The International Journal of
INDIAN PSYCHOLOGY

Workplace Well-Being: The Role of Job Crafting, Perceived Organizational Support and Perceived Autonomy Support

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ABSTRACT

At workplace, managers have adopted practices to increase the well-being of the staff. Job crafting has been recently recognized as something that organizations can stimulate them to do so themselves by making them think about job design that puts employees "in the driver's seat" in cultivating meaningfulness in their work. Along with job crafting, perceived organizational support, perceived autonomy support can also play a lot of role in the well-being of employees. The present paper results revealed a significant positive relationship between all the variables and regression also predicted Perceived organizational Support as the most contributing factor to Workplace Well-being.

There is a growing recognition of the importance of individual well-being inside and outside the workplace. In working to get the very best out of their organization many managers are choosing to adopt practices to increase the well- being of the staff. Employers have the potential to influence the well-being of their staff there is no 'one size fits all' but where employees are able to raise be in India workforce they also likely to see improvements in the performance of the workplace. For the benefit of employees and organizations alike, it is crucial for organization to recognize employees as valuable sources of human capital. It becomes extremely important for the employees to have perceived organizational support, perceived autonomy support and job crafting for the workplace well-being.

Job Crafting is defined as "actions that employees take to shape, mold, and redefine their jobs" (Wrzesniewski & Dutton, 2001). Job crafting is what workers do to redefine and reimagine their

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job to make it more personally meaningful to them (Berg, Dutton, & Wrzesniewski, 2013). Job crafting is initiated by the employee, from the bottom up, and not by the manager from the top down. There are three types of job crafting techniques: task, relational, and cognitive. **Task crafting** is Job crafting through changing tasks which means when employees change their formal job responsibilities by either adding or dropping tasks; by changing/altering the tasks; or the time and effort devoted to different tasks (Berg, Dutton, & Wrzesniewski, 2013). The next dimension of Crafting is **Relational crafting** is through changing relationships which involves altering how, when, or with whom employees interact is when employees alter the way they perceive the tasks and relationships that comprise their jobs (Berg, Dutton, & Wrzesniewski, 2013) The third dimension of Crafting is Cognitive Crafting which means Job Crafting through changing your perceptions which alters the way employees perceive their tasks and relationships that comprise their jobs (Berg,Dutton,&Wrzesniewski,2013) .Thus, job crafting is a way to think about job design that puts employees "in the drivers seat" in cultivating meaningfulness in their work. Job crafters can proactively reshape the boundaries of their jobs using three categories of job crafting techniques for relational and cognitive. "Job crafting captures what employees do to redesign their own jobs in ways that can foster job satisfaction, as well as engagement, resilience and thriving at work" Job crafting represents employee behaviour that has been recently recognized as something that organizations can stimulate to improve the working conditions for their employees by encouraging them to do so themselves. Job crafting can be seen as a specific form of proactive behaviour in which the employee initiates changes in the level of job demands and job resources in order to make his or her own job more meaningful, engaging, and satisfying. In addition to Job crafting, other factors also influence well-being and psychological needs (Freeney & Fellenz 2013). One such factor that has significant implications for workplace well- being is autonomy support (Baard et al. 2004; Deci et al. 1989; Deci & Ryan 1987; Gagné 2003).The other variable of the present paper is Perceived Autonomy Support which refers to an interpersonal orientation of one's manager or work supervisor that involves acknowledging and understanding employee perspectives, providing employees with opportunities for volition over what they do and how they go about it, encouraging employee initiative, and remaining open to new experiences (Baard et al. 2004; Moreau & Mageau 2012). Managers with autonomy supportive leadership styles welcome employee self-initiation and take steps to nurture the employee's inner motivational resources. In contrast, those with more controlling leadership styles tend to pressure employees to feel, think, or behave in particular ways. *"Autonomy is predicted to increase an individuals feelings of personal responsibility for work outcomes.* Having autonomy is very important to employees. People have a strong need to control their lives and to participate in making decisions that affect them. It is found that autonomy was related to higher levels of job satisfaction and commitment and fewer thoughts of quitting. Job crafting and Autonomy support can only be acheived when there is adequate Organizational Support .Perceived Organizational Support is generally thought to be the organization's contribution to a positive **reciprocity** dynamic with employees, as employees

tend to perform better to reciprocate received rewards and favourable treatment. This idea bloomed from Eisenberger and Rhoades' organizational support theory. Employers commonly value employee dedication and loyalty employees who are emotionally committed to the organisation show heightened performance reduced absenteeism and lessened likelihood of quitting their job. The theory of organizational support theory (levinson 1965) states that the development of POS is increased by employees tendency to assign the organisation human like characteristic. It was noted that actions taken by agents of the organization are viewed as indications of the organizations intent rather than attributed solely to the agents personal motives this personification of the organisation suggested is abetted by the organizations legal moral and financial responsibility for the actions of its agents by organizational policies norms culture that provide continuity and describe role behaviours and by the power the organizations exert over individual employees. POS began with the observation that managers' concern with their employees' commitment to the organization is positively correlated with employees' focus on the organization's commitment to them. For employees, organizations serve as important sources of socioemotional resources like respect and care, as well as tangible benefits like wages and medical benefits being regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation. Positive evaluation by the organization also provides an indication that increased effort will be noted and rewarded. Employees, therefore, take an active interest in the regard with which they are held by their employer. POS can also be used to offer an explanation for organizational Workplace Well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. Workers well-being is a key factor in determining an organization's long-term effectiveness. Enterprises and organizations are increasingly recognizing the need to take the well-being of their workers seriously. The workplace well-being is an opportunity for employers to demonstrate their commitment to the health and well-being of their workforce. The positive impact that employment can have on health and well-being is now well documented. Workplace Well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. Enterprises and organizations are increasingly recognizing the need to take the well-being of their workers seriously. Workers well-being is a key factor in determining an organization's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce. Enterprises and organizations are increasingly recognizing the need to take the well-being of their workers seriously. Workplace well-being is recognized as a fundamental element of successful organizations, contributing to desirable outcomes such as job retention and enhanced performance (Harter et al. 2002, Warr 1999). Studies have shown that job crafting is related to well-being (Nielsen & Abildgaard 2012; Petrou et al. 2012; Slemp & Vella-Brodrick 2014)

Therefore the present paper aims to investigate the relationship between Job Crafting , Perceived Autonomy Support ,Perceived organizational support and Workplace well-being.

METHODOLOGY

Objectives

1. To study the relationship between Job crafting and Workplace Well-being
2. To investigate relationship between perceived organizational support and workplace well-being
3. To explore the relationship between Autonomy Support and Workplace Well-being.
4. To examine the contribution of the predictor variables on criterion variable workplace well-being

Hypotheses

In order to fulfil the above objective of the study the following hypotheses were formulated:

H1 There will be no significant relationship between and Job Crafting and Workplace well-being.

H2 There will be no significant relationship between Perceived Autonomy support and Workplace wellbeing.

H3 There will be no significant relationship between Perceived Organizational Support and Workplace Well-being.

H4 The three measures (job crafting perceived autonomy support and perceived organizational support) of the study will not significantly contribute to predict workplace well -being.

Research Design (A Correlational Design)
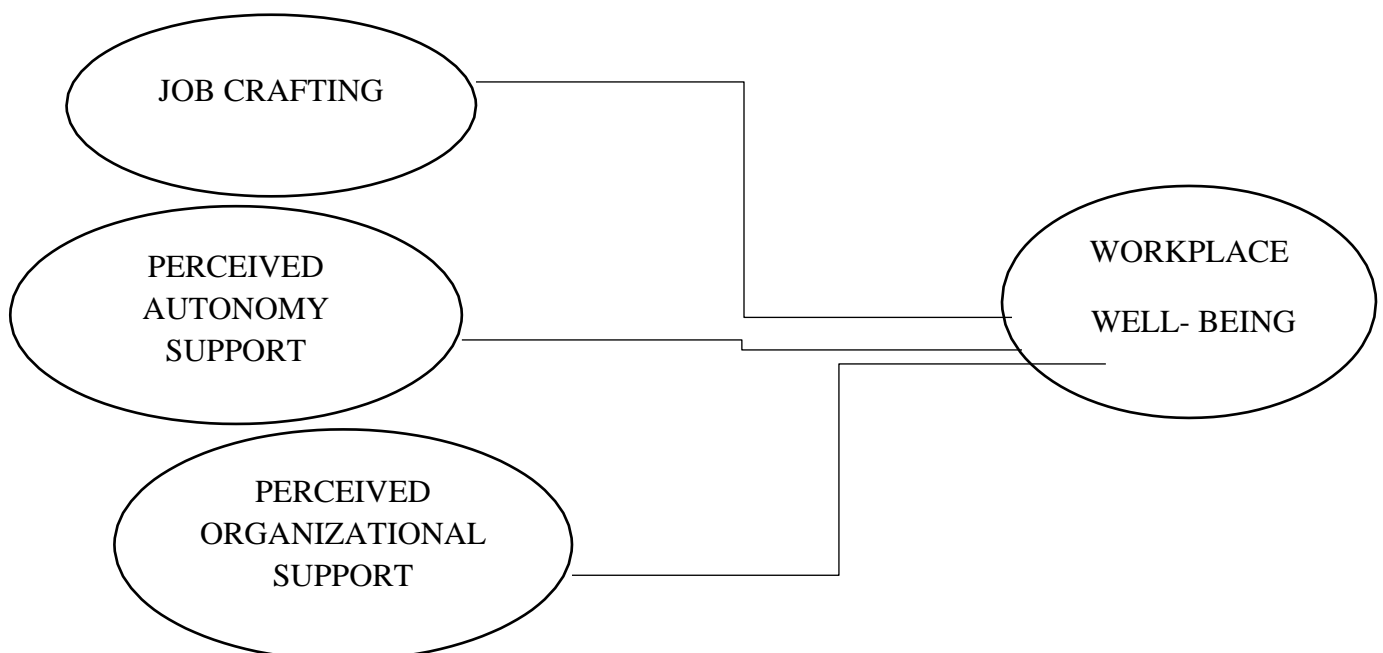
Sample

A sample of 100 female Nurses, Nursing staff were taken from private hospitals

Inclusion Criterion
1. Age group 25 yrs to 40 yrs
2. Female Nurses were only considered

Exclusion Criterion
1. Male Nurses
2. Nurses from government hospitals
3. Age group Below 25 yrs and above 40 yrs

Test Used
1. Perceived Autonomy Support (Baard, Deci, & Ryan ,2000)
2. Scales of Job Crafting and Work Engagement (Slemp & Vella-Brodrick 2013)
3. Perceived Organizational Support (Rhoades & Eisenberger 2002)
4. Work Place Well-being Questionnaire (Parker& Hyett 2011)

The tests used are explained below,
1. **Perceived Autonomy support** is measured using a **WCQ (Work Climate questionnaire)**, it has a long form containing 15 items and a short form containing 6 of the times. The questionnaire is typically used with respect to specific work settings such as teams or work groups that have one manager and the wording can be changed slightly to specify the particular situation being studied. In these cases, the questions pertain to the autonomy support of the respondent manager. If however, the www is being used to assess a General work climate that goes beyond a particular work group, the questions are stated with respect to the autonomy support in the general of the managers of that company, department or organization. The scoring is done in the following manner the scores on both the 15 item version and the 6 item version are calculated by averaging the individual item score. However, for the long version, before averaging the item scores the scores must be first reversed, the score of the item 13 (subtract the score on item 13 from 8 and use the result as the item score for this item for example, the score of 3, when reversed would become 5). Higher average scores represent a higher level of perceived autonomy support.
2. **Job crafting** was measured with the 15-item Job Crafting Questionnaire (JCQ; Slemp and Vella-Brodrick 2013), which assesses the extent to which employees engage in various forms of task, relational, and cognitive crafting. Items represent different types of job crafting behaviours or cognitions, and respondents indicate the frequency with which they engage in each one (1 = hardly ever, 6 = very often). Composite scores for each job

crafting sub-factor were calculated as the mean of the relevant items, and were subsequently used as the three observed variables for the latent job crafting variable.

The questions were developed to measure the extent to which employees engaged in the types of activities that were consistent with Wrzesniewski and Dutton's (2001) original model of job-crafting that consisted of task, relational, and cognitive forms of crafting. Most items were original but four items were adapted from Leana et al. (2009), who developed a measure of job crafting specifically for teachers in education settings. Their scale consisted of the task and relational forms of crafting (at both the individual and group level), but omitted the cognitive form of crafting. Only those items that were adaptable to more general working environments were selected from this scale, and were altered for appropriate use with more general working samples by removing any reference to education or classroom-based environments. These items provided theoretically consistent examples of ways in which employees might engage in task or relational crafting at work and were hence incorporated into the present study. All items that were developed to measure the extent to which employees engage in cognitive crafting in the present study were original. By reviewing the extant literature on what constituted the types of activities that represented job crafting, as well as examining the existing measures of job crafting, a preliminary set of 27 items was developed and administered to a separate sample of 23 working adults for qualitative analysis. These participants were known to the researcher and provided feedback about items they deemed to be clear and thus which should be retained, and also items they deemed to be confusing and which should be either eliminated or reworded. They also provided feedback about whether each item made sense within a general working context. Based on this analysis, a final set of 21 items was retained for the EFA and CFA components of the study. Upon consultation with the participants who provided feedback, four of these 21 items were also reworded to enhance clarity and relevance to suit more general working samples. The final set of 21 items consisted of seven items for each of task, relational, and cognitive forms of job crafting.The job-crafting questionnaire was introduced with the following statement: "Employees are frequently presented with opportunities to make their work more engaging and fulfilling. These opportunities might be as simple as making subtle changes to your work tasks to increase your enjoyment, creating opportunities to connect with more people at work, or simply trying to view your job in a new way to make it more purposeful. While some jobs will provide more of these opportunities than others, there will be situations in all jobs where one can make subtle changes to make it more engaging and fulfilling." Participants were then instructed to indicate the extent to which they engaged in each job-crafting behaviour or cognition on a Likert-type scale from 1 (hardly ever) to 6 (very often).

3. **Perceived Organizational support** developed by Eisenberger, Huntington, Hutchison, and Sowa (1986) were used in this study. The original scale contained 36 items, after a series of

selection, the official scale represent organizational support contained six items with high load capacity selected by relevant scholars and used 5-point rating technique, the higher the score, the higher the organizational support. Reliability and validity of the scale have been obtained validation support by some studies (Shore and Wayne, 1993). And the Cronbach's α coefficient of this scale was 0.935. The 36-item Survey of Perceived Organizational Support (SPOS) is given in the table below. The items indicated by an asterisk are a 16- item short form. If a still shorter 8-item version of the scale is needed, another version selected from high loading items from the original SPOS may be used. This scale follows the recommendation of Rhoades and Eisenberger (2002, p. 699) that "Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless dictates that both facets of the definition of POS (valuation of employees' contribution and care about employees' well-being) be represented in short versions of the questionnaire."

4. **Workplace well-being** Researchers at the Black Dog institute have involved in measuring workplace satisfaction and the impact of a range of variables (e.g. depression, gender, occupational level, length of time employed) on this . Job satisfaction is a widely researched topic, nut there are few accurate measures available. A recent study at the Institute helped develop the workplace well-being questionnaire, a self -report measure of well-being in the workplace . Overtime, we have built up a database of scores that allows people to compare themselves to others (i.e., in different occupations, across genders etc.)

The results indicate where the individual sits on the following four areas of workplace well-being:

1. **Work satisfaction:** Low = 0-11; Medium = 12-30; High = 31-40
   This measure indicates the degree to which you view your work as fulfilling and whether it increases your sense of self worth provides life with some purpose and meaning and advances your skills. low scores may signify low levels of work satisfaction.
2. **organisational respect for the employee: low** =0-7 ; medium 8-21 ; High = 22-28 . This measured whether you judge senior people in your organisation as worthy and having ethical values as well as weather the organisation values its staff and treats you well high score indicate high levels of organizational respect for the employee.
3. **Employer care** Low 0-7; medium 8-21; High 22-28 this measure specific to hear specific to how people well your boss treats you. It looks at whether he/she is caring willing to lend the ear. Be understanding about work concerns and treats you as you wish to be treated. Low scores may indicate low levels on that care dimension.
4. **Intrusion of work into private life** Low = 0-5; medium 6-17; High= 18-26 High scores on this scale indicate greater intrusion of work into your private life. It measured whether you feel stressed and pressure at work to meet targets, find it hard to

wind down after work and just that your work eats into your private life and impacts negatively on your self esteem.

The results are presented on a scale from low, through medium to high.

Statistical Analysis
1. Mean
2. Standard Deviation (SD)
3. Correlation
4. Multiple Regression

Table 1.1 Descriptive Statistics

	Mean	Std.Deviation
Perceived Autonomy support	67.770	23.77753
Job Crafting	47.4400	19.66092
Perceived organizational Support	33.3600	9.66355
Total	69.7400	18.75123

Table 1.2

		Perceived Autonomy Support	Job Crafting	Perceived organizational support	Total
Perceived Autonomy Support	Pearson Correlation Sig .(2-tailed) N	1			
Job Crafting	Pearson Correlation Sig. (2-tailed) N	.768**	1		
Perceived organizational support	Pearson Correlation Sig. (2-tailed) N	.768**	.792**	1	
Total	Pearson Correlation Sig.(2-tailed) N	.687**	.697**	.741**	1

** Significant at .05 level

*Significant at .01 level

Table 1.3 depicts 59.7% is contributed by all the three predictor variables to the criterion variable.

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.773a	.597	.585	12.08345

Table 1.4 reveals that all the variables are magnificently contributing to the criterion variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20792.292	3	6930.764	47.468	.000[b]
	Residual	14016.948	96	146.010		
	Total	34809.240	99			

a. Dependent Variable: total

b. Predictors: (Constant), POS, PAS, JC

Table 1.5 Reveals that Perceived organizational Support contributes the maximum to Workplace Well-being.

Model	Unstandardized Co-efficients		Standardized Co-efficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22.237	4.461		4.985	.000
Perceived Autonomy Support			.210	1.918	.058
Job Crafting	.200	.110	.210	1.828	.071
Perceived organizational support	.803	.277	.414	3.533	.001

DISCUSSION

The present paper aims to investigate the relationship between Job Crafting, Perceived Autonomy support, Perceived organizational Support and Workplace Well-being .Looking at the present scenario of the organization it is seen that Job Crafting, Perceived Autonomy support ,Perceived Organizational Support are important aspects to be measured for organizational benefit.

Taking the first hypothesis that state no relationship between Job crafting and Work place well-being., but the result revealed a positive relationship between Job Crafting and Workplace well-being significant at .o1 level , which states that employees with high Job Crafting will share better Workplace Well-being . This is in congruence with a research done on Job crafting and established relationship with Well-being (Nielsen & Abildgaard 2012; Petrou et al. 2012; Slemp & Vella-Brodrick 2014)

The second hypothesis mentioned no relationship between Perceived Autonomy support and Workplace Well-being but the result revealed a relationship between perceived Organizational support and Workplace well-being significant at .01 level which states that employees with Perceived organizational Support will have better Workplace well-being. Studies found that Autonomy support is related to well-being (Deci et al. 2001; Gagné and Deci 2005; Moreau &

Mageau 2012; Nielsen and Abildgaard 2012; Petrou et al. 2012; Slemp & Vella-Brodrick 2014; Tims et al. 2012), it was also found that Perceived Autonomy Support predicted workplace well-being.

The third hypothesis substantiated no relationship between perceived Organizational Support and Workplace Well-being but the result revealed relationship between perceived Organizational support and Workplace Well-being significant at .01 level according to which the employees with Perceived organizational support will have better Workplace Well-being. Eisenberger and Stinglhamber (2011) collected findings of POS's effect on employees' subjective well-being in their book "Perceived organizational support: Fostering enthusiastic and productive employees". The fourth hypothesis was suggestive that Job Crafting, Perceived Autonomy Support, Perceived organizational Support of the study will not contribute to predict Workplace Well- being. But the results revealed that all the three variables (job crafting, Perceived Autonomy support, Perceived organizational Support) have contributed in Workplace Well-being, in which Perceived organizational Support has contributed the most at 59.7%.

CONCLUSION

Therefore, the results prove that the hypothesis is rejected and the relationship was found between the variables. Hence it is evident from the results of this paper that the influence of Job Crafting, Perceived Autonomy Support and Perceived organizational Support will have a better Workplace Well-being.

Conflict of Interests: The author declared no conflict of interests.

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