

Examining The Impact Of Job Crafting On Workplace Wellbeing Among Higher Education Employees Of J&K Region

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Abstract

Purpose: The purpose of the study is to find the impact of job characteristics on workplace wellbeing of teachers teaching in government degree colleges. The purpose of this paper is to examine the structural relationships between job characteristics and workplace well-being.

Design methodology: The responses which were considered for the study was 417 employees and a randomly selected sample from the target population was extracted. These subsets of different strata then frame a random sample. The area under consideration has two divisions: Jammu and Kashmir.

Findings: The findings of the study suggested the impact of the work overload and social support on workplace wellbeing through job crafting on the teaching staff of government degree colleges.

Keywords: Workplace wellbeing, Job crafting, work overload and social support.

Introduction

The teachers' job consists of many demands and it is very necessary that they respond to the changing environment and the requirements of students and their peers. So, they need to alter the ways of doing their job (Bowles et al., 2018; Martin et al., 2019). Bakker and Demerouti (2018) studied wellbeing of employees and its relationship with the job demands and job resources. They studied the impact of work climate on employees and impact of employees on work climate. So, the focus on the wellbeing of employees at workplace has become the need of the hour (Affrunti et al., 2018; Martin et al., 2021). Also, Van Wingerden et al. (2017) suggested that job demands and resources

interventions increase the wellbeing of employees by increasing the job crafting behaviors of employees. Workplace stress and burnout have become threat to the workplace wellbeing and as a result of years of research it has been found that the wellbeing of teachers at their workplace (working conditions and health-related issues) is being affected by the workplace stress (Bajpai & Singh, 2019; Senthilkumar, 2018; Rajarajeswari, 2018; Siddiqui et al., 2017; Nair & Sivakumar, 2018; Shkempi et al., 2015). So, there is a need to focus on the stress models which can bring about changes in the life of teachers by enhancing their wellbeing at workplace.

Research background

The use of the job demands and resources model (JD-R) as the overarching framework for this study is appropriate as it allows flexibility in the investigation of different job demands and resources and their relationship with job crafting and workplace well-being (Van der Heijden et al., 2019). It has been demonstrated by various researchers that "Job Demands and Job Resources" appear to be imperative reasons for "work related wellbeing" (Demerouti et al., 2001; Schaufeli & Bakker, 2004). Work has essential impact in the lives of many people (Kilica et al., 2020). Work should be seen as a challenge so that the individuals can convey themselves through their tasks. This implies that work should be organized in such a manner that an individual needs to apply his/her capacities and abilities to his/her work. Research led in the course of recent years has demonstrated that work may affect the wellbeing of workers (Rajarajeswari, 2018). Bhui (2016) in his paper has opined that many researchers (Rudow, 1999; Dunham, 1998; Kyriacou, 1989, 1999, 2001; Guglielmi & Tatrow, 1998) have suggested teaching as a profession that faces stress and majority of teaching professionals are suffering from work related stress (Merida-Lopez et al., 2019) and those professionals also exhibit symptoms of "psychological distress, usually demonstrated by high anxiety and low psychological well-being, as well as decreased job satisfaction i.e. mental ill-health, burnout and job dissatisfaction (Traverse & Cooper, 1996)" as opined by Reddy and Anuradha (2013). So, there is a need to study the wellbeing of teaching professionals (Merida-Lopez et al., 2019; Berger et al., 2019).

RESEARCH OBJECTIVES

1. To examine the role and impact of (job demand) work overload in predicting workplace wellbeing.

2. To examine the role and impact of (job resource) social support in predicting workplace wellbeing.

3. To examine the role and impact of (job demand) work overload in predicting job crafting.

4. To examine the role and impact of (job resource) social support in predicting job crafting.

5. To examine the role and impact of job crafting in predicting workplace wellbeing.

Literature review

Wellbeing is a term that is related to the state of an individual i.e., psychological, spiritual, mental, social and economic state. It has been observed that many individuals are full of zeal at their workplace but others are not properly indulged in what they do (Beckmann et al., 2019; Rajarajeswari, 2018). Ryff (1989) studied wellbeing more extensively by considering the affective, motivational and behavioral aspects. There occurred a growth of interest in the psychological wellbeing because since psychology emerged, it had researched much on human sufferings and unhappiness rather than positive aspects (Diener, 1984; Jahoda, 1958 in Ryff, 1989). As per Ryff, 1989, Psychological wellbeing was not studied at its most fundamental aspect which led its literature to be built just on conceptions having lesser logics based on theory. Researchers have started focusing on finding out the reasons for the difference in level of happiness for different people (Lee, 2019; Berger et al., 2019; Chang et al., 2020).

A well-balanced approach like "workplace wellbeing" is required to enhance the quality of lives of employees at workplace (Jeanguenat, & Dror, 2018). The wellbeing of employees is the main focus of employers too as they contribute to

the organizational success and profits by recruiting and selecting the desirable candidates at various positions (Singh et al., 2019; Lee, 2019). Work plays an effective role in a person's wellbeing (Rajarajeswari, 2018; Wright & Cropanzano, 2000; Rudolph et al., 2017). The emotional wellbeing of employees influences citizenship behaviours, turnover, performance, profitability, productivity, customer loyalty and employee turnover. The wellbeing outlook associates itself to the business outcomes. Also, workplace wellbeing and performance comes only when the workplace is financially and psychologically stable. Wellbeing at workplace has shown relationships with many constructs like performance, productivity and quality of life (Hakanen et al., 2018). The happy employees show association with performance and productivity (Kasser & Ryan, 1996; Wright & Cropanzano, 1997; Wright & Staw, 1999). Work related wellbeing is related to positive psychology and many studies of workplace wellbeing are linked to models like job demands and resources model (Lee, 2019; Maslach et al., 2001; Lee et al., 2017).

Sometimes, employees also indulge themselves physically, emotionally and cognitively in their work (Kahn, 1990; May et al., 2004 ; Park & Peterson, 2019) that can provide meaningfulness, safety and availability to their work life. Whenever productivity and wellbeing are studied, some factors have to be taken care of like workers' potential, aspirations, satisfaction as well as the ability to execute tasks successfully. Wellbeing of an employee can have an influence on the organizational performance (Taris & Schreurs, 2009; Taris & Schaufeli, 2014; Affrunti et al., 2018). The successful organizations have always recognized the contributions of engaged employees. They expand themselves in their job performances and continuously strive to perform better by setting new benchmarks. Employees are committed and engaged when organizations

provide appropriate work environment, healthy practices of communication, opportunities to develop themselves and their potential (Lee, 2019). Work overload, emotional demands (job demands), autonomy and performance feedback (job resources) were studied and it was found that exhaustion and cynicism were the consequences of the interaction between high demands and low resources (Park & Peterson, 2019).

Bakker (2015) opined that job demands and resources have consistent attributes but are "malleable" too and it was suggested that an employee can also alter the work conditions through a "bottom up" behaviour called "Job Crafting". It is referred to as the change in work description and its components along with the various relations at work (Wrzesniewski et al., 2013; Lee et al., 2017). Job crafting has been conceptualized as a "proactive attempt" which can be helpful in balancing job demands and job resources. Researchers opined that job crafting leads to increasing wellbeing, work engagement, job satisfaction and declining burnout (Bakker, 2015; Tims et al., 2013). Alonso et al. (2019) opined that job crafting in teachers act as a predictor for job satisfaction, work engagement and job performance. From various studies, it has been concluded that the job crafting has a positive association with work performance, work engagement, job satisfaction and wellbeing of employees as they can easily control the work climate through crafting (Rudolph et al., 2017; Kilica et al., 2020). Based on the objectives of the research following hypotheses have been formulated.

H1: Work overload has a negative impact on Workplace well being.

H2: Social support has positive impact on Workplace well being.

H3: Work overload has negative impact on Job crafting.

H4: Job crafting has positive impact on Workplace well being.**H5: Social support has positive impact on Job crafting.****RESEARCH GAP**

Up till now, there has been insufficient research evidence which takes care of the welfare of employees and the employee perspective of wellbeing using the JD-R model in select institutions. This study intends to test job crafting synthesis among select colleges. This model is to be checked in the socio-cultural environment and regional context. Through this study, the efficacy of the present model can be investigated as we are incorporating such variables which have not been explored together before. It has been found that there is paucity of studies in colleges for workplace wellbeing in selected institutions of the Union territory of Jammu and Kashmir.

As per Strnadova et al. (2019), the research studies have mostly focused on the workplace wellbeing but there is a dearth of studies exploring how teachers get along with their wellbeing in their workplace. Martin et al. (2019) opined that workplace wellbeing of teachers is important for efficient classroom practices (Collie et al., 2016). Martin et al. (2019) studied workplace wellbeing of teachers because teachers possess adaptability to cope or adjust with the changing job demands (Van den Broeck et al., 2010).

Petrou et al. (2018) studied that the antecedents of job crafting both at the organizational level (i.e., perceived impact of the implemented changes on the working life of employees) and the individual level (i.e., employee willingness to follow the changes). Job crafting behaviours were expected to predict task performance and exhaustion. They suggested that job crafting needs further research in different contexts and exploration needs to be done about its more antecedents. Skaalvik and Skaalvik (2018) also suggested that the further research can be done

for the teachers' wellbeing with possible different job demands and resources. For a proper understanding of the motivational process, future research should also acknowledge the direct and indirect impact of job demands on work engagement and wellbeing. Simbula (2010) in her study on teachers studied the JD-R model in motivational and health impairment aspects. The future research ought to blend diverse hypothetical and methodological methodologies so as to get a better comprehension of the dynamic and versatile nature of wellbeing at work. There is a paucity of studies which describes job crafting and its role in enhancing the workplace wellbeing in case of teaching professionals. From the reviewed literature we have found that there is a dearth of literature that has studied job crafting in teaching context along with its inclusion in JD-R model and wellbeing. So, it is being examined to specify the relationships.

From the gap analysis and the review of literature, it can be inferred that the studies regarding the workplace wellbeing are many but extensive studies have been done in the developed nations and the JD-R model has that potential to investigate the wellbeing of teaching professionals of the developing nations too. Many gaps have still remained unfilled in the present context which makes this study a relevant one.

Sampling

The stratified random sampling technique was adopted for the collection of data consisting of regular faculty members working in various colleges of Jammu and Kashmir. The area under consideration has two divisions: Jammu and Kashmir. The division of Jammu and Kashmir comprise of 10 districts (46 and 47 colleges respectively). The target population i.e. the colleges were distributed into three different strata and from each stratum; colleges were randomly selected for the collection of data. The

sample size for the present study came out to be 417. The concepts involved in the study like job demands, job resources included in JD-R model, job crafting, workplace well being, workplace overload and social support have been studied using the secondary sources like the websites of Higher education department of Jammu and Kashmir, websites of concerned colleges, Ministry of Human Resource Development official websites to the AISHE reports online , research articles from the relevant Journals, books, magazines, online databases, published work of eminent researchers etc.

The values of Cronbach's alpha for the variables under study are greater than greater than 0.5. This shows that the scales for the different variables are reliable. In order to assess the reliability and consistency of results, the Cronbach's alpha coefficients for all the variables were obtained for all the respondents before the application of exploratory factor analysis and confirmatory factor analysis and it was found that again the values were greater than 0.5 which confirmed the scales to be reliable.

S.no.	Variable	Cronbach's alpha
1.	Work overload	0.723
2	Social support	0.798
3	Job crafting	0.812
4	Workplace wellbeing	0.644

SEM

The descriptive statistics are followed by the exploratory factor analysis for all the variables.

Confirmatory factor analysis is then performed based on which, Structured Equation Modeling is done to obtain a structured model.

S.No.	Variable	KMO	CA	Chi-square	df	Sig.
1	Workplace wellbeing	0.811	0.868	10956.615	219	.000
2	Job Crafting	0.834	0.923	6543.402	101	.000
3	Work overload	0.809	0.911	162.784	24	.000
4	Social support	0.814	0.876	7241.423	39	.000

KMO = Kaiser-Meyer-Olkin Measure of Sampling Adequacy, CA = Cronbach Alpha, df =Degrees of Freedom, Sig. = Significance

An exploratory factor analysis was conducted on the various constructs using Principal Component Analysis (PCA) and Varimax rotation. After applying exploratory factor analysis, 45 items got reduced to 21 items. The confirmatory Factor

analysis of the four factors obtained out of exploratory factor analysis shows the results with χ^2/df as 3.116 and RMSEA as 0.040. The other important values obtained out of CFA are NFI (.914), RFI (.901), IFI (.943), TLI (.965) and CFI

(.977) respectively. All these values range between 0.8 and 1.0 which shows that data fits satisfactorily. Furthermore proposed modular framework has been developed by applying SEM AMOS as shown in figure below. Results of the

formulated model have been found appropriate and fit with the values of AGFI, GFI & CFI are found to be greater than .9 whereas RMSEA value is found to be less than .05, predicting and supporting model fitness.

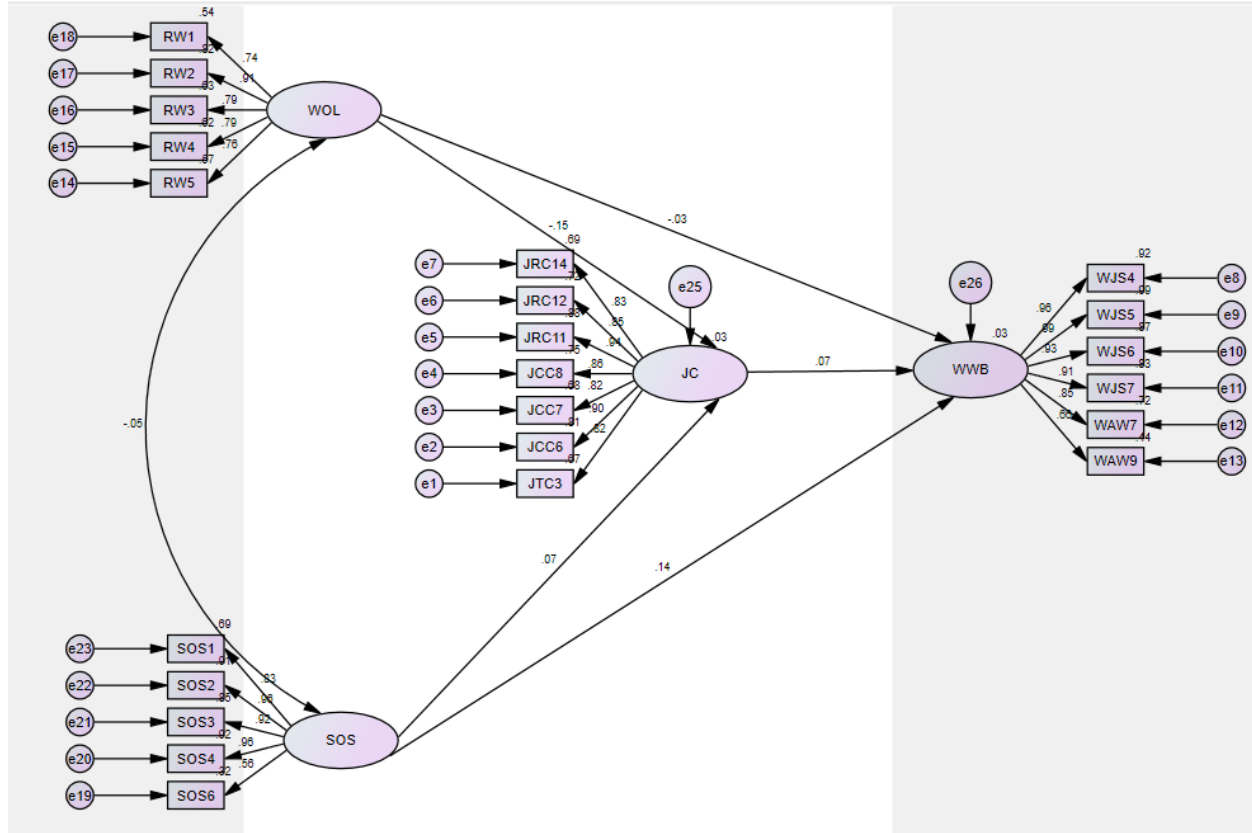


Table No. 3: Fit Indices of the model.

Chi square	df	Chisquare/df	NFI	RMSEA	CFI	RFI	IFI	TLI	SRMR
712.657	294	3.017	0.912	0.042	0.943	0.966	0.984	0.922	0.0311

The values of fit indices like NFI, CFI, RFI, IFI, TLI are greater than 0.9 and RMSEA is between 0.05 and 0.08 i.e. less than 0.08 which is considered good. Also SRMR value is less than 0.08 which shows that the model exhibits goodness of fit.

SUMMARY OF FINDINGS

The present study focuses on the relationships between the variables work overload, social support, job crafting and workplace wellbeing. From the application of statistical tools and techniques on the data collected from the teaching professionals working in the degree colleges of the Union territory of Jammu and Kashmir, various inferences have been obtained.

1. There exists a significant relationship between work overload and workplace wellbeing as well as social support and workplace wellbeing. Work overload is negatively related to work place wellbeing and social support is positively related to workplace wellbeing.
2. There exists a significant relationship between work overload and workplace wellbeing through job crafting i.e. job crafting effects work overload on workplace wellbeing.
3. Job crafting influences social support on the workplace wellbeing and the relationships of these variables are significant.
4. There exists a significant relationship between the variables work overload, social support, job crafting and work overload. Also, job crafting strengthens the relationship between work overload, social support and workplace wellbeing.
5. There exists a significant model fit between the work overload, social support, job crafting and workplace wellbeing.

5.4 LIMITATIONS OF THE STUDY

The basic limitation of the study is the presence of homogeneity in the respondents forming the sample. This study examined different variables like work overload, social support, job crafting, workplace wellbeing of the teachers working the government degree colleges which makes it difficult to generalize the obtained results. The future studies involving the same variables can be conducted in the other sectors or areas and occupations. The study can be replicated in another context like considering university teachers along with college teachers and comparative analysis could have been done, which is again a limitation of present study.

5.5 FUTURE RESEARCH SCOPE

The same study can be replicated in the other occupations or cultural regions. Some job demands pertaining to teachers can also be added like behavioural distractions due to students or behavioural distractions due to parents etc. (De Nobile, 2016; Kokkinos, 2007; Rajesh & Suganthi, 2013). The future studies can also check the behaviour of job crafting as a moderator. The future studies can be conducted by using the qualitative technique of doing research. Also, the interventions of applying the job crafting behaviours should be obtained from such kinds of research studies. Above all, the teachers should be made aware of using their skills in crafting their job through, workshops, development programs, training sessions etc. The personal resources can also be added to the set of job resources to generalize the study. Indians are very much focused on the religio-cultural practices in India. This model in light of such practices can be a future research scope also.

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