

# The Influence of Job Crafting on Professional Identification of Social Workers: The Chain Mediation Effects of Person-Job Fit and Job Achievement

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**Abstract:** Social workers are an important force in the modern social governance system, and their professional identification is related to the pursuit of the sense of meaning in social works, which is a powerful antecedent factor on social workers' job burnout, turnover, work engagement and other problems. Job crafting refers to change task boundaries, relationship boundaries, and cognition of jobs in the workplace, which contribute to obtain the meaning of work. Under the existing constraints, social workers build their professional identification by actively job crafting behaviors. The research was conducted using literature analysis, theoretical deduction, and questionnaire surveys. The results show that job crafting affects social workers' professional identification through four ways: the first is the direct effect, the second is the mediation effect of person-job fit, the third is the mediation effect of job achievement, and the fourth is the chain mediation effect of person-job fit and job achievement. It can provide some theoretical guidance, such as guiding social workers' job crafting behaviors systematically, and building professional social worker teams based on competency model.

## 1. Introduction

Social work adheres to the altruistic orientation, helps disadvantaged groups and alleviates social problems, and plays an important role in modern social governance. Social workers are the main body and core resources of social work, they are adhering to the values of social work, using social work professional methods to help disadvantaged groups in need, solve their life difficulties, assist individuals and their social environment to better adapt to each other, and provide professional social services,<sup>[1]</sup> which plays an important role in strengthening and innovating the process of social governance. However, the high turnover rate, high burnout, low work enthusiasm, as well as weak professionalism and low professional employment rate of social work graduates among social workers, restrict the construction of social work talent team and affect the sustainable development of social work.

In this context, some scholars have conducted research from the perspective of professional identification of social workers and put forward a number of insightful perspectives. professional identification refers to the individual's affirmative evaluation of the occupation he or she is engaged in, which is an important part of the individual's self-identity, reflecting the practitioner's sense of professional existence, meaning and direction.<sup>[2]</sup> It has a strong explanation for social workers' willingness to leave, burnout, work engagement, work performance, etc. Some studies have mostly focused on the current status, influencing factors and improvement strategies of social workers, and believe that the current professional identification of social workers in China is generally low, and social workers' personal factors (such as personality traits, self-efficacy) and institutional and social factors (such as institutional management, colleague interaction, and client response) are the two main triggers affecting professional identification.<sup>[3]</sup> However, under the existing constraints, there is a relative lack of literature to explore how social workers can exert their own initiative to change

the status quo and enhance their sense of professional identification in social work, that is, the influence mechanism of work shaping on social workers' professional identification.<sup>[4]</sup>

This paper aims to explore the specific influence mechanism of job crafting on professional identification. According to social cognition theory, the response of employees' attitudes and behaviors depends on the cognitive evaluation of the input information by employees,<sup>[5]</sup> and social workers will first craft the tasks, relationships and cognition of the social work they are engaged in, and then form the perceptual judgment of person-work fit, and when the perception of themselves and social work are highly matched, it will produce a stronger sense of enterprise and achievement, and the level of professional identification will also rise. Therefore, a chain mediation model of person-job fit and job achievement was constructed, and the potential paths of job crafting positively affecting the professional identification level of social workers were explored, and data were collected for testing.

## **2. Theoretical Foundations and Research Hypothesis**

### **2.1. Job Crafting and Professional Identification for Social Workers**

The concept of job crafting was first proposed by Wrzesniewski and Dutton<sup>[6]</sup>, emphasizing that employees take the initiative to make changes to tasks, relationship boundaries, and job perceptions. Among them, crafting the task refers to changing the number (more or less), the scope (wider or narrower), and the way the work is done (method or process). Crafting working relationships refers to changing the boundaries of interpersonal interactions at work, such as changing the quantity of interpersonal interactions (with whom) and improving the quality of interpersonal interactions (frequency of interactions, what kind of relationships are expected to form). The crafting of work cognition refers to changing the perception and understanding of work, such as whether the work is holistic or fragmented, and the meaning of the work. Wrzesniewski and Dutton argued that employees may make changes to just one aspect of their tasks, relationships, and perceptions, or they may change in two or three ways.

Professional identification is the identification and confirmation of the individual's self-identity in the occupational category, which can be simply understood as the individual's answer to the question of "who am I" with "the occupation he is currently engaged in". Meyer et al. define occupational identity as "an individual's positive evaluation of the work he is doing, and the work he performs plays an important role in the individual's self-definition."<sup>[7]</sup> The professional identification of social workers consists of the social worker's affirmative evaluation of the social work he or she is engaged in, which assesses the importance of the professional identification of social workers in the individual's self-concept. It is reflected in the desire to maintain the social work profession and the degree of liking for the social work profession.

Several studies have discussed the positive effects of job crafting on professional identification in a general sense. When Wrzesniewski and Dutton proposed the concept of job crafting, they pointed out that by reshaping or structuring work, employees can adapt the work to their needs, abilities, and preferences, so as to reconstruct the meaning of work to themselves, make the work conform to their own vision, and thus produce a positive professional identification experience. Berg et al.<sup>[8]</sup> also emphasize that job crafting is the change behavior initiated by employees to align work with their own choices, motivations and preferences, when people choose a certain occupation, gradually strengthen the degree of identification with the chosen occupation. The survey and research of 300 employees by Yin et al.<sup>[9]</sup> also confirmed that the task crafting and relationship crafting of employees have a significant positive impact on the meaning of work, which is conducive to employees connecting the work they are engaged in with their ideal work and enhancing their recognition of work.

The existing research literature focusing on the professional identification of social workers has reached similar conclusions. Meng et al.<sup>[4]</sup> took 295 social workers as the research objects to verify the positive effect of job crafting on social workers. Affected by the characteristics of work, such as high labor intensity, high emotional investment, low salary and treatment, small promotion space,

and poor working environment, some social workers will take the initiative to work to craft behavior, so as to construct a sense of meaning and identity in social work. In terms of task crafting, social workers undertake challenging work, improve and demonstrate their professional ability, and obtain positive feedback and positive evaluation from clients, which is conducive to improving the level of professional identification. In terms of relationship building, social workers can significantly gain professional identification by accessing the support of intimate networks (family, leaders, colleagues).<sup>[10]</sup> In terms of cognitive crafting, social workers can form a value recognition of social work by considering the contribution of social work to themselves, institutions, clients, communities, and society, which is conducive to improving the professional recognition of social work. Based on the above analysis, the following research hypotheses are proposed:

Hypothesis 1: Job crafting positively affects the level of professional identification of social workers.

## **2.2. The Mediation Role of Person-Work Fit**

Person-job fit refers to the degree to which personal characteristics fit work characteristics<sup>[11]</sup>, including two aspects: one is “needs-ability” fit, that is, job requirements match people’s knowledge, skills and abilities. The second is “demand-supply” fit, that is, the matching degree of personal expectations, needs and work to meet personal needs. Researchers generally believe that people-job fit is a positive factor in the workplace that can bring positive outcomes to organizations and individuals, such as low work stress, high job satisfaction, and high job performance.

This study suggests that person-job fit plays a mediation role between job crafting and social workers’ professional identification. First, job crafting positively influences people-job fit. When the individual does not match the working environment, proactive employees will increase resources or change requirements in their daily work, carry out work and craft behavior, and then improve their own matching with work. With the increase of work crafting behaviors and the enhancement of employees’ capabilities, the matching state is broken and a cyclical progression process begins. It can be seen that job crafting has a positive impact on person-job fit. Kooij et al.<sup>[12]</sup> research pointed out that job crafting can promote the fit between individual knowledge, skills, abilities and job requirements, that is, improve the level of person-job matching. Domestic scholars Yan<sup>[13]</sup>, Su et al.<sup>[14]</sup> also empirically test the positive influence effect of job crafting on people-job fit. At present, social work in China is on the road of professionalism, but there are still a large number of social workers who are not professional and lack the ability and confidence to be competent for social work. Some social workers feel that the work is not challenging, the enthusiasm for work is not high, and even burnout<sup>[15]</sup>, which is a symptom of the mismatch between social workers and work, and through work crafting, the matching degree between social workers and work can be improved.

Second, person-job fit positively affects professional identification. Zhang et al.<sup>[16]</sup> pointed out based on the theory of social exchange that people-job fit can be regarded as an exchange between people and work, that is, individuals can meet the work requirements by investing their own knowledge and skills, and thus obtain organizational remuneration and resources to meet their own needs. When an individual perceives a person-job fit the evaluation result of the exchange relationship is that the gain is higher than the loss, which will positively affect the individual’s attitude and emotions towards the exchange relationship, such as emotional commitment, job satisfaction, job happiness, professional identification, etc. In the case of person-job fit, social workers can more calmly cope with internal and external stressors from within individuals, social work institutions, service purchasers, substitutes and other internal and external stressors<sup>[17]</sup>, can have more sense of career benefit, strengthen the original intention of social work, and maintain a high level of professional identification. Based on the above analysis, the following research hypotheses are proposed:

Hypothesis 2: Job crafting influences social workers’ professional identification through the person-job fit.

### **2.3. The Mediation Role of Job Achievement**

A sense of achievement is a positive emotional experience of self-affirmation after an individual's achievement needs to be fully satisfied. Job achievement is for work practice, which refers to the feeling of pleasure, satisfaction or success that employees obtain in the process of working within the organization because the work done by the employee is recognized by himself or the organization <sup>[18]</sup>. Individuals with a high sense of job achievement affirm themselves for their work success, consider themselves to be a valuable, capable person, and will work harder. Individuals with low sense of job achievement deny themselves due to work frustration, doubt the meaning and value of their work, and have a low sense of self-efficacy.

This study suggests that job achievement plays a mediation role between job crafting and social workers' professional identification. First, job crafting positively affects job achievement. Along with the abundance of material life, people pay more attention to the sense of social meaning and self-worth that work can bring. Job crafting helps employees discover and realize the meaning of their work, and is an important way for people to gain a sense of meaning in the context of modern work <sup>[19]</sup>. Through task crafting, employees can improve their ability, improve their self-efficacy, strengthen their motivation for self-achievement, and regenerate a sense of achievement in the successful completion of work tasks. Through relationship crafting, employees can experience the joy of success from the affirmation and praise of others. Through cognitive crafting, employees can adjust subjective success criteria to make it easier to produce successful experiences. Social workers' burnout is "non-alienated burnout", more manifested in emotional exhaustion and low personal fulfillment <sup>[20]</sup>, in the face of burnout, social workers will adjust themselves, choose positive or negative coping methods <sup>[3]</sup>, that is, make job crafting, reduce the negative emotional experience of low sense of achievement.

Second, job achievement positively influences professional identification. A high sense of job achievement means being proud of one's job achievements, meaning having a positive emotional experience of one's work or profession, and thus being willing to define oneself by one's job role or professional identification and form a professional identification. A lower sense of job achievement a lack of recognition or powerlessness for one's own work, which weakens the individual's identification with the profession. Specific to the social worker group, Wei <sup>[21]</sup> pointed out that professional achievement is conducive to strengthening the professional will of social workers, and one of the manifestations of professional will is loyalty to the social work profession. Tang et al. <sup>[3]</sup> believe that low achievement has a negative impact on social workers' professional identification (although empirical data do not support this theoretical hypothesis). Using civil affairs social workers as a sample study, Hou and Nie <sup>[22]</sup> point out that tangible job achievements, such as witnessing community development, increase professional identification. Based on the above analysis, the following research hypotheses are proposed:

Hypothesis 3: Job crafting influences social workers' professional identification through job achievement.

### **2.4. The Chain Mediation Role of Person-Job Fit and Job Achievement**

The theory of planned behaviour <sup>[23]</sup> states that people have three basic needs: autonomy, competence, and relationships. Among them, the need for competence, refers to the need for an individual to believe that he or she can achieve a certain behaviour. The need for competence stems from the concept of self-efficacy proposed by psychology master Bandura. Self-efficacy describes an individual's level of confidence in successfully completing a task, and this belief will directly affect the individual's motivation to work. Zhao and Han pointed out that people-job fit can promote the satisfaction of employees' basic psychological needs of competence <sup>[24]</sup>, and the satisfaction of competency needs can further promote the experience of work fulfillment. Theoretical research <sup>[25]</sup> shows that when individuals and work are highly matched, individuals are often shown as positive, enthusiastic, confident, achievement-oriented, cognitive resilience, etc. When the individual does not match the work, the individual often manifests as negativity, depression, low self-esteem, apathy, cognitive dissonance, etc. Therefore, in the case of person-job

fit, the individual has sufficient confidence in the successful completion of the work, the competency needs can be greatly satisfied, and under the condition that the competency needs are satisfied, the individual's motivation for work is sufficient, and it is more likely to devote themselves to work and achieve work results. In short, a high match between people and work means high competence and greater confidence that employees can succeed. On the contrary, in the case of a person-job misfit, such as small materials, individuals have insufficient confidence in successfully completing the work, or feel powerless, and their competent needs cannot be satisfied, they will be in a state of lack of motivation, and it is more difficult to experience a sense of achievement from work. In view of this, some social work researchers <sup>[26]</sup> advocate that, taking into account the quality and stress tolerance of social workers, try not to allow young, inexperienced social work practitioners to overly take on difficult and difficult casework on their own, or that they themselves need to be served in psychological interventions. Based on the above analysis, combined with the three hypotheses above, a research hypothesis 4 is proposed:

Hypothesis 4: Person-job fit and job achievement play a chain mediation role between job crafting and professional identification.

In summary, this study constructs the theoretical model shown in Figure 1.

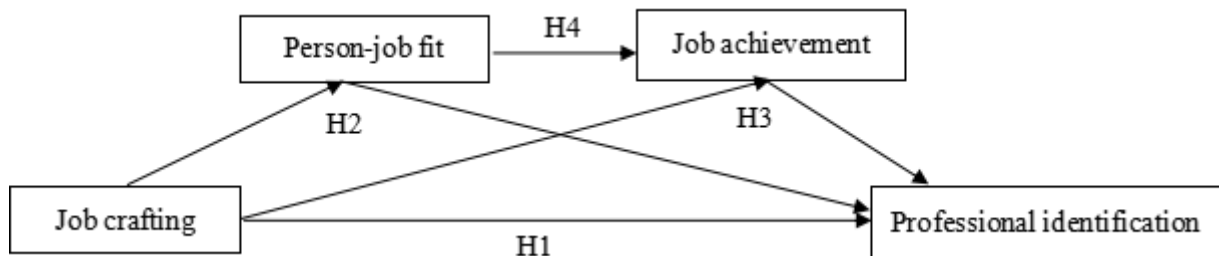


Figure 1 Theoretical model

### 3. Research Design

#### 3.1. Sample Selection and Data Collection

The survey subjects of this study were social workers, and the sample of social work practitioners from social work institutions in various places was distributed and collected through the Internet, and 307 valid questionnaires were obtained after removing invalid questionnaires that failed to fill in the questionnaires. The specific sample information is as follows: in terms of gender, 50.2% are males and 49.38% are females; in terms of age, 42.7% were under 25 years old, 52.8% were 26-35 years old, 2.3% were 36-45 years old, and 2.3% were over 46 years old; in terms of education, 42.3% were below junior college, 50.2% were undergraduate, and 7.5% were postgraduates; in terms of working years, 36.5% were less than 1 year, 45% were 1-3 years, 10.7% were 4-6 years, and 4.9% were more than 7 years.

#### 3.2. Variable Measurement

The measurement scales were all selected from existing mature scales, and were verified to have good reliability and validity. The scales all use the Likert 5-point scoring method, from “completely non-compliant” to “fully compliant” on a scale of 1 to 5 points.

(1) Work shaping scale. The job crafting scale uses the scale developed by Slemp and Vella-Brodrick <sup>[27]</sup>, which includes 15 items in three dimensions: task crafting, relationship crafting, and cognitive crafting, such as: “I will introduce new ways to improve my work”, “I will organize or participate in work-related social activities”, “I often think about the value my work gives me in life”, etc.

(2) Professional identification scale. The professional identification scale has been revised on the basis of the Teacher Normal Student Identity Scale developed by Wang et al. <sup>[28]</sup>, which includes 12 items, such as “I consider social workers respected”.

(3) Person-job fit scale. Refer to the person-job fit scale compiled by Cable and Derue <sup>[29]</sup>, which

has a total of 6 entries, such as “my job requirements and my personal skills are a good match”, etc.

(4) Job achievement scale. With reference to the job achievement scale developed by Cheng Gang [18], and revised with the characteristics suitable for workers, the final scale includes 12 items, such as “my current work can continuously stimulate my enthusiasm for work”.

(5) Control variables. Referring to existing studies, this study used variables such as gender, age, education, and working years that may affect social workers’ professional identification as control variables.

#### 4. Data Analysis and Results

In this study, SPSS26.0 and Mplus7.0 software were used for data analysis. First, the reliability and validity test of the questionnaire is carried out, followed by descriptive statistics and correlation analysis, and finally the hypothesis test is carried out.

##### 4.1. Sample Selection and Data Collection

The Cronbach’s alpha coefficients of the four scales of job crafting, professional identification, person-job fit and job achievement used in this study were 0.892, 0.845, 0.790 and 0.878, respectively, which reached the standard of 0.7 and had good reliability.

In order to test the validity of the scale, Mplus7.0 was used for confirmatory factor analysis, and a four-factor model, a three-factor model, a two-factor model and a one-factor model were constructed respectively, and the results are shown in Table 1. It can be seen that the fitting effect of the four-factor model is better than that of other models, indicating that the four variables have better discrimination validity.

Table 1 Discrimination validity analysis between variables

Model	$\chi^2$	df	$\chi^2/df$	RMSEA	CFI	TLI	SRMR
One factor:JC,PJF,JA,PI	5011.789	945	5.303	0.118	0.374	0.345	0.122
Two factors:JC+PJF+JA,PI	4429.000	944	4.692	0.11	0.464	0.438	0.112
Three factors:JC PJF+JA,PI	3615.572	942	3.838	0.096	0.589	0.568	0.093
Four factors:JC,PJF,JA,PI	3286.123	939	3.500	0.09	0.639	0.619	0.084

Note: JC for job crafting, PJF for person-job fit, JA for job achievement, PI for professional identification.

Due to the large number of model combinations, only one model is listed in the table due to space constraints.

Table 2 Descriptive statistics and correlation analysis

Variable	Mean	SD	1	2	3	4	5	6	7
1.gender	1.500	0.501	1						
2.age	1.642	0.643	-0.134*	1					
3.education	1.652	0.615	-0.092	0.047	1				
4.years	1.940	1.007	-0.016	0.464***	-0.079	1			
5.job crafting	48.316	9.28	0.077	-0.033	-0.112	-0.125*	1		
6.professional identification	41.283	6.026	-0.026	0.121*	-0.218***	0.027	0.281***	1	
7.p-j fit	22.645	2.970	-0.045	0.098	-0.099	0.131*	0.184**	0.350***	1
8.job achievement	44.147	6.794	-0.021	0.042	-0.169**	-0.108	0.420***	0.320***	0.383***

Note: \*\*\* p<0.001, \*\* p<0.01, \* p<0.05

##### 4.2. Descriptive Statistics and Correlation Analysis

SPSS26.0 was used for descriptive statistics and correlation analysis, and the results are shown

in Table 2. It can be seen from Table 2 that job crafting is positively correlated with person-job fit ( $r=0.184$ ,  $p<0.05$ ), job achievement ( $r=0.420$ ,  $p<0.05$ ), and professional identification ( $r=0.281$ ,  $p<0.05$ ). Person-job fit was positively correlated with job achievement ( $r=0.320$ ,  $p<0.05$ ) and professional identification ( $r=0.350$ ,  $p<0.05$ ). There was also a significant positive correlation between job achievement and professional identification ( $r=0.383$ ,  $p<0.05$ ), which provided support for subsequent regression analysis and hypothesis testing.

### 4.3. Hypothesis Testing

First, examine the direct effect of job crafting on social workers' professional identification. The regression equation model of gender, age, education level, working years, job crafting and professional identification was constructed, and the operation results of Mplus7.0 showed that the fitting indicators of the model reached the standard (RMSEA=0.000, CFI=1.000, TLI=1.000, SRMR=0.000), and the model fit was good. Job crafting had a significant positive effect on social workers' professional identification ( $\beta =0.183$ ,  $p<0.000$ ), and hypothesis 1 was supported.

Secondly, the mediating effect of person-job fit on job crafting and social workers' professional identification was examined. The regression equation models of gender, age, education, working years, job crafting, person-job fit, and professional identification were constructed, and the operating results of Mplus7.0 showed that the fitting indicators of the models reached the standard (RMSEA=0.075, CFI=0.918, TLI=0.766, SRMR=0.038), and the model fit was good. The Bootstrap method was used to test the confidence interval estimation, and the 95% confidence interval of the mediating effect of person-job fit on job crafting and professional identification was [0.012, 0.074] after repeated sampling 5000 times, and the interval did not include 0, and the mediating effect was significant, that is, person-job fit played a mediation role between job crafting and social workers' professional identification, and hypothesis 2 was supported.

The mediation effect of job achievement in job crafting and social workers' professional identification is re-examined. The regression equation model of gender, age, education, working years, job crafting, job achievement, and professional identification was constructed, and the operation results of Mplus7.0 showed that the fitting indicators of the models reached the standard (RMSEA=0.075, CFI=0.927, TLI=0.798, SRMR=0.028), and the model fit was good. The Bootstrap method was used to test the confidence interval estimation, and the sample was repeated for 5000 times, and the 95% confidence interval of job achievement in the mediating effect of job crafting and professional identification was [0.032, 0.146], and the interval did not include 0, and the mediating effect was significant, that is, job achievement played a mediation role between job crafting and social workers' professional identification, and hypothesis 3 was supported.

Table 3 Test results of chain mediation effect

	Mediation path	Effect size	SE	95% CILL	95% CIUL
Direct effect	JC→PI	0.109			
Mediation effect	JC→PJF→PI	0.030	0.013	0.009	0.063
	JC→JA→PI	0.027	0.016	0.000	0.062
	JC→PJF→JA→PI	0.004	0.003	0.000	0.013
	Total mediation effect	0.061	0.023	0.021	0.110
Total effect		0.171	0.036	0.101	0.242

Note:JC-job crafting, PJF-p-j fit, JA-job achievement, PI-professional identification

Finally, the chain mediation effect of person-job fit and job achievement in job crafting and social workers' professional identification is examined. The regression equation models of gender, age, education, working years, job crafting, person-job fit, job achievement, and professional identification were constructed, and the operation results of Mplus7.0 showed that the model fitting indicators reached the standard (RMSEA=0.083, CFI=0.913, TLI=0.804, SRMR=0.000), and the model fit was good. The Bootstrap method was used to test the confidence interval estimation, and the sample was repeated 5000 times, and the 95% confidence interval (CI) was calculated, as shown in Table 3. The results showed that the confidence interval for the mediating effect of person-job fit and job achievement between job crafting and social workers' professional identification was

[0.000, 0.013], excluding 0, and the chain mediation effect was significant, and hypothesis 4 was supported.

## **5. Conclusion and Discussion**

### **5.1. Research Conclusion**

Through theoretical deduction and empirical data testing, this study finds that job crafting affects the professional identification of social workers through four paths: direct effect, the mediating effect of person-job fit, the mediation effect of job achievement, and the chain mediation effect of person-job fit and job achievement.

(1) Job crafting positively affects the professional identification of social workers. Social workers' recognition of the social work profession can help alleviate burnout and leave the organization, lead them to improve their professional skills and create excellent service performance, and provide an effective way for social workers to regain their professional meaning and identify with the social work profession in the face of the dilemma of generally low professional identification. Specifically, social workers can craft their work from one aspect of tasks, relationships, and cognition, or they can craft two or three aspects of work at the same time, thereby strengthening their identification with the social work profession.

(2) Person-job fit plays a mediating role between job crafting and social workers' professional identification. Job crafting helps to promote the compatibility between social workers' knowledge, skills and abilities and work requirements, reduce the problem of over-qualification or lack of competence of social workers, and improve the suitability of social workers and their professions. Person-job fit social workers have a more positive evaluation of their own work and more positive emotions, thereby establishing and maintaining a deep identification with the social work profession.

(3) Job achievement plays a mediation role between job crafting and social workers' professional identification. Job crafting helps social workers stimulate achievement motivation, adjust success standards, reduce powerlessness in the work process, and strengthen the sense of job achievement in the accumulation of success events. A higher sense of accomplishment stimulates social workers to have an emotional experience of identifying with their own work, and they are more likely to stick to the social work profession.

(4) Person-job fit and job achievement play a chain mediation role in the relationship between job crafting and professional identification. Job crafting positively influences people-job fit. Under the condition of person-job fit, the basic needs of individual competence are met, and competence needs to stimulate the individual's internal work motivation and strive to achieve work results, so that individuals have a sense of joy, pride and success. Finally, a sense of accomplishment makes social workers happy to define themselves as social workers.

### **5.2. Practical Implications**

The research conclusion of this paper depicts several paths and specific mechanisms of job crafting affecting professional identification, which has certain novelties in theory. Specific analysis in combination with social worker groups also has certain situational characteristics. Relevant theoretical perspectives can be used to guide the following practices:

(1) Guiding social workers to carry out their work and craft behavior comprehensively

As pointed out earlier, job crafting can strengthen the meaning of employees' work and bring positive professional identification. Therefore, guiding social workers to actively carry out tasks, relationships and cognitive crafting<sup>[3]</sup> can solve the practical problem of low professional identification of social workers. First, spontaneous and automatic job crafting. People with proactive personalities are most likely to adjust their work environment, craft their work<sup>[30]</sup>, and change aspects of their work that are detrimental to the achievement of personal goals. Institutions and teams should understand and tolerate the job crafting behavior of this initiative personality social workers, and they can also be seen as pioneers in breaking the ice and role models to learn from. Second, the community of practice leads the crafting of work. In a community of practice,



members can quickly improve their knowledge and skills by sharing their work experience with each other, and create a community atmosphere for work <sup>[31]</sup>. Outstanding social work performance requires the support of strong work experience, and through the interaction between the old and the new, as well as the interaction of the social work practice community, social workers gain indirect experience and peer support, and can be inspired to craft their work. Third, the organization appropriately intervenes in the crafting of individual work. Organization intervention in the process of employee job crafting can bind employees and organizations with high quality and achieve the fit between people and organizations. After all, institutional organization is also an important variable that affects the professional identification of social workers. In specific operations, the focus is on involving managers, and intervening in the crafting of employees' work by evaluating employees' strengths, communicating with employees on their strengths and organizational goals, and giving support <sup>[32]</sup>.

#### (2) Building a professional team of social workers based on job competence

Based on the competence of the post to build a team of social worker talents, it echoes the theoretical views of person-job fit, competency needs, and sense of job achievement. First, control the recruitment of social workers. When the Ministry of Civil Affairs vigorously promotes the construction of town (street) social work stations and the shortage of social work positions is large, special attention should be paid to raising the entry threshold for social workers, insisting on holding certificates, and accelerating the process of professionalization of social work. At the same time, it attracts social work graduates to find professional employment. In the selection process, in addition to the professional knowledge above the iceberg, it is also necessary to examine the motivations and values below the iceberg, and in view of the nature of social work services, new people with public service motivation and dedication are selected to join the social work team. Second, optimize the training of social workers. The main purpose of the training is to make social workers competent for their work and promote the professional development of social work talents. It is necessary to increase the intensity of training for in-service social workers, extensively and deeply carry out off-the-job and on-the-job training, and continuously improve the professional service level of social workers. In terms of training methods, a mentoring system can be adopted to strengthen the guidance, training and assistance of new social workers. In terms of training content, pay attention to the training of social workers' emotional management ability to avoid social workers' empathy fatigue and emotional exhaustion. Third, recognize the performance of social workers. The work performance of some social workers is long-term and hidden, and performance evaluation should be cautious to avoid discouragement to their work enthusiasm. At the beginning of performance management, social workers can be involved in the development of performance plans, and success indicators and criteria can be clarified. In the process of performance management, it is necessary to timely and clearly feedback performance information and recognize their work achievements, meet the achievement needs of social workers, and let them fully get achievement by the experience of work.

### **5.3. Research Limitation and Future**

There are still the following shortcomings in this study: first, the data collected through self-assessment and online may be affected by the social praise effect, and the results reported by employees such as job achievement and professional identification are deviated from the objective facts. The lack of face-to-face communication with the sample social worker group in the collection method of electronic questionnaire may lead to problems such as different understandings when filling out the questionnaire, which affects the accuracy and objectivity of the research results to a certain extent. Second, cross-sectional data is difficult to portray the overall picture of job crafting and influencing professional identification. Because work shapes behavior and the results it produces have a certain temporal and spatial delay, and the result variable professional identification continues to evolve dynamically, diachronic data may more accurately depict the complex relationship between the two.

Future research could improve in terms of measurement, for example, in the measurement of

variables such as person-job fit, and consider a combination of self-evaluation and other assessments. In terms of measuring professional identification, consider drawing on and developing a special social worker professional identification scale. In terms of data collection, try to collect data in time periods to enhance the accuracy of variable measurement. Future research can also more systematically examine the influence mechanism of job crafting on social workers' professional identification. For example, on the basis of a larger sample size, the specific impact effects of the three dimensions of task, relationship and cognition crafting are investigated. The effects of variables such as social worker personality traits (such as active personality, regulatory focus, etc.), person-environment fit (person-organization fit, person-group fit, etc.), burnout, organizational identity, and organizational job crafting intervention were examined in the relationship between the two.

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