act theory	1
	Work design theory	1
	IT characteristics theory	1
Category 2: Theories explaining how technology factors affect the job crafting process	Technology acceptance model	1
Category 3: Theories explaining how organization factors affect the job crafting process	HRM system strength theory	1
	Social learning theory	1
	Crossover theory	1

(continued)

Table 10. (continued)

Theories	Number of articles
Category 4: Theories explaining how people factors affect the job crafting process	
Person-environment fit theory	2
Regulatory focus theory	2
Self-determination theory	2
Activation theory	1
Agency theory	1
Attribution theory	1
Cognitive-affective personality system theory	1
Goal-setting theory	1
Locus of control theory	1
Person-organization fit theory	1
Proactive personality theory	1
Relative deprivation theory	1
Self-efficacy theory	1
Signaling theory	1
Social cognitive theory	1
Social exchange theory	1
Social identity theory	1
Stakeholder theory	1

Note. Seventeen papers included more than one theoretical framework in their studies.

The JD-R model used in 12 articles addresses the first stage: perception of technology. This model argues that the introduction of technology in organizations can be perceived as either increasing or decreasing job demands and job resources, thereby generating additional strain or, alternatively, alleviating stress (Blazejewski & Walker, 2018; Chen, 2023; Xiao et al., 2023). TMS used in four articles addresses the second stage: perceptions lead to appraisals, and job crafting as a coping strategy. It proposes that an individual firstly appraises if a stressor is a challenge or a hindrance, then decides their coping strategy, in that a challenge stressor will lead to promotion-focused job crafting and a hindrance stressor will lead to prevention-focused job crafting (Cheng et al., 2023). COR theory and JCT theory address the third stage: outcome of job crafting. COR theory used in four articles connects job resources with job crafting, arguing that when employees view technology as depleting their resources or threatening their job security, they adopt job crafting to minimize the negative consequences (Costantini et al., 2022; Tsai, 2023). JCT is applied in four articles and explores how employees leverage job crafting to cope with technological influence to enhance person-job fit and work meaningfulness (Verelst et al., 2021; Xu et al., 2023).

This process-based model is well supported by the findings from the existing literature. In detail, when a technology is introduced, employees will first perceive how it influences job demands and job resources (Parker & Grote, 2022b). If the technology enhances work flexibility, is perceived as playful, and supports higher performance expectations, enabling new ways of working and improving efficiency, thereby perceived as a job resource (Song et al., 2022; Wojtczuk-Turek et al., 2022). Then, technology can be appraised as a challenge stressor as employees perceive it as an opportunity for growth, prompting greater enthusiasm and motivation to engage in proactive behaviors such as job crafting, which in turn can lead to higher performance (He et al., 2024).

Employees may also perceive technology adoption as an additional job demand, as it may require additional effort to acquire new knowledge and master unfamiliar processes, and may even be seen as a threat to partially or fully replace their roles, increasing perceived risk (Song et al., 2022). This “demand perception” can lead to negative psychological states, such as burnout and job insecurity, causing employees to appraise technology as a hindrance stressor (He et al., 2024). Consequently, their motivation to engage in job crafting under a technological context will decrease (Cheng et al., 2023; Song et al., 2022).

Compared with explanations grounded in a single theoretical lens or single stage, our process model provides a more holistic account of how technology implementation shapes job crafting behaviors, and ultimately achieves the

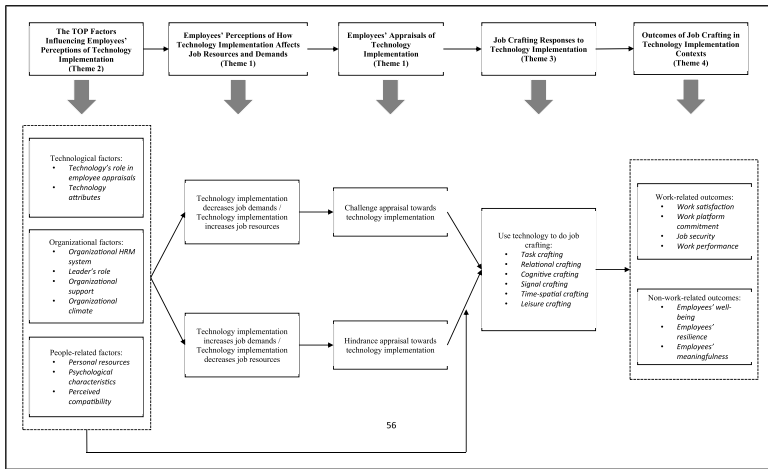


Figure 5. The process model of how technology implementation influences job crafting

aim of human-centricity. Overall, this model illustrates how technology influences employees' perceptions of job resources and demands, which in turn trigger distinct appraisals (challenge vs. hindrance), then lead to different reactive behaviors in the form of job crafting, and associated outcomes. The process model is presented in Figure 5.

Theme 2: Factors That Influence Employees' Job Crafting in the Technology Context

The above proposed model can be further enriched and extended by incorporating the factors from the literature that shape employees' perception of job demand/resource when technologies are introduced in the workplace, and regulate employees' choice of certain types of job crafting as a response to hindrance/challenge. Drawing on the TOP framework applied by Bondarouk et al. (2016), we name and group the factors into technological, organizational, and people-related factors (Figure 5). In our study, technological factors refer to the attributes, features, and conditions of a technology that shape how it is adopted, used, and experienced by individuals and organizations. Organizational factors encompass the structural, cultural, and managerial conditions within an organization that enable, constrain, and influence technology implementation and use. People-related factors relate to individual employees' characteristics, capabilities, perceptions, and

motivations that affect how they engage with and respond to technology. In the subsequent sections, we offer a detailed analysis of this process.

Technological Factors

Technology's Role in Employee Appraisals. The existing studies generally treat technologies as the context and give mixed findings regarding employees' appraisal of the introduction of technologies. On the one hand, technologies are perceived by employees as hindrances in some studies. For example, employees perceive AI and robotic adoption as a hindrance since it threatens their employability (Lin et al., 2024) and increases their awareness of skill-workplace misalignment (Cheng et al., 2023). ICT is seen as a hindrance when it raises job demands, such as deadline pressure due to its traceability (Tarafdar & Saunders, 2022). On the other hand, technologies could be perceived to provide more resources to enhance productivity. For instance, AI enables employees to redefine their roles, develop new skills, and increase job autonomy (Huang & Gursoy, 2024). Electronic human resource management (HRM) integrates internet-based systems into human resource (HR) practices, providing employees with flexibility with remote access and adaptable schedules (Zhou et al., 2021). Smartphones and ICT help employees access job-related information and secure additional resources at the start of their workday, and prioritize tasks or seek social support (Costantini et al., 2022; Tarafdar & Saunders, 2022).

These findings suggest that technology itself could be perceived as influencing job demands or job resources in different ways, and hence being appraised as either a hindrance or a challenge. As a result, it is more important to identify the conditions under which a technology triggers each type of perception. We outlined these multiple conditional factors identified below from existing literature.

Technology Attributes. In this study, technology attributes are defined as a technology's inherent features and qualities, shaping how it is perceived, adopted, used, and experienced by employees in the workplace contexts. In essence, technology attributes manifest themselves as users' perceptions and experiences of technology's functionality (the extent to which technology improves performance), usability (how easy it is to use the technology), and sociotechnical fit (how technology interacts with work and people), a combination of which determines its acceptance and impact. For example, Xu et al. (2023) demonstrate that IT reconfigurability and customizability (two dimensions of sociotechnical fit) enhance job resources by enabling employees to identify more opportunities to adjust technology for job crafting. Song et al. (2022) found that perceived risk, playfulness, performance

expectancy, and effort expectancy of using robots (functionality and usability) significantly influenced employees' cognitive, task, and relational crafting behavior. These technological attributes foster diverse perceptions and appraisals of technology and, in turn, impact job crafting. Building on this perspective, future research could examine whether and how other attributes of emerging technologies shape employees' technology appraisals and subsequent job crafting responses.

Organizational Factors. A second group of conditional factors falls under organizational factors. Based on our review, we categorize the various organizational factors into different buckets.

HRM System. The literature suggests that a clear, consistent, and stable HRM system helps employees understand job crafting boundaries in a tech-driven workplace, and promotes them to form challenge appraisals and motivation to craft their jobs using technologies (Hauff et al., 2017). For example, Xiao et al. (2023) found that when employees perceive the HRM system as consistent and consensual, they are more confident in AI-enabled HRM analytics, leading them to view the technology as a challenge stressor and promote job crafting. Focusing on gig workers, Chen et al. (2023) and Zhu et al. (2024) find that platform governance, reflected in written rules and algorithms controlled through guidance, tracking, and constraints, shapes gig workers' challenge appraisals of technology, positively influencing their job crafting.

Leader's Role. He et al. (2023), Zhu et al. (2022), and Li et al. (2024) examined how leaders' attitudes and behaviors toward technology adoption influence employees' job crafting. These studies frame leaders' roles in different ways, such as AI symbolization (leaders embracing AI through actions and symbols) (He et al., 2023), digital leadership (Zhu et al., 2022), and leader AI crafting (Li et al., 2024). Overall, they suggest that leaders, through their authority and status, serve as role models in adopting technology. Based on social learning theory, employees observe and emulate their leaders, shaping positive perceptions, increasing psychological technology readiness, and viewing technology as a job resource—ultimately motivating job crafting. Yet Li et al. (2024) show that employees' perception of leaders' motives moderates the link between leaders' AI crafting and employees' job crafting. The relationship weakens when leaders' motive is seen as impression management, but strengthens when leaders' motive is viewed as genuine performance enhancement.

Organizational Support. Organizational support refers to the appreciation and assistance employees receive from organizations in fulfilling tasks (Kurtessis et al., 2017). It enhances job resources like social networks and information, aiding job crafting with technology. Our review identified two studies on this factor. Bäckström (2023) and Hyrkkänen et al. (2023) found that employees receive support through IT helpdesks or colleagues, all of which help with employees' challenge appraisal of the technologies and predict job crafting. Beyond these, other forms of organizational support, such as formal or informal support, appreciation, or physical resources, may also aid employees' job crafting with technology. Further research could explore their impact on creating a technology-enabled environment.

Organizational Climate. Organizational climate refers to shared perceptions of practices and procedures that guide behavior (Schneider & Reichers, 1983) and could influence employees' job crafting with technology. For instance, performance pressure—employees' drive to improve performance under threat of consequences (Mitchell et al., 2018)—predicts job crafting when triggered by technology (Kang et al., 2023). Among gig workers, an insecure working climate weakens the positive link between platform management and job crafting (Chen, 2023). Literature also suggests that organizational workload influences job crafting behaviors in technology contexts. During the epidemic, intensified ICT use (e.g., telecommuting, online conferencing) became a job demand, leading to fatigue and a hindrance appraisal that inhibited managers' job crafting (Ingusci et al., 2021; Wojtczuk-Turek et al., 2022). Similarly, a heavier workload reduced nurses' enthusiasm for job crafting with technology (Mansour & Nogues, 2022). While these 'negative' climates elevate job demands and trigger a hindrance appraisal of technologies, more 'positive' climates, like relaxed and friendly cultures (Elo et al., 2003), also exist. Further research is needed to explore how these climates impact job crafting with technology.

People Factors. Numerous people-related factors could influence employees' job crafting decisions and choices in different ways. In this section, we identify these people factors and group them into different collections.

Personal Resources. Some people factors constitute employees' personal resources, thus affecting employees' technology appraisal. These factors include (1) Personal traits. Wang et al. (2022) found that employees with an internal locus of control tend to perceive technology as a challenging stressor and show a stronger relationship between technology awareness and job crafting, while those with an external locus have a weaker relationship. (2)

Employees with more AI knowledge (He et al., 2024), relevant technology experience (Wallin et al., 2022; Zhang et al., 2019), and digital competencies (Demir et al., 2022; Hyrkkänen et al., 2023) have more resources to engage with technology and are more likely to perceive technology as a challenge stressor and adapt it for job crafting.

Psychological Characteristics. Some psychological characteristics have been found to shape employees' choice of coping strategies after they formulate their appraisal of technologies. Zhu et al. (2024) explored promotion vs. prevention focus from regulatory focus theory, where promotion-focused individuals prioritize gains, while prevention-focused individuals safeguard against losses. They found that a promotion focus strengthens the positive relationship between perceived algorithmic control and job crafting among gig workers, whereas a prevention focus weakens this relationship. Lin et al. (2024) examined future work self-salience, showing it moderates the relationship between self-perceived employability and proactive career behavior. Employees with high future work self-salience respond to lower self-perceived employability with increased crafting behavior, while those with low salience reduce their crafting efforts.

Perceived Compatibility. Another factor is the individual's perceived compatibility with technology. When technology aligns with work practices and styles, employees are more motivated to use it (Karahanna et al., 2006). Ostmeier and Strobel (2022) explored a related concept, industry digital maturity, which reflects the extent to which an industry is profiting from digitalization by implementing new processes driven by technology. In high-maturity industries, employees view technology as controllable and beneficial, increasing their engagement in job crafting with technology (Ostmeier & Strobel, 2022). Beyond industry-level compatibility, compatibility of technology with other aspects, such as technology-job compatibility, may also play a crucial role in technology adoption for job crafting and warrants further exploration in future research.

Theme 3: Ways in Which Employees Use Technologies for Different Forms of Job Crafting

In this section, we further explored the specific ways in which employees utilize diverse technologies in various forms of job crafting behaviors, as detailed below.

First, task crafting involves employees proactively modifying their work tasks or job content to enhance personal and professional outcomes

(Wrzesniewski & Dutton, 2001). Tarafdar and Saunders (2022) demonstrate that employees use ICT applications to self-select and prioritize tasks based on their skills, knowledge, and task urgency, thereby optimizing workflow efficiency and increasing autonomy. More recently, Mayer et al. (2025)² have shown that generative AI (GenAI) affords more advanced and flexible opportunities for task crafting than traditional ICT. Drawing on qualitative evidence, they find that GenAI supports task crafting by automating repetitive activities (e.g., creating slides and drafting emails), enabling employees to reallocate effort toward more cognitively demanding and higher-order tasks, such as strategic decision-making (Mayer et al., 2025). Compared with traditional ICT, GenAI is expected to play a more significant role in supporting employees' day-to-day work tasks and open more avenues for modifying work tasks. Collectively, these studies suggest that both ICT and GenAI function as valuable job resources that help employees manage job demands through task crafting (Mayer et al., 2025; Tarafdar & Saunders, 2022).

Second, relational crafting facilitated by emerging technologies, such as AI, enables employees to proactively change the work-related social interactions (Wrzesniewski & Dutton, 2001). Choudrie et al. (2023) find that retail employees use AI-enabled tools to engage with a broader customer base, enabling real-time communication across language barriers and fostering trust-based relationships. Similarly, Liao et al. (2022) demonstrate that employees leverage social media platforms to organize social events and build friendships within their organizations. While these technologies play positive roles in enhancing workplace relationships and reducing social isolation, evidence suggests that GenAI may have more ambivalent effects. As GenAI becomes more advanced, some professionals begin to treat it as a work confidant or even a career mentor, increasingly interacting with it for work-related questions and advice. This shift, in turn, reduces interpersonal interactions with colleagues and potentially intensifies feelings of work-related isolation (Mayer et al., 2025). Together, these findings suggest that although diverse technologies can function as job resources within relational crafting, differences in technological affordances may lead to divergent—and sometimes opposing—relational outcomes when embedded in the same job crafting behavior.

Third, cognitive crafting involves the proactive acquisition and utilization of cognitive resources, such as skills and knowledge, or changing how an individual sees the job (Wrzesniewski & Dutton, 2001). Tarafdar and Saunders (2022) report that blue-collar workers use ICT to access digital manuals and explore project solutions, thereby enhancing their technical expertise. Similarly, Mayer et al. (2025) find that GenAI supports cognitive

crafting by enabling employees to develop new skills and gain creative insights. Taken together, these findings suggest that technologies facilitate employees' skill development and knowledge acquisition through cognitive crafting.

Fourth, signal crafting refers to employees' deliberate activities aimed at shaping how their work role and professional identity are perceived by others (Mayer et al., 2025). Evidence suggests that proficient use of GenAI can facilitate signal crafting among entry-level professionals. By demonstrating advanced GenAI capabilities—such as developing effective prompts and educating senior colleagues on how to use these tools—employees may position themselves as GenAI pioneers or experts, thereby enhancing their professional image within the workplace (Mayer et al., 2025).

Fifth, time-spatial crafting involves employees' proactive adjustments of the temporal and spatial aspects of their work to enhance productivity, adaptability to dynamic work conditions, and work-life balance (Wang et al., 2023). Wang et al. (2023) found that during the pandemic, employees leveraged IT to manage remote work, enabling flexible scheduling and workspace adjustments to better align work preferences with job demands. Similarly, Choudrie et al. (2023) demonstrated that employees use AI tools for scheduling, reminders, and appointments, minimizing the risk of missed deadlines.

Sixth, leisure crafting refers to employees' proactively engaging in leisure activities during work to enhance well-being or productivity (Wang et al., 2023). Tsai (2023) and Muthuswamy and Varshika (2023) emphasize the role of cyberloafing (i.e., engaging in non-work-related online activities such as browsing entertainment websites, online shopping, or gaming) as a coping mechanism to alleviate stress and promote psychological recovery (Muthuswamy & Varshika, 2023). While seemingly unrelated to work, leisure crafting fosters creativity and enhances cognitive flexibility (Muthuswamy & Varshika, 2023; Tsai, 2023).

While these studies provide valuable insights into the role of technologies in facilitating job crafting, the existing empirical evidence remains limited and is largely focused on traditional technologies and a narrow range of job crafting dimensions. Given the increasing prevalence and multifunctionality of emerging technologies such as GenAI, future research should extend this line of inquiry to examine how such technologies enable more diverse and multidimensional forms of job crafting.

Theme 4: Outcomes of Employees' Engagement in Job Crafting Under the Technology Adoption Context

Research on technology and job crafting has predominantly focused on its antecedents, with limited attention given to its outcomes. Existing studies mainly examine individual-level outcomes, addressing both work-related and non-work-related effects.

Work-Related Outcomes. Scholars have shown that within the context of technology adoption, employees' job crafting behaviors lead to positive psychological outcomes such as work satisfaction (Mousa et al., 2023), gig workers' commitment to digital work platforms (Wong et al., 2021), and reduce their job insecurity (Chen, 2023). Other studies reported that employees engaging in job crafting can better align technology with their tasks, thereby increasing job resource availability and enhancing job efficiency (Choudrie et al., 2023) and work performance (He et al., 2024; Wang et al., 2023; Zhu et al., 2024).

Non-Work-Related Outcomes. Scholars have reported that employees' meaningfulness (Mousa et al., 2023; Xu et al., 2023), resilience (Xiao et al., 2023), and well-being (Parker & Grote, 2022a, 2022b; Tarafdar & Saunders, 2022) are increased as a result of job crafting. By using technology to engage in job crafting, employees can proactively connect with others to gain emotional support, reduce feelings of social isolation, and enjoy greater autonomy and a sense of control by choosing when and what tasks to perform. These increased job and personal resources ultimately lead to higher personal well-being (Tarafdar & Saunders, 2022). However, to the best of our knowledge, no scholars have yet linked these positive individuals' job crafting using technologies to organizational-level outcomes, which could be explored in the future.

In summary, the four themes identified in our analysis delineate a comprehensive process through which human-centric technology implementation unfolds in the workplace, as illustrated in Figure 5. Building on these findings, the following sections discuss how these process-based insights advance human-centricity research and outline future research directions corresponding to each theme.

Discussion

Human-Centricity as a Process Outcome of Technology Implementation

The proposed process-based model advances the emerging discourse on human-centricity in the future of work by conceptualizing human-centricity as a process outcome rather than a technological attribute.

While Industry 5.0 emphasizes human-centric technology implementation, scholarly attention has only recently adopted a human-centric lens to examine the psychological and behavioral effects of technology on employees (Dries et al., 2024). Such a human-centric lens highlights that digital technologies and AI should be designed and governed to serve human interests and well-being, while also requiring active human agency to ensure alignment with human values (De Cremer et al., 2022). Similarly, effective human-centered AI adoption depends on understanding employees' behavioral responses to ensure alignment with their capabilities, motivations, and work experiences (Schweitzer et al., 2026).

Extending these perspectives, we conceptualize human-centric technology implementation as a process through which employees maintain agency, shape their work, and achieve outcomes such as well-being, meaningfulness, and capabilities, while supporting organizational effectiveness. The proposed model advances the literature by identifying job crafting as a key mechanism through which human-centricity is realized. Specifically, TOP factors shape employees' perceptions of technology as job demands or resources (Theme 2), which inform challenge–hindrance appraisals (Theme 1) and subsequently drive job crafting behaviors (Theme 3). Through job crafting, employees actively reshape their work to enhance technological benefits while mitigating potential drawbacks (Theme 4).

The process model highlights three core assumptions of human-centricity. First, technology is neither solely beneficial nor harmful; its effects depend on the context of implementation and use (Hubbard et al., 2025; Parker & Grote, 2022a). Second, employees are active agents in technological change, with outcomes emerging from the interaction between technology and employee agency rather than technology alone (Schweitzer et al., 2026). Third, human-centricity requires evaluation of both organizational and human outcomes, as productivity gains are insufficient if achieved at the expense of well-being, autonomy, or meaningfulness (De Cremer et al., 2022).

Accordingly, our review extends future-of-work research by positioning employees as active agents who realize human-centric outcomes through job crafting during technology implementation. Human-centricity thus emerges

not from technology design alone, but from employees' proactive adaptation, personalization, and integration of technology into work.

Practical Implications for Human-Centricity in Technology-Enabled Workplaces

The findings also offer practical implications for organizations seeking to achieve human-centric technology implementation. Our review suggests that job crafting is a key mechanism through which human-centric outcomes are achieved, translating technology implementation into enhanced well-being, meaningfulness, and performance. Accordingly, rather than focusing solely on technological capabilities, organizations should foster conditions that enable employees to adapt to and shape technology in their work.

At the individual level, employees can engage in job crafting to integrate technology into their work in ways that enhance job resources, reduce unnecessary demands, and improve outcomes such as job satisfaction and well-being (Parker & Grote, 2022a; Tarafdar & Saunders, 2022). From an HR perspective, departments can support these efforts through workshops and training programs that equip employees with the skills, confidence, and mindset needed to adapt to technology effectively. At the organizational level, leaders can foster human-centric outcomes by establishing supportive governance structures, cultivating positive organizational climates, promoting autonomy, and involving employees in technology implementation decisions (Hyrkkänen et al., 2023; Li et al., 2024; Parker & Grote, 2022b).

The following section outlines future research agendas to further advance scholarship on human-centric technology implementation through the lens of job crafting.

Future Research Agenda

To address the aim of identifying future research agendas at the intersection of job crafting and technology, and to advance human-centricity research, this study adopts the TCM framework, which is widely used in review studies to systematically structure future research directions (Ambika et al., 2023; Lim & Rasul, 2022; Pushparaj & Kushwaha, 2024). Accordingly, we outline future research along three dimensions: theories, which provide the conceptual foundations for the four identified themes; contexts, which define relevant settings and populations; and methodologies, which encompass research designs, data collection, and analytical approaches (Ambika et al., 2023).

Advancing Research Theory

Theories Under Theme 1: Nuance the Process Model Between Technology Implementation and Job Crafting With the Technostress Model and Boundary Conditions. While the challenge/hindrance appraisal framework widely used in existing literature explains how factors influence employees' job crafting with technology, these appraisals are often simplified in a unidimensional way, i.e., as either challenge or hindrance (Cheng et al., 2023; He et al., 2024). Different technologies may present unique opportunities and obstacles, shaping how they are used for job crafting. The technostress model offers a multi-dimensional perspective, identifying techno-eustress (e.g., mastery, relatedness, and enrichment) and distress (e.g., invasion, insecurity, and complexity) associated with technology usage (Tarafdar et al., 2024). Employees may respond differently based on perceived benefits or stressors, for example, by using technology to reduce workload-related demands or withdrawing from using technologies for job crafting, or conversely, increasing job demand with the help of technologies when facing job insecurity. Incorporating this perspective to enrich the process-based model could deepen the understanding of how and why employees embrace or reject certain technologies for job crafting.

In addition, although we propose a process model linking technology implementation to job crafting and related outcomes, its boundary conditions may exist and warrant further investigation. Variations in the frequency and intensity of technology use may generate dynamic and iterative effects on employees' perceptions, appraisals, and job crafting responses. For example, during early stages of GenAI adoption, employees may perceive it as a job resource that reduces repetitive tasks, eliciting challenge appraisals, promotion-focused job crafting, and positive outcomes. However, as GenAI use intensifies and becomes more deeply embedded in work practices, employees may begin to experience overreliance or job insecurity, leading to a re-perception of GenAI as a job demand (Mayer et al., 2025). This shift may trigger hindrance appraisals and "dark" crafting behaviors (Nyberg et al., 2025). Future research is encouraged to examine the boundary conditions and potential recursive effects of the proposed process model, as well as to identify factors that may mitigate negative outcomes.

Theories Under Theme 2: Explore More Factors as Antecedents for Job Crafting With Technologies

Technological Factors. To deepen the analysis of technology attributes based on use experience, future research could draw on theories such as the technology acceptance model (Sánchez-Prieto et al., 2020; Venkatesh et al.,

2003), innovation diffusion theory (Bala & Venkatesh, 2013), and the unified theory of acceptance and use of technology (Venkatesh et al., 2012) to examine how other sub-dimensions of technology attributes shape their work practices. For example, investigations can be done to understand how attributes, such as complexity, reliability, enjoyment, and pace of change (Ayyagari et al., 2011; Sánchez-Prieto et al., 2020; Venkatesh et al., 2012), influence employees' job crafting behaviors.

Organizational Factors. There is more room to study how organizational factors influence employees' job crafting under technology implementation contexts. Organizational support could be analyzed more holistically by drawing on Cohen and Wills's (1985) conceptualization of social support, including emotional, instrumental, informational, and social companionship support. Additionally, four forms of support—teleological, personalized, collectivistic, and monistic—distinguished by their perceived target and ascribed motive (Matusik et al., 2024), could also be a reference to extend this research direction. It could be interesting to explore the salience of each type of support, for example, which one is more or less important, which one is must-have or good-to-have support, in driving employees' job crafting in technology contexts.

Future research could explore how various organizational climates influence job crafting with technology. Elo et al. (2003) categorized social climates into types such as relaxed and friendly, supportive of new ideas, resistant to change, strained and quarrelsome, tense and competitive, and self-interested. Additionally, a positive organizational learning climate has been shown to encourage employee participation in learning (Armstrong-Stassen & Schlosser, 2008; Armstrong-Stassen & Schlosser, 2008), a key component of job crafting. These different climates may shape employees' perceptions of job demands and resources, ultimately affecting their motivation to engage in job crafting with technology. Future studies could leverage these frameworks to identify more organizational climates that facilitate or hinder such behaviors.

People Factors. Current research primarily focuses on employees' psychological resources. However, since job crafting arises from the imbalance between job demands and resources, it is essential to examine these factors at the individual level. Theories on task characteristics may be relied upon to analyze job crafting. Task characteristics such as routineness, autonomy, difficulty, variety, interdependence, equivocality, and significance of a task (Goodhue & Thompson, 1995; Hærem et al., 2015; Kao, 2017; Luciano et al., 2018; Parkes, 2016; Touti & Maleki, 2016), could shape employees' job

demands and resources, which may influence their motivation and approach to using technology for job crafting.

Future research could further explore the impact of perceived technology compatibility. [Karahanna et al. \(2006\)](#) conceptualized perceived technology compatibility as multidimensional, encompassing alignment with preferred work styles, existing practices, prior experience, and values. Investigating how each dimension influences employees' technology appraisal can provide valuable insights into their willingness to use technology for job crafting.

Theory Under Theme 3: Theorizing and Validating a Taxonomy for Job Crafting Using Technologies. Given the limited research on how technologies facilitate job crafting in specific ways, future studies should integrate more established job crafting theories, including the JCT ([Wrzesniewski & Dutton, 2001](#)), the role-resource approach-avoidance crafting model ([Bruning & Campion, 2018](#)), and the JD-R model ([Tims et al., 2012](#)). These theories highlight different job crafting types, such as approach role crafting and avoidance resource crafting. Empirical research is needed to validate these theories and explore how employees use various technologies to engage in diverse forms of job crafting behaviors.

Theories Under Theme 4: Investigate More Outcomes Related to Job Crafting Under the Technology Context. Our thematic analysis indicates that while prior research has examined the impact of job crafting under technology adoption on individual-level outcomes (e.g., enhanced employee resilience and reduced job insecurity), its influence on organizational-level outcomes remains underexplored ([Chen, 2023](#); [Xiao et al., 2023](#)). Future research could address this gap by investigating outcomes such as team productivity, innovation, and organizational reputation. Additionally, exploring how different types of job crafting—such as promotion-focused versus prevention-focused—affect organizational outcomes would provide valuable insights.

Advancing Research Context

This review reveals a notable gap in the study of job crafting in sectors such as construction, telecommunications, healthcare, education, and governmental organizations, despite their distinct operational challenges and reliance on workplace technologies. We recommend that scholars intensify their research efforts in these industries, particularly focusing on how industry-specific factors might influence job crafting behaviors. Furthermore, cross-industry comparative studies could reveal how organizational-level impacts on job crafting differ across various industry contexts. Such research could offer

valuable insights into how distinct work environments, industry norms, and technological landscapes shape employees' job crafting behaviors and their effectiveness.

Second, it is important to recognize that employees at various levels within organizations may experience varying job resources and demands related to workplace technologies. This variation can lead to diverse approaches to job crafting, with higher-level employees possibly having more autonomy and resources to modify their roles compared to lower-level employees, who might face more constraints. Future research could therefore investigate these differences by examining how employees across hierarchical levels leverage technology for job crafting. This would provide deeper insights into how technology can be utilized to balance job demands and enhance work experiences across diverse roles.

Third, existing literature has largely focused on traditional technologies, such as IT, leaving a gap in research on emerging technologies. Future studies should explore a broader range of emerging technologies, such as GenAI, and compare their distinct impacts on job crafting behaviors. Different technologies, with their unique attributes and purposes, are likely to affect job crafting in varied ways. To guide this inquiry, future research could draw on [B. Wang et al.'s \(2022\)](#) typology of workplace technologies, which classifies technologies into four categories: assisting, arresting, augmenting, and automating technologies. These technologies, with different functions and perceived utilities, likely influence job crafting behaviors in distinct ways, warranting further empirical investigation.

Fourth, disparities exist in the availability of workplace technologies and employees' technological proficiency between developed and developing countries. These differences could influence how job crafting is practiced in various national contexts. Therefore, future research should expand its geographical scope to include both developed and developing countries. This approach would not only enable cross-validation of existing findings but also refine and strengthen the theories.

Advancing Research Methodology

Current research primarily relies on self-reported data from employees regarding job crafting antecedents, which may introduce bias. For instance, while organizations might offer various forms of support during technology implementation, employees may not always recognize these efforts. This points to potential gaps in policy communication and the overall user experience. To address this, future research could gather data from multiple sources, including organizational leaders, HR departments, and employees,

Table 11. Future Research Agendas

Themes	Research questions	Theories	Context	Method
Theme 1	How does technostress influence employees' job crafting with technology?	1. Technostress model (Tarafdar et al., 2024) 2. Examine the potential boundary conditions and the iterative or recursive processes connecting perception → appraisal → response in the proposed model	1. Suggest that future research focus more on the construction, telecommunications, healthcare, education industries, as well as governmental organizations, or conduct cross-industry comparative studies	1. Collect data from multiple sources, such as organizational leaders, HR departments, and employees, to capture a comprehensive view of technology use and job crafting, rather than relying solely on employees' self-reported data
	How do variations in the frequency and intensity of GenAI usage shape the boundary conditions and iterative or recursive processes within the proposed technology implementation-job crafting process model?	1. Technology acceptance model (Venkatesh et al., 2003) 2. Innovation diffusion theory (Bala & Venkatesh, 2013) 3. Collection of perceived technology attributes as identified by Ayyagari et al. (2011) 4. Unified theory of acceptance and use of technology (Venkatesh et al., 2012) 1. Social support theory (Cohen & Wills, 1985) 2. Different forms of organizational support by Macaskie et al. (2024) and Kurtessis et al. (2017) 3. Different forms of organizational climate and culture by Elo et al. (2003) 4. Task characteristic collections by Goodhue and Thompson (1995), Haren et al. (2015), Kao (2017), Luciano et al. (2018), Parkes (2016), Toudi and Maleki (2016) 1. Technology compatibility concepts by Karlianna et al. (2006)	2. Conduct research on diverse groups of employees, taking into account their job positions, roles, and other relevant factors 3. Explore a wider array of emerging technology categories and examine their distinct effects on different job crafting behaviors 4. Suggest that future research expand to include cross-cultural studies and conduct research in different countries to cross-validate and generalize the findings	2. Employ mixed methods to gain a more comprehensive understanding. For instance, qualitative and quantitative mixed research methods 3. Undertake further quantitative research, employing survey-based designs, to test and clarify potential nonlinear relationships among technology and job crafting
Theme 2	How do employees' perceived technology attributes influence their job crafting behaviors?	1. The job crafting theory (Wrzesniewski & Dutton, 2001) 2. JD-R model (Tims et al., 2012) 3. Role-resource approach-avoidance job crafting model (Bruning & Campion, 2018) 4. Prevention/promotion focused job crafting by Lichtenhalder and Fischbach (2019) 1. The job crafting theory (Wrzesniewski & Dutton, 2001) 2. JD-R model (Tims et al., 2012) 3. Role-resource approach-avoidance job crafting model (Bruning & Campion, 2018) 4. Prevention/promotion focused job crafting by Lichtenhalder and Fischbach (2019)		
	How do organizational support and climate/culture influence employees' willingness to adopt technology for job crafting?			
Theme 3	How do task/job characteristics impact employees' willingness to use technology for job crafting?			
	How does technology compatibility influence employees' job crafting with technology?			
Theme 4	How do employees use different technologies to engage in various types of job crafting behaviors?			
	How does the integration of technology into employees' job crafting behaviors impact organizational outcomes?			

and compare their perspectives. This approach would help identify and bridge common gaps, providing a more comprehensive understanding of job crafting practices.

Second, much of the existing research has relied on either qualitative or quantitative methods, limiting the depth of insights. Future studies could benefit from employing mixed methods to gain a more comprehensive understanding. For instance, researchers could begin with qualitative interviews to uncover additional antecedents and outcomes of job crafting, as well as explore how employees use different technologies for various job crafting behaviors. These insights could then be tested through quantitative methods, allowing for the validation of newly identified variables and the generation of more robust and reliable findings.

Third, existing studies mostly tested the linear relationship between the appraisal of technologies and job crafting. However, this relationship could be curvilinear or even quadrilinear, with changes in direction due to thresholds. For example, when employees perceive an increasing workload, they may initially use technology to reduce job demands or expand resources, leading to more job crafting. However, if the additional workload becomes overwhelming, they may stop engaging in job crafting due to limited time and capacity for critical thinking (van Ruysseveldt & van Dijke, 2011). The non-linear relationship could also result from the existence of some contingency. For example, even when employees perceive technologies to be a challenge or hindrance, with some organizational climate, the magnitude and the direction of the impact of the perceived challenge or hindrance on employees' job crafting behavior could be changed. To test such nonlinear relationships between variables, scholars could conduct more quantitative studies based on survey data. The research questions in the frame of TCM are summarized in Table 11.

Conclusion and Limitation

This study systematically reviews 40 peer-reviewed articles. Theoretically, it identifies four overarching themes from the existing literature, which collectively form a process-based model illustrating how technology implementation shapes employees' job crafting behaviors. Specifically, we identify the TOP factors that influence employees' perceptions of job resources and demands under technology implementation. These perceptions, in turn, affect employees' challenge and hindrance appraisals, which subsequently drive diverse job crafting behaviors and their associated outcomes. By synthesizing existing findings, this study fills the gaps in the literature to provide a comprehensive and nuanced understanding of human-centric

technology implementation through job crafting. Additionally, by applying the TCM framework, we outline future research agendas to advance knowledge on how technology influences job crafting and to guide further development in this field.

This study is not without limitations. First, although Scopus offers broader coverage than databases such as EBSCO, ProQuest, and Emerald, it was the sole database used in this review. Second, the search was restricted to peer-reviewed journal articles, excluding conference papers, book chapters, and unpublished works, which may have offered additional perspectives. Future review studies are therefore encouraged to adopt a broader review scope by integrating multiple databases and including diverse types of publications to provide a more comprehensive understanding of technology and job crafting research.

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Supplemental Material

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Notes

1. Although books, book chapters, conference proceedings, dissertations, working papers, and practitioner publications do not undergo the same rigorous peer-review process as journal articles, potentially limiting their contribution to scholarly discourse, we acknowledge that these sources can offer alternative perspectives on the relationship between technology and job crafting. Their exclusion from our study may represent a methodological limitation and bias.
2. [Mayer et al. \(2025\)](#) was not part of the 40 articles included in the systematic review dataset and therefore does not contribute to the coding or theme development

process. Rather, it was cited as supplementary literature to contextualise and support the interpretation of Theme 3 findings.

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