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Nurturing Job Crafting Behaviour and Thriving at Work: A Congruity Theory Perspective

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Executive Summary

Thriving reflects the psychological state of progress, momentum and growth embedded in a collective experience of vitality and learning (Spreitzer et al., 2005). A thriving workforce is critical for organizations to achieve competitive advantage and sustainable performance (Prem et al., 2017). Organizations derive several benefits from a thriving workforce. For instance, thriving alleviates problems such as exhaustion, burnout and absenteeism (Porath et al., 2012) and improves job satisfaction, job performance, organizational commitment (Gerbasi et al., 2015), health (Walumbwa et al., 2018) and well-being. Against this background, this study deploys congruity theory to investigate the role of value congruity (VC) and self-image congruity (SIC) in moderating the relationship between the perceived opportunity to craft (POC) and job crafting (JC) behaviour and, concomitantly, thriving at work (TW). Primary data from a sample of 426 employees formed the basis of empirical testing. The data were gathered using a structured questionnaire. Appropriate statistical procedures, consisting of descriptive and inferential statistical techniques, were used to analyse the data. The validity of the research instrument was examined using factor analysis, and the hypothesized relationships were tested through structural equation modelling. The results indicated that perceived opportunities to craft significantly improve job crafting behaviour and thriving at work. Additionally, value congruity and self-image congruity intensify the positive impact of POC on JC. These results offer a novel insight into the job crafting dynamics and its role in nurturing thriving at work. In light of the results, it is advised that a broader framework must be established instead of devising narrow and rigid boundaries of desired employee behaviour. Within that framework, employees should be offered a generous leeway to express themselves by modifying their tasks, relations and cognitions.

KEY WORDS

Job Crafting Perception

Thriving at Work

Value Congruity

Self-image Congruity

Job Crafting Behaviour

In the contemporary knowledge-driven and competitive business environment, a thriving workforce is critical for organizations to achieve competitive advantage and sustainable performance (Prem et al., 2017). Thriving reflects the