

Job Crafting and Work Engagement: A Scientometric Mapping of Global Research Trends and Future Directions

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ABSTRACT

This study conducted a global scientometric mapping of research related to job crafting and work engagement using data from the Scopus database. The main focus is on identifying publication trends, scientific collaborations between authors, institutions, and countries, as well as thematic clusters that dominate the literature on these two key concepts. The bibliometric analysis reveals the rapid development of research from 2015 to 2025 which is influenced by the dynamics of the modern work environment such as digitalization, remote work, and organizational paradigm changes after the COVID-19 pandemic. Job crafting is seen as a proactive behavior that is an important mechanism in increasing work engagement as well as various positive consequences such as performance, job satisfaction, and employee well-being, while anticipating the risk of burnout and work burnout. Five main thematic clusters were found, namely: the relationship between job crafting and work output, the role of work resources and motivation, crafting careers and well-being, the influence of leadership on performance, and health and work environment support. An integrative conceptual framework was developed that places work engagement as the main mediator that connects work, organizational, and individual antecedents with work outcomes, with contextual factors as moderators. This research provides a comprehensive overview of intellectual development and future research directions that are important for academics and practitioners in the field of human resource management.

ABSTRAK

Penelitian ini melakukan pemetaan scientometrik global terhadap penelitian terkait *job crafting* dan *work engagement* dengan menggunakan data dari basis Scopus. Fokus utama adalah mengidentifikasi tren publikasi, kolaborasi ilmiah antar penulis, institusi, dan negara, serta kluster tematik yang mendominasi literatur mengenai dua konsep kunci tersebut. Analisis bibliometrik mengungkap perkembangan pesat penelitian sejak 2015 hingga 2025 yang dipengaruhi oleh dinamika lingkungan kerja modern seperti digitalisasi, kerja jarak jauh, dan perubahan paradigma organisasi pasca pandemi COVID-19. *Job crafting* dipandang sebagai perilaku proaktif yang menjadi mekanisme penting dalam meningkatkan keterlibatan kerja serta berbagai konsekuensi positif seperti kinerja, kepuasan kerja, dan kesejahteraan karyawan, sekaligus mengantisipasi risiko burnout dan kelelahan kerja. Lima kluster tematik utama ditemukan, yaitu: hubungan *job crafting* dengan hasil kerja, peran sumber daya kerja dan motivasi, karier *crafting* dan kesejahteraan, pengaruh kepemimpinan terhadap kinerja, serta dukungan kesehatan dan lingkungan kerja. Kerangka konseptual integratif dikembangkan yang menempatkan *work engagement* sebagai mediator utama yang menghubungkan *antecedents* pekerjaan, organisasi, dan individu dengan *outcome* kerja, dengan faktor kontekstual sebagai moderator. Penelitian ini memberikan gambaran komprehensif mengenai perkembangan intelektual dan arah penelitian masa depan yang penting bagi akademisi dan praktisi di bidang manajemen sumber daya manusia.

1. Introduction

The changes in the modern work environment triggered by digitalization, work flexibility, and remote work experiences post-COVID-19 pandemic have increased the demands of adaptivity and the proactive role of employees in shaping their own work experiences [1], [2]. This condition encourages companies to adopt a massive digital technology-based remote work system. The use of cloud computing, digital collaboration

platforms, and virtual communication systems allows organizations to maintain productivity even when work activities are carried out without a physical presence in the office [3], [4]. These changes not only impact the work structure of the organization, but also on the behavior, experience, and engagement of employees at work. Employees are no longer positioned as passive recipients of work design, but rather as active actors who

strategically adjust their work to maintain work engagement and well-being [5].

One form of such proactive behavior is job crafting, which is defined as physical and cognitive changes that individuals make to tasks, relationships, and work perceptions in order to align work with personal preferences, strengths, and values [6]. Current literature views job crafting as a dynamic process that allows employees to adjust job demands and resources as the work context changes [7]. In line with that, work engagement is a positive psychological state characterized by vigor, dedication, and absorption, and has been proven to contribute to organizational performance, commitment, and sustainability [8], [9].

Empirical evidence consistently shows that job crafting is positively associated with work engagement, both in longitudinal studies and meta-analyses, confirming the stability of these relationships across time and contexts [10], [11], [12], [13]. This relationship is theoretically explained through the Job Demands–Resources (JD-R) framework, where employees' efforts to increase resources and optimize work demands trigger a motivational process that drives work engagement [8], [14]. Intervention-based findings also show that job crafting interventions significantly increase work engagement over time [15], [16]. As the literature grows rapidly, a number of bibliometric studies identify job crafting and work engagement as core themes in work design research and employee engagement [17], [18], [19]. However, these studies generally still map the two concepts separately or are limited to specific contexts.

There are studies conducted focused on mapping the development of job crafting research [5], [20]. Other research mapped the work engagement literature in the context of a specific sector or field [19], [21]. This condition shows that bibliometric analysis in the two fields is still carried out separately, so that the understanding of intellectual structure, thematic evolution, and patterns of scientific collaboration in the slices of job crafting and work engagement studies globally is still not comprehensively described.

Thus, there is no integrated scientometric mapping that specifically integrates the global literature on job crafting and work engagement to uncover the intellectual structure, patterns of scientific collaboration, and evolution of research themes at the intersection of the two fields. In order to fill this gap, the researcher conducted a global scientometric mapping of job crafting and work engagement research. This study aims to map the development and intellectual structure of the global literature related to job crafting and work engagement using the Scopus data-based scientometric approach. The main focus of this study is to identify publication trends, author and institutional collaboration, dominant thematic clusters, and formulate future research directions based on the results of the scientific mapping.

Based on these objectives, the research questions asked are: RQ1 : How has the global publication trend related to the topic of job crafting and work engagement evolved over time, RQ2 : Who are the most influential authors, sources, institutions, and countries in job crafting and work engagement research, and RQ3 : What network analysis and thematic clusters represent the antecedents, mechanisms, and consequences of job crafting and work engagement.

Through the research question above, the author wants to provide a comprehensive scientometric mapping of the development, intellectual structure, and thematic dynamics of job crafting research and work engagement globally. The findings of this study not only contribute to the enrichment of the literature by presenting a comprehensive picture of future research trends and directions, but also provide a conceptual basis for researchers and practitioners in developing research agendas and evidence-based practices in the field of human resource management.

2. Research Method

This study uses a descriptive quantitative approach with the scientometric analysis method. This approach aims to map the intellectual structure, development trends, and patterns of research collaboration related to job crafting and work engagement globally based on scientific publication data. Scientometrics uses a statistical approach to measure the impact and interconnectedness of scientific publications, identify thematically related publication clusters, and discover interdisciplinary relationships among various scientific fields [22], [23], [24]. Scientometrics integrates bibliometric analysis with network mapping techniques (science mapping) such as co-authorship, co-citation, and keyword co-occurrence to identify conceptual and collaborative structures within a research field. Meanwhile, traditional bibliometrics tends to focus on document and citation statistics such as counting citations, journals, and authors to measure academic performance.

2.1. Data Source and Search Strategy

Data Source and Search Strategy This study adopts a scientometric research design to map publication trends, intellectual structures, and thematic evolution in job crafting and work engagement research. This scientometric approach has been applied with significant contribution to the scientific field of research and enhances the interpretation of scientific data [25]. Bibliographic data were retrieved from the Scopus database, selected for its comprehensive coverage of peerreviewed journals in management and psychology. Moreover, the Scopus database offers broader publication coverage and higher citation counts compared to other databases [26], [27]. The search was conducted on titles, abstracts, and keywords using the following query:

(TITLE-ABS-KEY ("job crafting" OR "work role crafting" OR "career crafting" OR "proactive job redesign" OR "task crafting") AND TITLE-ABS-KEY ("work engagement" OR "employee engagement" OR "job engagement" OR "workplace engagement")) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j") OR LIMIT-TO (SRCTYPE , "p")) AND (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "cp"))).

This search yielded 351 documents published between 2015 and 2025, which constituted the final dataset for analysis. These criteria are set to ensure the quality and relevance of the data, namely: (1) publication in the form of journal articles and conference proceedings, (2) in English, and (3) published in the period 2015–2025. Publications that do not meet these criteria are excluded from the analysis. The data selection process follows the PRISMA flow to ensure transparency and replicability as shown in Figure 1.

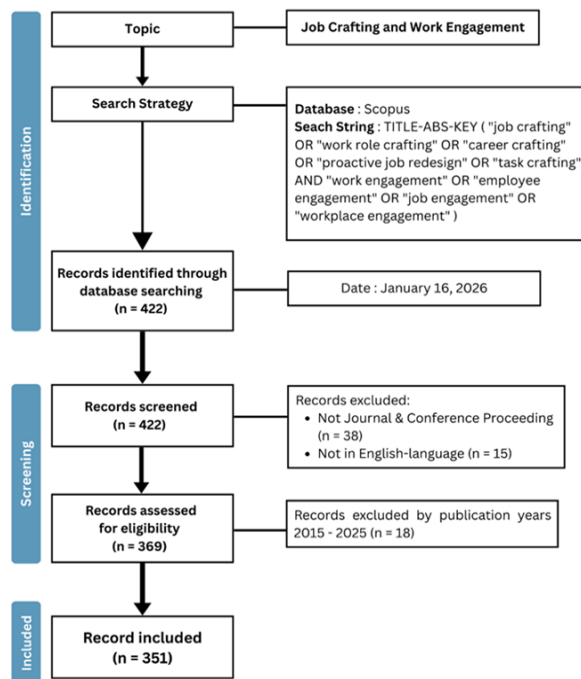


Figure 1: Search Strategy using PRISMA diagram

Based on Figure 1, the data collection steps carried out in this study follow and are adapted from the PRISMA flowchart [28]. In addition, by using frameworks such as PRISMA, this approach ensures a comprehensive and replicable literature review, providing a clear and transparent picture of the topic being studied [29]. The data used is sourced from Scopus, which was obtained on January 16, 2026. The search term used consists of two blocks, namely related to job crafting and work engagement. This search is based on the title, keyword, and abstract that contains both search terms.

2.2. Data Analysis

Systematic data collection and literature analysis were carried out using the Scopus database which was then exported in CSV format. Scientometric analysis was performed using VOSviewer and Biblioshiny (Bibliometrix package in R). The combination of using Bibliometrix and VOSviewer is two powerful tools in the bibliometric analysis toolbox [30]. The use of several of these tools is recommended to take advantage of the different advantages offered by each, ensuring a holistic assessment of a set of knowledge or areas of study. Biblioshiny is used to conduct performance analysis, including analysis of trends in annual publications, authors, journals, institutions, and influential countries, as well as thematic evolution analysis over time [31]. Meanwhile, VOSviewer was used to conduct science mapping analysis through the visualization of co-keyword networks and co-citations, in order to identify the main intellectual structures and thematic clusters in the job crafting and work engagement literature [32]. This division of roles allows for more systematic, transparent, and replicative analysis.

3. Result and Discussion

3.1. RQ1 : How has the global publication trend related to the topic of job crafting and work engagement evolved over time

Research on job crafting and work engagement has shown interesting developments from 2015 to 2025. In 2015, the number of publications was still relatively low, which was around 6 documents, then gradually increased until it reached a peak in 2025 with around 66 documents.



Source: Scopus Database 2015-2025

Figure 2: Trend Publication

Based on Figure 2 in the early period (2015–2017), there has been a significant increase, which shows the beginning of increasing academic attention to this topic. Although there was a slight decline in 2018, the trend again showed a steady increase from 2019 to 2021, with the number of publications ranging from 30 to 40 documents per year.

The increase in publications from 2019 to 2021 shows a more contextual dynamic, which is closely related to the COVID-19 pandemic. Drastic changes in the global work system, especially the shift to remote work and hybrid work, are driving increased attention to how employees can maintain work engagement in a situation full of uncertainty. In this context, job crafting is becoming increasingly relevant as an adaptive strategy that allows individuals to proactively adjust their work to maintain a balance between demands and work resources.

Furthermore, in the 2022–2025 period, there will be a sharper spike, especially starting in 2023. This increase indicates that research on job crafting and work engagement is growing rapidly and is becoming the main focus in the study of human resource management and organizational behavior. The focus of research is no longer limited to understanding the relationship between job crafting and work engagement, but is starting to evolve towards more complex issues, such as employee welfare, performance sustainability, and work dynamics in a flexible work system. This is in line with the findings of a bibliometric study which shows that research related to the modern world of work is evolving into multidimensional themes, including wellbeing, technology, and sustainability [33].

Thus, the development of research on job crafting and work engagement can be understood as a field that is highly influenced by context (context-sensitive), where the direction and intensity of research develop in line with changes in the global work environment, the development of organizational theory, and social and technological dynamics that affect the modern world of work.



Figure 3. Word Cloud

Figure 3 shows the keywords that dominate the literature on job crafting and work engagement. These keywords are compiled in the form of word cloud through R Studio and Biblioshiny. This word cloud interprets the dominant words that are then used in the field of research. The author's keyword includes 'Job Crafting' 249 times in the literature. This means that out of the 351 articles taken for our bibliometric analysis, 249 articles had 'Job Crafting' as the dominant keyword.

Tabel 1. Most Frequent Words

Words	Occurrences
Job Crafting	249
Work Engagement	246
Job Satisfaction	57
Psychology	36
Job Performance	33
Workplace	26
Employee	25
Wellbeing	25
Burnout	24
Human Experiment	21

The number of times a keyword appears in the literature reflects the suitability of the context with the research domain [34]. Based on Table 1, the main keywords are dominated by job crafting and work engagement, which shows that these two concepts are at the core of the structure of the literature analyzed. In addition, the emergence of keywords such as job satisfaction, job performance, and wellbeing indicates that most research focuses on positive outcomes resulting from job crafting behavior. On the other hand, the emergence of terms such as burnout suggests that research also considers negative outcomes as part of the dynamics of work engagement, which is in line with the perspective of Job Demands–Resources (JD-R) theory which emphasizes a balance between demands and resources.

3.2. RQ2: Who are the most influential authors, sources, institutions, and countries in job crafting and work engagement research

3.2.1. Most prolific authors

Based on the results of the analysis using Biblioshiny, the distribution of the most relevant authors in job crafting and work engagement research shows the dominance of contributions by a number of core researchers who play an important role in the development of this field.

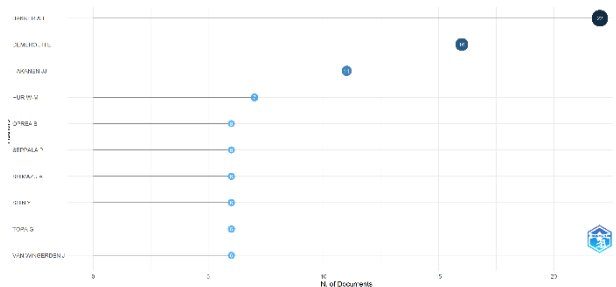


Figure 4. Most relevant Authors (Computed by RStudio and Biblioshiny)

As shown in Figure 4, Bakker, A.B. was the most prolific author with a total of 22 publications, followed by Demerouti, E. with 16 publications, and Hakanen, J.J. with 11 publications. Meanwhile, other authors such as Hur, W.M., Oprea, B., Seppälä, P., Shimazu, A., Shin, Y., Topa, G., and Van Wingerden, J. show relatively balanced contributions with the number of publications ranging from 6 to 7 documents.

The dominance of Bakker and Demerouti in the number of publications is inseparable from their fundamental contribution in developing and popularizing the Job Demands–Resources (JD-R) model, which has become one of the most influential theoretical frameworks in explaining the relationship between job demands, work resources, and work engagement. This model is also the conceptual basis for understanding job crafting as a proactive mechanism that allows employees to adjust their job characteristics to improve well-being and performance.

In addition, Hakanen, J.J.'s contribution is also significant in the development of the concept of work engagement, especially in the context of work welfare and employee psychological health. Other researchers such as Shimazu, A. and Seppälä, P. have also enriched the literature through empirical studies that expand understanding of engagement dynamics in various organizational and cultural contexts.

Interestingly, the distribution of publications shows that although there are several dominant authors, there are also other groups of researchers with relatively even contributions. This indicates that the field of job crafting and work engagement research is not only concentrated in a small group of researchers, but has evolved into a more collaborative and diversified field.

Overall, this pattern reflects the existence of a strong intellectual structure in this field of research, where the development of theory and research direction is heavily influenced by core researchers who have significant conceptual and empirical contributions. This condition also shows that the field has entered a relatively mature stage of development, characterized by a combination of the dominance of key researchers and wider researcher participation.

Table 2. Most Cited Authors (Computed by RStudio and Biblioshiny)

Author	h index	g index	m index	TC	NP
Bakker Ab	20	22	1,667	3141	22
Demerouti E	11	16	0,917	1706	16
Hakanen Jj	8	11	0,727	952	11
Hur W-M	7	7	0,700	359	7
Shimazu A	6	6	0,545	166	6
Shin Y	6	6	0,600	258	6
Topa G	6	6	0,75	182	6
Van Wingerden J	6	6	0,600	812	6
Derks D	5	5	0,417	1101	5
Kawakami N	5	5	0,455	152	5

Based on Table 2 of the most cited authors, the scientific influence in job crafting and work engagement research is dominated by a number of key researchers, with Bakker, A.B. as the most influential author (3,141 citations), followed by Demerouti, E. (1,706 citations) and Derks, D. (1,101 citations). The high number of citations is in line with the h-index value which shows a consistent scientific impact, especially on Bakker and Demerouti who contributed greatly to the development of the Job Demands–Resources (JD-R) model as the main foundation in this field.

In addition, these findings indicate that scientific influence is not only determined by the quantity of publications, but also by the quality and relevance of research, thus reflecting the concentration of contributions to the core research group that plays a role in shaping the direction of theoretical development and research job crafting and work engagement.

This phenomenon can also be explained through the Matthew Effect, where established researchers tend to obtain more citations through the cumulative gain mechanism, thus further strengthening their influence in the literature [35], [36]. However, this condition also has the potential to create inequality in the distribution of scientific influence by limiting the visibility of emerging researchers, thus affecting diversity in academic discourse.

3.2.2. The Most Productive Journal

Table 3 shows the top-10 journal sources most often referred to by authors. The results of the analysis showed that publications on job crafting and work engagement were dominated by journals in the field of organizational psychology and HR management, with *Frontiers in Psychology* as the most productive source, followed by the *European Journal of Work and Organizational Psychology* and the *International Journal of Environmental Research and Public Health*. This dominance reflects the strength of the psychological approach as well as the role of the open access model in increasing the volume of publications, although high productivity is not always in line with theoretical influence.

Table 3. The top-110 of the most productive journals related to job crafting and work engagement.

Sources	Docs
Frontiers in Psychology	16
European Journal of Work and Organizational Psychology	13
International Journal of Environmental Research and Public Health	13
Sustainability (Switzerland)	10
Journal of Vocational Behavior	9
Sa Journal of Industrial Psychology	9
Plos One	8
International Journal of Human Resource Management	6
Personnel Review	6
Career Development International	5

The existence of organizational psychology journals confirms that the field is still rooted in established theoretical frameworks such as Job Demands–Resources (JD-R) theory, while the emergence of journals such as *Sustainability* and the *International Journal of Environmental Research and Public Health* indicates a thematic expansion towards occupational health and sustainability. In addition, the contribution of career behavior-based journals shows that job crafting is increasingly understood as a strategic mechanism in individual career development. Overall, this distribution pattern reflects theoretical maturity as well as a shift

towards a more integrative and multidisciplinary approach, although there is still potential for fragmentation across fields that requires more integration.

3.2.3. Country’s Scientific Production

Figure 4 illustrates the country's scientific production in a specified field of research. The map shows a geographical distribution, with dark blue showing the countries that have contributed the most and the numbers decreasing according to color intensity. Gray represents countries that have not contributed to this area of research.

Country Scientific Production

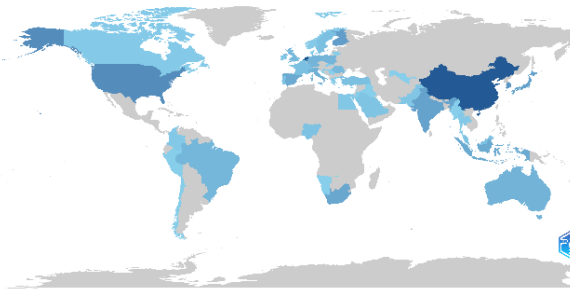


Figure 4. Country’s scientific production (computed by RStudio and Biblioshiny).

Note: Dark blue represents the countries with maximum production, and the decrease in intensity represents decreasing numbers. Grey denotes the countries with no contribution yet.

Based on these visualizations, the Netherlands emerged as the country with the highest contribution, followed by China and the United States, which shows that knowledge production in this field is still concentrated in countries with strong research capacity. The dominance of the Netherlands can be attributed to the central role of key researchers in the development of theoretical frameworks such as the Job Demands–Resources (JD-R) theory, which is the main foundation in the study of job crafting and work engagement [37].

Meanwhile, the high contribution of China and other Asian countries such as South Korea and Japan reflects the increasing attention to the context of work in the Asian region in the global literature.

In addition, geographical distribution also shows the contribution of developing countries such as India, Indonesia, and South Africa, although the intensity is still relatively lower than that of developed countries. This indicates that research in this field is beginning to undergo a geographical expansion and is no longer limited to the Western context. However, the inequality in the distribution of publications is still evident, reflecting the gap in scientific production capacity between countries. This phenomenon is in line with the findings of previous bibliometric studies that show that global scientific production tends to be concentrated in a certain number of countries, while others are still in the early stages of development. Therefore, it is necessary to increase international collaboration and strengthen cross-cultural research to enrich theoretical perspectives and increase the generalization of findings in job crafting research and work engagement in the future.

3.2.4. The Most Cited Articles

Table 4 shows the 10 most frequently cited journal articles. Analysis of the most cited articles shows that research in the field of job crafting and work engagement is dominated by studies based on theoretical and longitudinal approaches that focus on the relationship between individual characteristics, proactive behavior, and work outcomes. Articles with the highest citations, such as the meta-analysis by Rudolph et al. (831 citations), affirm the importance of the role of individual differences and job characteristics in shaping job crafting and its impact on performance and well-being. In addition, the contributions of key authors such as Bakker, Demerouti, and Tims that appear consistently in some of the top articles suggest a strong intellectual consolidation around the framework of Job Demands–Resources (JD-R) theory.

Table 4. The top 10 of the most cited publications

Article	Author	TC
Job Crafting: a Meta-Analysis of Relationships with Individual Differences, Job Characteristics, and Work Outcomes [38]	Rudolph Cw; Katz Im; Lavigne Kn; Zacher H	831
Job Crafting and Extra-Role Behavior: the Role of Work Engagement and Flourishing [39]	Demerouti E; Bakker Ab; Gevers Jmp	396
Crafting the Change: the Role of Employee Job Crafting Behaviors for Successful Organizational Change [40]	Petrou P; Demerouti E; Schaufeli Wb	336
A Meta-Analysis on Promotion and Prevention-Focused Job Crafting [41]	Lichtenthaler Pw; Fischbach A	329
Job Crafting and Job Performance: a Longitudinal Study [13]	Tims M; Bakker Ab; Derks D	314
The Impact of Personal Resources and Job Crafting Interventions on Work Engagement and Performance [42]	Van Wingerden J; Derks D; Bakker Ab	290
Workplace Interventions to Improve Well-Being and Reduce Burnout for Nurses, Physicians and Allied Healthcare Professionals: a Systematic Review [43]	Cohen C; Pignata S; Bezak E; Tie M; Childs J	287
Engaged and Productive Misfits: How Job Crafting and Leisure Activity Mitigate the Negative Effects of Value Incongruence [44]	Vogel Rm; Rodell Jb; Lynch Jw	253
Individual Job Redesign: Job Crafting Interventions in Healthcare [45]	Gordon Hj; Demerouti E; Le Blanc Pm; Bakker Ab; Bipp T; Verhagen Mamt	238
Productive and Counterproductive Job Crafting: a Daily Diary Study [46]	Demerouti E; Bakker Ab; Halbesleben Jrb	219

Table 5. Thematic Clusters of Job Crafting and Work Engagement Research

Cluster	Occurrences	Cluster Label
Cluster 1	job crafting, cognitive crafting, relational crafting, collaborative crafting, engagement, job satisfaction, task performance, contextual performance, exhaustion, turnover intention	Job crafting and work outcomes
Cluster 2	work engagement, employee engagement, job resources, job demands, motivation, meaningful work, organizational support, positive psychology, servant leadership	Job resources and work motivation
Cluster 3	burnout, workaholism, job boredom, well-being, career satisfaction, career crafting, personal resources, self-determination theory	Career crafting and employee well-being
Cluster 4	leadership, empowering leadership, in-role performance, JD-R, person-job fit, proactive personality, work-life balance, remote work	Leadership and job performance
Cluster 5	mental health, physical health, self-efficacy, coworker support, workplace, transformational leadership, sustainability, nurses	Employee health and workplace support

First, the "job crafting and work outcomes" cluster affirms the position of job crafting as the core in the literature, with strong links to various outcomes such as job performance, job satisfaction, and negative outcomes such as exhaustion and turnover intention. This cluster reflects the dominance of outcome-oriented approaches in research, where job crafting is positioned as the main predictor of work outcomes. Nevertheless, a strong focus on outcomes also suggests a tendency in the literature to place more emphasis on outcomes than an exploration of the underlying psychological mechanisms.

Second, the "job resources and work motivation" cluster shows a strong influence of the Job Demands–Resources (JD-R) framework in explaining work engagement. The existence of concepts such as job resources, job demands, motivation, and meaningful work confirms that the research in this cluster focuses on antecedent factors that drive work engagement. Critically, this cluster shows that although JD-R is the dominant framework, integration with other perspectives such as positive psychology still tends to be complementary rather than integrative.

Third, the "career crafting and employee well-being" cluster expands the focus of research towards well-being and career development, by including concepts such as burnout, workaholism, and self-determination theory. This cluster shows a shift in attention from mere performance to the quality of employee work experience. However, critically, the integration between career crafting and job crafting is still relatively limited, thus opening up opportunities for research that better unites the two perspectives.

Fourth, the "leadership and job performance" cluster highlights the importance of leadership roles and individual factors in influencing work performance. The presence of concepts such as empowering leadership, proactive personality, and person-job fit shows that the relationship between job crafting and performance is not only influenced by the structure of the job, but also by individual characteristics and the context of leadership.

In addition, the emergence of the issue of remote work and work-life balance indicates the adaptation of the literature to modern work dynamics.

Fifth, the "employee health and workplace support" cluster emphasizes aspects of employee health and social support in the work environment, focusing on mental health, physical health, and coworker support. This cluster reflects the growing concern for the holistic well-being of employees, particularly in the context of certain sectors such as healthcare. However, the association of this cluster with other clusters, especially those focused on job crafting, is still relatively weak, indicating fragmentation in the literature.

The results of cluster analysis were then synthesized to develop a conceptual framework that describes the relationship between antecedents, mechanisms, and consequences of job crafting and work engagement. The development of this framework is based on the patterns of interconnectedness identified in the analyzed literature, as well as reinforced by established theoretical foundations, resulting in a model that is not only based on empirical data, but also has strong conceptual coherence.

The framework in Fig 6 proposed in this study was developed through the integration of empirical findings from network and cluster analysis with relevant theoretical foundations in the job crafting and work engagement literature. In particular, the structure of the model follows a pattern of relationships identified in the results of the analysis, where employment factors (job resources, job demands, and job design), organizational factors (organizational leadership and support), and individual factors (such as proactive personality and self-efficacy) are positioned as antecedents that form the conditions for the emergence of job crafting behavior. Furthermore, job crafting is understood as a proactive behavior mechanism consisting of task, relational, and cognitive crafting dimensions, which play a role in increasing work engagement as a core motivational condition.

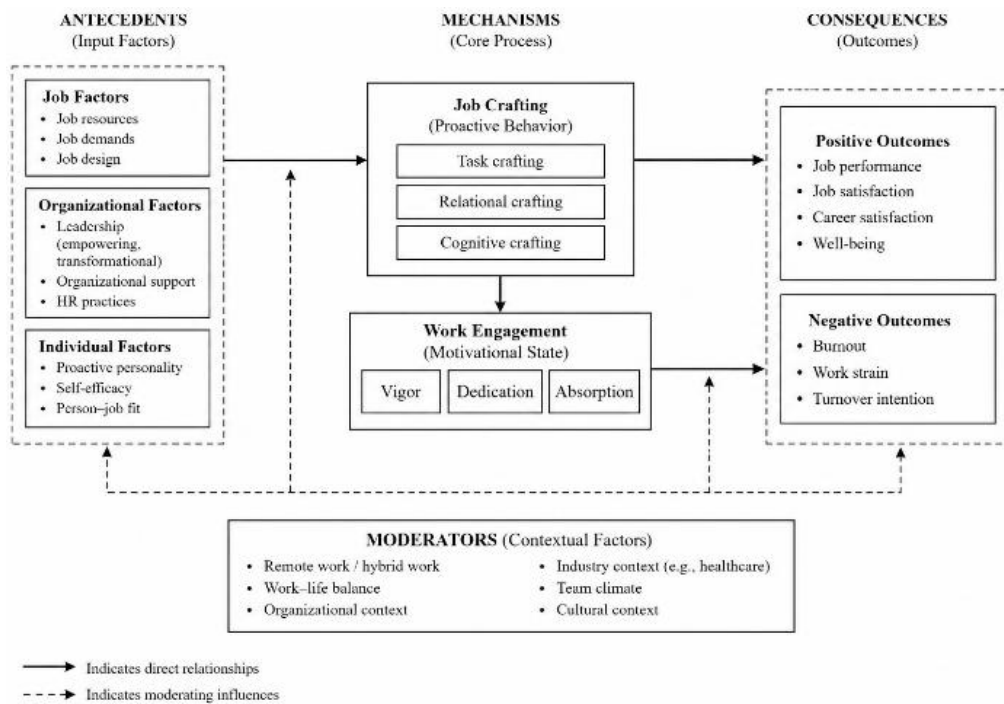


Figure 6. Framework of Job Crafting and Work Engagement

In this model, work engagement serves as the main mediator that bridges the relationship between job crafting and various work outcomes. These outcomes include both positive consequences, such as job performance, job satisfaction, career satisfaction, and well-being, as well as negative consequences such as burnout, work strain, and turnover intention. In addition, contextual factors such as remote work, work-life balance, and organizational and industrial environments are positioned as moderators that affect the strength and direction of the relationship between variables. Thus, this conceptual framework explicitly represents the relationship structure identified in the data while being supported by established theories, resulting in an integrative and relevant model to explain the dynamics of job crafting and work engagement.

3.3.2. Thematic Map

Thematic maps in bibliometrics are used to visualize and analyze patterns to identify core themes in scientific literature [47]. The thematic map highlights the areas in which promising research can be explored by investigating related themes and identifying knowledge gaps by analyzing underdeveloped themes that can be used to propose new studies [34]. This thematic map presents a graph where the x-axis represents how important the topics are in a research field, and the y-axis shows how much the themes are developed in the literature [48]. With these gradients, the themes are classified into four categories depending on the degrees of centrality and density: emerging or declining themes,

basic themes, niche themes, and motor themes [49], [50], [51], [52].

Based on the analysis of the thematic map in Figure 7 combined with the overlay visualization in Figure 8, it shows that core themes such as job crafting and work engagement, although in the emerging or declining themes quadrant, are empirically more accurately categorized as emerging themes, as shown by the average of relatively recent publication years (around 2021). This indicates that both concepts remain the main focus of research that continues to undergo conceptual and empirical exploration. In addition, the emergence of new themes such as career crafting, sustainability, job autonomy, and leadership-based approaches such as transformational leadership and empowering leadership with a more up-to-date average publication year (≥ 2023) shows a shift in the direction of research towards a more dynamic and contemporary context.

In contrast, themes such as the job demands-resources (JD-R) model, job performance, and organizational behavior show characteristics as more mature themes with strong initial contributions but relatively slowing down in recent developments. Overall, the integration between thematic maps and overlay visualization confirms that the field of job crafting and work engagement is in an evolutionary phase, with a shift from classical theoretical frameworks to the exploration of new contexts, psychological mechanisms, and modern organizational dynamics.

recent studies show that it has distinct implications for engagement, boredom, and burnout, justifying treating career-level proactivity as a parallel future stream, rather than as a minor extension of job structuring [59], [60]. Therefore, future research needs to develop a more integrative and balanced model that not only explains the benefits of job creation, but also identifies its limitations and negative consequences in a variety of dynamic organizational contexts.

4. Conclusion

Research on job crafting and work engagement shows rapid growth from 2015 to 2025, triggered by major changes in the modern work environment such as digitalization and remote work post-COVID-19 pandemic. Job crafting as a proactive behavior of employees in adjusting work demands and resources has been proven to increase work engagement and positive outcomes such as job satisfaction, performance, and well-being. However, research also identifies potential negative impacts such as burnout and burnout, so it's important to understand the balance between demands and work resources. In addition to examining the relationship between job crafting and work engagement, this study uncovers five main clusters that include antecedents, mechanisms, and related outcomes, including leadership roles, employee well-being, and modern work dynamics such as remote work and work-life balance. The proposed conceptual framework integrates these various factors with work engagement as a key mediator, where contextual factors moderate the relationship. Further research is suggested adopting a more integrative theoretical approach and longitudinal design to understand the job crafting process more deeply in the context of an ever-changing organization.

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