

Exploring the effects of Perceived Organizational Support on Job Crafting and Work Engagement in the Indian Banking Sector

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ABSTRACT

Job crafting behaviours can change employees' work identities and meanings by enhancing their organizational commitment, engagement, job satisfaction, and performance (Tims & Bakker, 2010). Perceived Organizational support plays a significant role in determining an employees' attitudes and behaviours towards the job and the organization. The purpose of the study was to explore the effect of Perceived Organizational support on Job crafting and Work engagement in the Indian Banking Sector. Data was collected from 65 respondents through purposive sampling from banking professionals in private and public sectors using Job Crafting Scale (JCS), Survey of Perceived Organizational Support (SPOS), and Utrecht Work Engagement Scale (UWES). The results indicate that there is a significant relationship between Job crafting and Work engagement. Likewise, there is a significant relationship between Perceived Organizational support and Work engagement. However, there was no relationship found between Perceived Organizational support and Job crafting. Similarly, there is no significant effect of Perceived Organizational support on Job crafting and Work engagement in the Indian Banking sector. Lastly, there is no difference found between the public and private banking sectors in terms of Job crafting, Work engagement, and Perceived Organizational support. Implications for practice and suggestions for future research are discussed.

Keywords: *Work Engagement, Job Crafting, Perceived Organizational Support, Indian Banking Sector*

Work engagement is considered as one of the most crucial aspect in the organizations, concerning the fact that organizations can leverage better individual and organizational performance if the engagement is higher in the employees. In addition, employees who are engaged will put extra efforts into their assigned tasks and will be more creative in their decision making as well as problem solving capabilities and will be overall more satisfied with their job. Work engagement also ensures commitment from the employees as well as creates enthused employees who work hard and resonate towards the organisation's vision and mission, and as well as their own personal goals (White, 2008). Work engagement is described by Gallup Research Group as an employee's commitment, happiness, and excitement for their job (Harter, Schmidt, & Hayes,

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2002). Organizations could theoretically improve their competitive edge and lead to holistic economy development in India, which is a developed nation with a promising economic growth outlook.

Job crafting

As an evolution of the principle of job design, Wrzesniewski and Dutton (2001) presented the concept of job crafting. Job design is defined as the process by which managers decide individual job tasks and assign authority as a result. They emphasised the importance of staff engaging in changes and modifications to positions that have already been delegated by management. Employees modified the parameters of their own jobs using a bottom-up strategy focused on their own interests, expectations, and skills.

Employees' work shifts are mostly intended to find a balance between their organisational needs and their perceived job capital. As a result, Tims et al. (2012) described Job crafting as a change that is driven by employees, aimed at eliminating the form of mismatch. Jobs' alterations can be classified into four categories.

- *Increasing structural job resources*: Employees aim to increase structural capabilities such as job diversity, autonomy, and commitment from their managers in order to promote their own self-development and learning so as to enhance success both at the individual and corporate levels.
- *Decreasing hindering job demands*: Employees may decrease the amount of tasks they perform by reducing any of the tasks that make them physically and mentally unhappy, or they may prevent engagements that make their work too difficult. This involves not working for too long periods of time, taking long periods of time to make decisions, and avoiding others that can emotionally affect them.
- *Increasing social job resources*: Employees can seek advice and input from their supervisors, subordinates, and colleagues in order to enhance their efficiency, resulting in the development of social support in the workplace. This kind of social reinforcement has a positive impact on their work results.
- *Increasing challenging job demands*: Employees may attempt to extend their job duties or combine tasks to make them more challenging in order to retain enthusiasm and escape boredom. Taking on additional responsibilities and assignments, as well as branching out into other fields of employment, are examples of this.

Job Demands Resources Model

The Job Demands Resources (JD-R) model, which is a model of workplace well-being, has implemented Job crafting (Bakker & Demerouti 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The JD-R model describes the connections between career characteristics and personal well-being. In this case, Job crafting refers to the particular processes by which workers may alter their work positions and characteristics (Bakker et al., 2014). Employees craft their work in the JD-R model by rising or decreasing the volume of task demands and job resources (Tims & Bakker, 2010). The fitness, motivation, and organisational outcomes, such as success, productivity, and absenteeism, are all influenced by job resources and demands (Demerouti et al., 2001). Job resources can be described as the facets of a job that help you accomplish your goals while also encouraging you to grow and develop (Bakker & Demerouti, 2007). Personal tools such as self-efficacy have been added to the paradigm as additional sources of motivation, well-being, pleasure, and adaptivity (Van den Heuvel et al., 2010; Xanthopoulou et al., 2007). Job demands are described as facets of a job that

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necessitate long-term physical or mental exertion and are therefore correlated with some costs (Bakker & Demerouti, 2007).

Relationship between Job crafting and Work engagement

Work engagement is described as a productive and satisfying state of mind characterised by vigour, commitment, and absorption, and is linked to constructive workplace behaviour (Schaufeli et al., 2006). Job crafting is a type of constructive behaviour in which workers adjust their job demands and resources to make their work more enjoyable and fulfilling to them. Employees who are involved often partake in resource-seeking behaviours, such as seeking input from coworkers or managers, seeking success reviews, and consistently seeking learning opportunities. Employees that are committed and work well are therefore willing to develop and mobilise their own work and personal wealth, according to studies. Hakanen et al. (2008) also suggested the link between work engagement and personal initiative or future change in job resources.

The JD-R model also formulates Job crafting practises that boost job opportunities and challenge job demands in order to have a constructive experience with work participation (Bakker et al., 2014). The development of impeding job demands, on the other hand, is not thought to be directly related to work commitment (Bakker et al., 2014). Despite the fact that there are unfavourable relationships between job demands and work engagement, the relationships between job opportunities and work engagement have been discovered to be much greater.

Effect of Perceived Organizational support on Job crafting and Work engagement

When an employer is viewed as helping, caring, and valuing its workers, according to the organisational support principle, employees feel that their company supports and cares for their well-being (Eisenberger et al., 1986). As a result, Perceived Organizational support can be seen as a predictor of a company's positive will for its workers (Lynch et al., 1999). Employees are motivated to reshape their workplace boundaries through supportive and developmental supervisory behaviours such as getting positive input, being prepared to address work-related problems, and so on. As a result, if Perceived Organizational support is strong, job crafting prospects are often higher.

Regardless of the amount or magnitude of stressors that a person experiences, perceived organisational support is related to lower levels of workplace stress. Social support may have a moderating effect on stress results in Japanese bank employees, according to Iwata and Suzuki (1997). The researchers discovered that supervisory guidance and support from significant others were negatively linked to stress. Perceived Organizational support is required to reduce negative physical, psychological, and behavioural responses to stressors by offering emotional and financial support as needed by employees, in order to counterbalance the stresses of the workplace (George et al. 1993).

Social exchange theory and Perceived Organisational Support

Eisenberger et al. (1986) formulated the idea of Perceived Organizational support based on social exchange theory. Employees place a high emphasis on and appreciation for the organization's voluntary benefits. Perceived organisational support increases efficiency and lowers absenteeism (Eisenberger et al., 1986). Employees consider human resource choices as measures of potential corporate support as they see connections between these decisions

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and appreciated incentives. Perceived organisational support has also been shown to influence attrition intention in several research (Jawahar & Hemmasi, 2006).

Rationale for the study

Traditionally, work design philosophy has centred on the structure of supervisors at the top of the hierarchy deciding the type of roles that workers do (Campion & McClelland, 1993). However, in recent years, researchers have shown that workers play an important role in influencing their work, emphasising the constructive importance of these activities (Berg, Wrzesniewski, & Dutton, 2010). Job crafting behaviours can thus change employees' work identities and meanings by enhancing their organizational commitment, engagement, job satisfaction, and performance (Tims & Bakker, 2010). Regarding the Banking sector of India, there has been relatively little research on the connection between Job crafting and banking professionals' Work engagement. Therefore, an extensive understanding of Job crafting and its impact on banking professionals is warranted.

Furthermore, previous studies have also suggested the role of Perceived Organizational support on employees' attitudes and job outcomes. Perceived Organizational support also plays a significant role in determining an employees' attitudes and behaviours towards the job and the organization (Hur et al. 2013). Additionally, it is also associated with job satisfaction, organizational commitment, and job performance (Riggle et al., 2009).

REVIEW OF LITERATURE

Major studies that have previously been conducted related to the study have been summarized in Table 1 below.

Table 1 Analysis of existing literature

Authors and Year	Findings	Future scope of Research
Machteld van den Heuvel, Evangelia Demerouti, Arnold B. Bakker, Jørn Hetland, and Wilmar B. Schaufeli (2020)	This study focuses on the benefits of work engagement in employee adaptation to the organizational change. The study found out that meaning making was indirectly related to short term attitude to change when work engagement was present. Short-term attitude to change was dependent on supervisor rated adaptive performance as well as the long-term attitude to change. Work engagement also predicted long-term attitude to change.	Apart from the importance of measuring change attitudes over time, a deeper focus on variables such as meaning making and Work engagement as resources that help to adapt is also important during the change. This is especially during the early phases of the change process and it can also benefit successful adaptation in the longer run too.
Anupama Sharma, Ranjeet Nambudiri (2020)	In the Indian information technology (IT) sector, work participation had a positive impact on Job crafting and innovation. In the above relationships, the investigators looked at the moderating effects of perceived supervisory support and openness-to-experience.	Social resources and peer reinforcement can also play an important role in the relationship between Work engagement and its outcome, according to the study's post-survey interviews.
Raymond Loi, Xiaowan Lin,	Surveyed employees' sense of power had a positive relationship with Job crafting,	Exploring whether the enabling effects of sense of power on Job

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Authors and Year	Findings	Future scope of Research
Alice J.M. Tan (2019)	which was mediated by flexibility. Additionally, there was a positive relationship between employee sense of power and flexibility, and an indirect effect of sense of power on Job crafting though Job crafting were only found significantly positive when employees reported high Perceived Organizational support.	crafting may differ in other cultural contexts, and the role of Perceived Organizational support in this relationship.
Haemi Kim, Jinyoung Im, Hailin Qu (2018)	Both three aspects of Job crafting are positively influenced by autonomy and imaginative self-efficacy, while perceived organizational support only affects cognitive crafting. Furthermore, task crafting has little effect on employee satisfaction, while the other two aspects of Job crafting do.	To get a greater understanding of the factors that foster an employee's work crafting, researchers can look at the combined results of predictors of Job crafting.
Jui-Chang Cheng, Yi O-Yang (2018)	Job satisfaction is favourably correlated with Job crafting; job burnout mediates the relationship between Job crafting and job satisfaction in a negative way; and Perceived organizational support moderates the relationships between Job crafting, job burnout, and job satisfaction.	Investigation of mediators or moderators apart from job burnout and Perceived Organizational support that might influence the relationship between Job crafting and job satisfaction.
Anne Mäkikangas (2018)	Job participation is higher among active job crafters than among inactive job crafters. This means that workers use a variety of Job crafting techniques to keep themselves engaged at work on a regular basis.	Work specific characteristics could be added to see the impact of occupational variables in the Job crafting, and its impact on Work engagement.
Yui-Woon Wong, Yui-tim Wong (2017)	Perceived Organizational support impacts affective commitment of an employee, instead of impacting affective turnover intention directly. Additionally, Perceived Organizational support mediates the impact of distributive justice as well as trust in organization on turnover intention.	Exploration of this in other cultural contexts as well as organizational sectors.
Qaisar Iqbal (2016)	Job crafting has a strong impact on organizational commitment. In addition, Person-Job Fit also plays a role as a moderator in the relationship between Job crafting and organizational commitment, in banking sector of Pakistan.	Dimensions of Job crafting could be investigated to measure their individual effects on organizational commitment. Additionally, other organizational variables could also be explored further.
Jui-Chang Cheng, Chien-Yu Chen, Hsiu-	Both Individual as well as collaborative crafting positively impacts tour leaders' job satisfaction, organizational	Other mediators and moderators in the relationship between Job crafting and job outcomes could

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Authors and Year	Findings	Future scope of Research
Yu Teng, Chang-Hua Yen (2016)	commitment, and job performance. Furthermore, Perceived Organizational support moderates this relationship between Job crafting and job outcomes.	be investigated further.
Paraskevas Petrou, Arnold B. Bakker, and Machteld van den Heuvel (2016)	Job crafting has a positive relationship with job commitment, particularly when the importance of the occupational task is strong. Furthermore, leisure crafting is linked to constructive sense making as workers have insufficient opportunity to indulge in Job crafting, implying that they compensate with leisure crafting for the crafting activities they are unable to exhibit at work.	Addressing occupational role salience as a predictor instead of a moderator to test whether high occupational role salience relates to higher Job crafting or lower leisure crafting.
Mushtaq A Siddiqi (2015)	Increasing social job capital is the most important aspect of service employees' Job crafting because it drives both customer retention and loyalty. Customer loyalty is often affected by rising institutional job capital and declining job demands that are obstructive.	Including other variables such as service effort level, organizational commitment, organizational citizenship behavior, job satisfaction, involvement, innovation, etc. in the research could give more information about relationship of Job crafting with other variables.
Machteld van den Heuvel, Evangelia Demerouti and Maria C. W. Peeters (2015)	There was an increase in the participants self-efficacy and a decrease in their negative affect, after the Job crafting intervention. There was also a positive trend in increased positive affect.	Future Job crafting research may have a wider range of work characteristics.
V Saxena, R K Srivastava (2015)	There was a direct relationship between employee engagement and organization culture and organization performance. Employee engagement was found to be crucial for job satisfaction, and employee loyalty and retention in the organization.	There is a need to study the diversification in the selection of various sectors and also gender based study.

Research Questions

1. What is the relationship between Job crafting and the Work engagement of a banking professional?
2. What is the relationship between Perceived Organizational support and Work engagement of a banking professional?
3. What is the relationship between Perceived Organizational support and Job crafting of a banking professional?
4. How does Perceived Organizational support impact the ability of employees to do Job crafting and their Work engagement?
5. What is the difference between private and public work sectors in Job crafting, Perceived Organizational support, and Work engagement?

METHODOLOGY

Problem

The aim of the study is to explore the effect of Perceived Organizational support on Job crafting and Work engagement in the Indian banking sector.

Objectives

The main objectives of the study are as follows:

- To determine the relationship between Job crafting and Work engagement.
- To determine the relationship between Perceived Organizational support and Work engagement.
- To determine the relationship between Perceived Organizational support and Job crafting.
- To determine the effect of Perceived Organizational support on Job crafting and Work engagement.
- To compare public and private banking sectors on Perceived Organizational Support, Job crafting behaviours and Work engagement.

Variables

Independent Variable: Perceived Organizational support

Dependent Variable: Job crafting, Work engagement

Demographic Variable: Sectors (Public and Private)

Operational Definitions

The variables are defined as follows:

Job crafting. Job crafting describes the adjustments that workers make to their positions in order to achieve a sense of value and intent. Changes in activities, interactions, and cognitions are all part of this (Wrzesniewski and Dutton, 2001). Job crafting, according to the JD-R model, is the method of tailoring a work to an individual's talents, experience, ability, and preferences (Berg and Dutton, 2008). Four types of Job crafting behaviours are: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands (Tims et al., 2012). Both individuals and institutions are supposed to benefit from participation and engagement.

Perceived Organizational support. The organization's appreciation of an individual's socio-emotional desires, contributions, engagement, and dedication is known as perceived organisational support. Employees develop a sense of loyalty and shared understanding about how much the company values and worries about their well-being., according to the Organizational Support Theory. Thus, Perceived Organizational support can be defined as a way of measuring how caring or indifferent an organization is towards the employee, in terms of the interchange between an employee's contribution and the compensation and appreciation they receive (Lynch, Eisenberg, & Armeli, 1999)

Work engagement. Work engagement refers to an employee's level of dedication and relation to their company. Work engagement is an optimistic and rewarding state of mind that is marked by vigour, commitment, and absorption, as well as constructive organisational conduct (Schaufeli et al., 2006). Employees who are active, enthusiastic, and committed, according to Gallup, are those who are interested, enthusiastic, and committed.

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Indian Banking Sector. Banking is the process of financial intermediation and provides loan, accept deposits and provide other financial assistance to their customers. Due to rising incomes, the need for banking services are enhanced which has resulted in a boom in sector as well as a higher demand for transactional banking services. 26 public sector banks, 20 private sector banks, 43 international banks, 56 regional rural banks, 1,589 urban cooperative banks, and 93,550 rural cooperative banks make up India's banking sector.

Hypotheses

The following hypotheses will be examined:

- There will be a positive relationship between Job crafting and Work engagement.
- There will be a positive relationship between Perceived Organizational support and Work engagement.
- There will be a positive relationship between Perceived Organizational support and Job crafting.
- There will be a significant effect of Perceived Organizational support on Job crafting and Work engagement
- There will be no significant difference between private and public sectors in Job crafting behaviours.
- There will be no significant difference between private and public sectors in Perceived Organizational support.
- There will be no significant difference between private and public sectors in Work engagement.

Sample

The target sample for this study are the professionals who are working at a bank, both private and public, located around India. 30 samples from public sector banks and another 30 samples from private sector banks will be selected by adopting purposive sampling technique, which is used when participants of a specific description are required. The banking industry is the subject of research because it allows workers to be constantly alert, conduct increasingly routine activities, and interact with customers. Psychologists, sociologists, policymakers, and other professionals can research the essence of work in the banking sector.

Inclusion Criteria

The following are the criterion for inclusion:

All participants are Indian residing in India.

All participants are working at an Indian public or private banking sector.

Employees who understand, speak and read English are considered.

Exclusion Criteria

The following are the criterion for exclusion:

Participants not residing in India.

Participants who cannot understand English.

Research Design

This study adopts a Survey research design to obtain information in a structure way from a sample of cases drawn from a wide target population to reach a specific conclusion and detect patterns of associations. This form of research design provides an empirical evidence, and a deductive view of the relationship between theory and research. Quantitative research

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design requires the sample size to be representative of the target population being studied, thus, all the requirements have been considered by the research while studying the role of Perceived Organizational support in the relationship between Job crafting and Work engagement among the Indian banking sector professionals.

Tools

The data collection for the study will be done with the help of self-report questionnaires with close-ended questions, to ensure empiricism.

- **The Job crafting Scale (JCS).** The Job crafting Scale developed by Tims et al. (2012) is used to measure the extent of Job crafting of the employees. The scale is used in its original form. It measures four sub-dimensions of Job crafting which are: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. It consists of 21 items which are required to be rated on a five-point Likert scale, which ranges from 1=Never to 5=Always. The score of this scale is calculated by adding up the numbers in the full scale, and ranges from 21 to 105. The reliabilities of this instrument, as using Cronbach alpha were all above .70 and ranged from .75 to .82 for all four dimensions. When compared with the active constructs proactive personality and personal initiative, as well as the inactive construct cynicism, the scale demonstrates convergent validity. Furthermore, self-reports of Job crafting were positively associated with colleague-ratings of Work engagement, employability, and performance, suggesting criterion validity.
- **Survey of Perceived Organizational support (SPOS).** Eisenberger et al. (1986) produced an eight-item survey called Perceived Organizational Support. The elements are scored on a seven-point Likert scale, with 1 indicating strong disagreement and 7 indicating strong agreement. After accounting for the reverse scoring of four items, the score of this scale is determined by adding up the numbers in the full scale. The reliability of this instrument, as using Cronbach's alpha for the eight-item version is $\alpha = 0.93$. The scale also shows convergent validity when correlated with three known correlates of perceived organisational support- affective commitment, organisational communication, and organisational participation. This scale has been administered to Indian population in prior research.
- **Utrecht Work engagement Scale (UWES).** Work engagement is measured using the Schaufeli et al. (2006) nine-item Utrecht Work engagement Scale, which has three subscales (three items each for each dimension), namely vigour-VI, dedication-DE, and absorption-AB. The objects are measured on a seven-point Likert scale, with 1 equaling never and 7 equaling always. The score of this scale is calculated by adding up the numbers in the full scale. The internal consistencies (Cronbach's alpha) of the UWES-9 varied from 0.81 to 0.85 for vigour, from 0.83 to 0.87 for dedication, and from 0.75 to 0.83 for absorption. The scale shows good construct validity as the participants with different occupations interpreted the scale in a conceptually similar manner.

Procedure

The participants for the study were identified, and the permission from the organizations were taken as required by the rules, following which the Job crafting Scale, Survey of Perceived Organizational support, and Utrecht Work engagement Scale was administered to the participants using Google forms, through online technology, by using purposive sampling. A cover letter and the individual questionnaires were included in the Google form.

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A concise description of the study's intent, the voluntary nature of involvement, and confidentiality was included in the cover letter. Their answers were registered. Statistical measures were used to treat and evaluate the data obtained.

Data Analysis and Statistical testing

Shapiro-Wilk test was used to ensure that the collected data was normal. Furthermore, Spearman's correlation was used to explain the relationship between the variables. MANOVA was used to understand the effect of perceived organisational support on Job crafting and Work engagement. To comprehend the gaps between the public and private sectors in terms of worker engagement, Job crafting and Perceived Organizational support, Mann-Whitney U test was used.

Ethical considerations

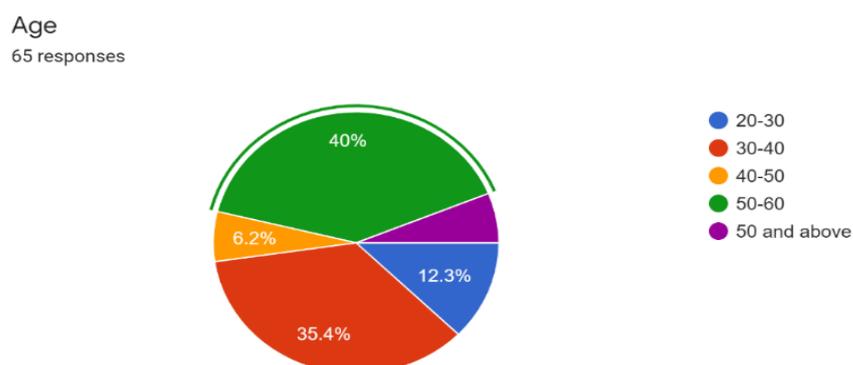
The research will take into consideration the following ethical principles:

- The participants needed to submit a consent form to ascertain that they had no objection in participating in the study.
- They were also required to give their consent for the use of their responses in the research.
- They were informed of the confidentiality of their responses.
- The responses of each individual participant were studied in relation to the entire sample, not individually.

RESULT AND ANALYSIS

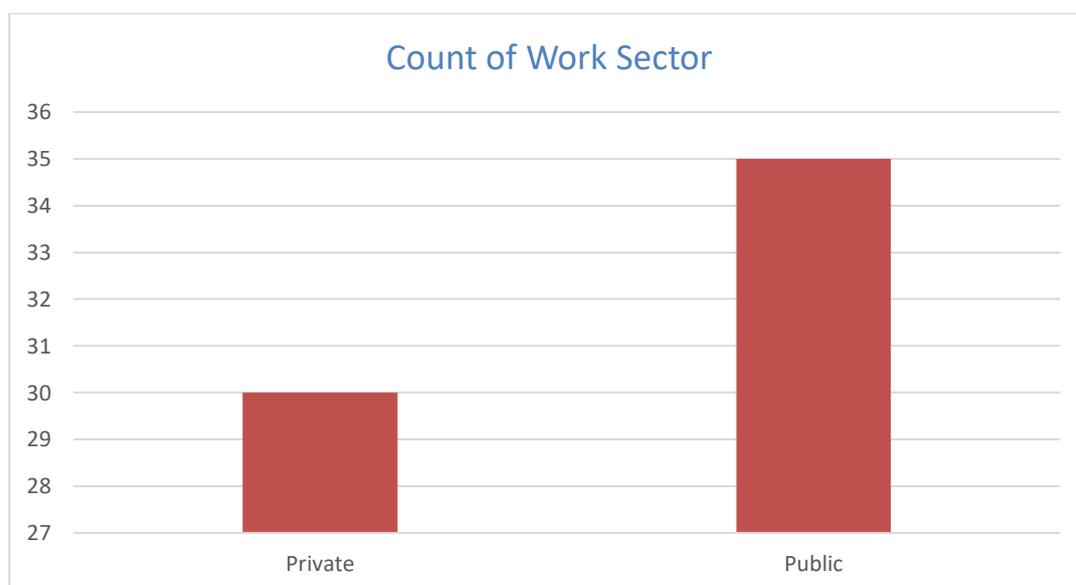
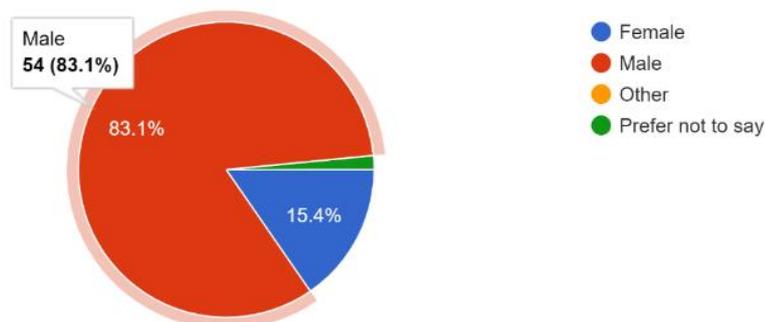
The aim of the study is to explore the effect of Perceived Organizational support on Job crafting and Work engagement in the Indian baking sector. The target sample for this study are the professionals who are working at a bank, both private and public, located around India. The total sample size is 65, 30 samples from public sector banks and another 35 samples from private sector banks were selected. The data was collected using three scales- The Job crafting Scale developed by Tims et al. (2012) is used to measure the extent of Job crafting of the employees. Perceived Organizational support scale developed by Eisenberger et al. (1986) is used to measure the Perceived Organizational support, and Work engagement is assessed using the nine-item Utrecht Work engagement Scale developed by Schaufeli et al. (2006).

Table 1 Demographic details of the sample

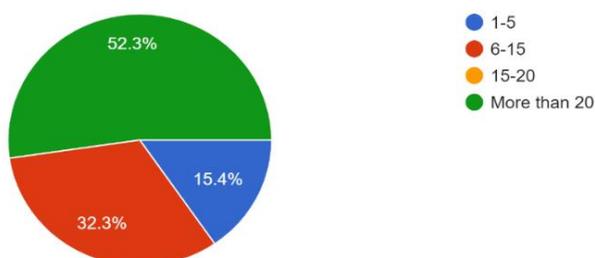


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Gender
65 responses



For how many years have you been working with this organization?
65 responses



Sample Demographics

Table 2 shows the demographic details of the sample.

- **Age:** 12.3 percent of the participants are between the ages of 20 and 30, and 35.4 percent are between the ages of 30 and 40. 6.2 percent of participants are between the ages of 40 and 50, 40 percent are between the ages of 50 and 60, and 6.2 percent are between the ages of 50 and above.

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- *Gender*: 83.1 percent participants are males; 15.4 percent are females and 1.5 percent preferred not to say.
- *Work sector*: 30 samples were obtained from Public sector and 35 samples were obtained from private sector.
- *Tenure*: 52.4 percent of the participants had a tenure of more than 20 years in their current organization, 32.3 percent had a tenure of 6-15 years and 15.4 percent had a tenure of 1-5 years.

Table 2 Normality of the sample

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
UWES	.184	65	.000	.869	65	.000
JCS	.113	65	.039	.981	65	.401
SPOS	.107	65	.060	.962	65	.046

a. Lilliefors Significance Correction

Table 3 shows the normality test of the sample. The Shapiro-Wilk test was used to ensure that the collected data was normal. The average DMQ Index was found to be relevant at the .000 or .05 mark, suggesting that the data for UWES and SPOS were not distributed normally ($.000 < 0.05$ and $.046 < 0.05$). However, the data is found to be normally distributed for JCS ($.401 > 0.05$). When a data set includes both normally and non-normally distributed samples, it is better to use non-parametric analysis. Therefore, the findings from the Shapiro-Wilk test indicate that the data collected from the scale is both normally distributed and non-normally distributed, hence, we used non-parametric analysis for this study.

Table 3 Correlation between Job crafting and Work engagement

Correlations

			JCS	UWES
Spearman's rho	JCS	Correlation Coefficient	1.000	.456**
		Sig. (2-tailed)	.	.000
		N	65	65
	UWES	Correlation Coefficient	.456**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4 shows the correlation between Job crafting and Work engagement. Since the conditions of normality have fulfilled and the test has shown that the data is not normally distributed, Spearman's Rho Correlation was used to check for a relationship between Job crafting and Work engagement. The findings indicate that the correlation between Job crafting and Work engagement was significant at the level 0.01. As a consequence, these results confirm the first hypothesis (H1), which notes that Job crafting and Work engagement have a favourable relationship. Job crafting contributes to work commitment. The more an employee can find their work exciting, the more involved they will be. Job crafters alter their work primarily to minimise job demands while increasing job capital. As a result, their exhaustion, burnout, and other negative consequences of the above-mentioned first motivation phase should be mitigated by reducing work demands by Job crafting. The second method, which is characterised by higher levels of employee willingness to expend

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resources, is also more efficient. As a result, work crafting is expected to have a positive impact on employee morale, dedication, initiative, commitment, and, as a result, engagement (Crawford, Lepine, & Rich, 2010).

Table 4 Correlation between Perceived Organizational support and Work engagement
Correlations

			UWES	SPOS
Spearman's rho	UWES	Correlation Coefficient	1.000	.363**
		Sig. (2-tailed)	.	.003
		N	65	65
	SPOS	Correlation Coefficient	.363**	1.000
		Sig. (2-tailed)	.003	.
		N	65	65

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 5 shows the Correlation between Perceived Organizational support and Work engagement. Spearman's Rho Correlation was used to check for a relationship between Perceived Organizational support and Work engagement. The findings indicate that the correlation between Perceived Organizational support and Work engagement was significant at the level 0.01. As a result, the second hypothesis (H2), which says that perceived organisational support and Work engagement have a favourable relationship, has been acknowledged. Perceived Organizational support is required to reduce detrimental physical, psychological, and behavioural responses to stressors by supplying moral and financial support to employees when they need it, according to previous research (George, 1993 and Robblee, 1998). As a result, Perceived Organizational support is expected to increase employees' sense of duty to help the company achieve its goals, as well as their affective communication, which further increases their Work engagement. Work engagement is positively impacted by Perceived Organizational support because it reinforces their inherent involvement in their roles and tasks.

Table 5 Correlation between Perceived Organizational support and Job crafting
Correlations

			SPOS	JCS
Spearman's rho	SPOS	Correlation Coefficient	1.000	.146
		Sig. (2-tailed)	.	.244
		N	65	65
	JCS	Correlation Coefficient	.146	1.000
		Sig. (2-tailed)	.244	.
		N	65	65

The correlation between perceived organisational support and Job crafting is seen in Table 6. Spearman's Rho Correlation was used to check for a relationship between Perceived Organizational support and Job crafting. The findings indicate that the correlation between Perceived Organizational support and Job crafting was not significant. As a consequence, the third hypothesis (H3) is dismissed, claiming that there would be a positive relationship between perceived organisational support and Job crafting. According to a report by Byrne and Hochwarter (2008), too little or too much support for workers may have a negative effect on work efficiency. Employee efficiency will be affected non-linearly by perceived organisational support and is at its best while perceived support is mild. This means that in

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difficult environments, workers' emotions deteriorate, undermining their expectations of all organisational behaviour and, as a result, their capacity to perform Job crafting.

Table 6 MANOVA to test the effect of Perceived Organizational support on Job crafting and Work engagement

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.985	1217.070 ^b	2.000	38.000	.000
	Wilks' Lambda	.015	1217.070 ^b	2.000	38.000	.000
	Hotelling's Trace	64.056	1217.070 ^b	2.000	38.000	.000
	Roy's Largest Root	64.056	1217.070 ^b	2.000	38.000	.000
SPOS	Pillai's Trace	.969	1.467	50.000	78.000	.063
	Wilks' Lambda	.242	1.567 ^b	50.000	76.000	.038
	Hotelling's Trace	2.252	1.666	50.000	74.000	.023
	Roy's Largest Root	1.753	2.735 ^c	25.000	39.000	.002

a. Design: Intercept + SPOS

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Table 7 shows MANOVA to test the effect of Perceived Organizational support on Job crafting and Work engagement. One-way MANOVA was used to understand the effect of Perceived Organizational support on Job crafting and Work engagement. To determine whether one-way MANOVA is statistically significant, we look at the level of significance in the Wilk's Lambda row for SPOS. It can be observed that we have a significance value of 0.38, which means that $p > 0.05$. Therefore, we can conclude that Perceived Organizational support does not affect Job crafting and Work engagement, thereby rejecting the fourth hypothesis (H4) which states that there will be a positive effect of Perceived Organizational support on Job crafting and Work engagement. While perceived organisational support was found to have a substantial relationship with Work engagement (H2), it had no such relationship with Job crafting. The study showed that Perceived Organizational support is not the major contributor to employee Work engagement by validating this finding in the south Asian context, specifically for the Indian Banking sector. There could be various reasons for this finding, for example, in the Indian Banking Sector, the managers and supervisors keep on changing frequently due to the transfers of employees in every three to four years, and hence it becomes difficult for the employees to rely on one manager and formulate a deeper rapport with them. Additionally, this might lead them to become more independent in their ways for working instead of banking upon their supervisors for moral support. Moreover, the work involved in banking sector does not usually require teamwork which could be an additional reason as to why the employees formulate an independent way of moral support which often comes from their own motivation and commitment.

Table 7 Mann Whitney U test for differences between work sectors.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of SPOS is the same across categories of Work Sector.	Independent-Samples Mann-Whitney U Test	.286	Retain the null hypothesis.

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2	The distribution of JCS is the same across categories of Work Sector.	Independent-Samples Mann-Whitney U Test	.320	Retain the null hypothesis.
3	The distribution of UWES is the same across categories of Work Sector.	Independent-Samples Mann-Whitney U Test	.359	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

Table 8 shows the Mann-Whitney U test for understanding the difference between private and public Indian bank sectors in Job crafting, Perceived Organizational support, and Work engagement. In terms of Job crafting, the significance level is .320. The p value is greater than 0.05, and therefore, the null hypothesis is retained. Therefore, the fifth hypothesis (H5) which states that there will be no significant difference between private and public sectors in Job crafting behaviours has been accepted. Likewise, in terms of Perceived Organizational support, the significance level is .286. The p value is greater than 0.05, and thus the null hypothesis is retained. Therefore, the sixth hypothesis (H6) which states that there will be no significant difference between private and public sectors in Perceived Organizational support has been accepted. Lastly, in terms of Work engagement, the significance level is .359. The p value is greater than 0.05, and the null hypothesis is retained. Thus, the seventh hypothesis (H7) which states that there will be no significant difference between private and public sectors in Work engagement has been accepted. This means that there is no difference between the public and the private work sectors in terms of Job crafting, Perceived Organizational support, as well as Work engagement. It is interesting to note that the findings do not go well in terms of the general perception about Public and Private Banks in India. The competition among employees in the public sector is seen as negligible and at the same time the position of the employee is respected for the post more than the individual. Whereas, in the Private sector, the competition and the stress is more, therefore a caring culture and growth calls for the need for further engagement. However, the findings indicate that the employees of Indian banking sector don't perceive these differences in terms of their capacities of Work engagement and Job crafting, and the supervisory support also seems to be equal in both the sectors. This calls for a deeper investigation into the state of functioning of the banks, and how adaptive the employees are in terms of the differences between public and private sectors.

Although the use of Job crafting as a possible contributor to desired Work engagement and success was discovered to influence workers' positive job attitudes and performance in the current analysis, another important result of the study is the use of Job crafting as a triggering factor for desired Work engagement and performance. As a result, defining work opportunities unique to retail banking is crucial for enhancing the industry's efficiency. High bank executives, for example, can tour branches and meet with line managers to decide what managerial support is required and what employees' aspirations are at the branch level. Employee appreciation and feedback are essential job opportunities that inspire them to work more and reach greater levels of efficiency. To ensure frontline personnel's productivity, service managers can stop providing negative reviews in front of customers; constructive feedback directly in front of customers will help promote desired staff collaboration and morale.

SUMMARY AND CONCLUSIONS

The aim of the study was to explore the effect of Perceived Organizational support on Job crafting and Work engagement in the Indian Banking Sector. Banks are a competitive sector, and thus Work engagement is crucial for sustainability and well-being of employees. Even though there are several studies on Work engagement and Job crafting, little research has focused on the role of Perceived Organizational support in this relationship on banking professionals, especially with reference to a developing country like India. Examining the relationship between Job crafting and Work engagement in a collectivist society like India, where collective norms and hard work are respected even more than individual accomplishments, is also fascinating (Hofstede, 1984). The results indicate that there is a positive significant relationship between Job crafting and Work engagement. Likewise, there is a positive relationship between Perceived Organizational support and Work engagement. However, there was no relationship found between Perceived Organizational support and Job crafting. Similarly, there is no significant effect of Perceived Organizational support on Job crafting and Work engagement in the Indian Banking sector. Lastly, there is no difference found between the public and private banking sectors in terms of Job crafting, Work engagement, and Perceived Organizational support.

Findings of the study

- Based on the results of the report, the first hypothesis, that there would be a positive relationship between Job crafting and Work engagement, is accepted.
- Based on the results of the analysis, the second hypothesis, that there would be a positive relationship between perceived organisational support and Work engagement, is accepted.
- Based on the results of the report, the third hypothesis, that there would be a positive relationship between perceived organisational assistance and Job crafting, is rejected.
- Based on the results of the analysis, the fourth hypothesis, that perceived organisational support has a significant effect on Job crafting and Work engagement, is rejected.
- The fifth hypothesis, that there would be no significant difference in Job crafting behaviours between the private and public sectors, is accepted.
- The sixth hypothesis, that there would be no significant difference in perceived organisational support between the private and public sectors, is accepted.
- The seventh hypothesis, that there would be no significant difference in Work engagement between the private and public sectors, is accepted.

Limitations of the study

- When analysing the results, it's important to keep the study's context in mind. Since this research is limited to India's banking industry, the findings may not be applicable to other industries such as service or manufacturing.
- Long working hours, irregular timings, long travel times, lack of control, and direct customer contact, as well as the dynamics of the job and market, may all impact Perceived Organizational support adversely. As a result, it is proposed that a broad population be used to confirm and build on these observations.
- Another disadvantage is that the only data collection instrument is a questionnaire and a self-reported indicator. Future researchers should pursue a range of methods to optimise engagement and enrich their studies.
- Given the numerous branches of the Indian banking sector, the sample size is limited.

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Implications of the study

The current study extends Job crafting and Perceived Organizational support research in several ways. First, this study contributes to the development of Job crafting literature by quantifying the relationship between Job crafting, Work engagement, and Perceived Organizational support within the context of the Indian Banking sector. The current research findings contribute to the extant knowledge base by uncovering the role of job burnout in the link between Job crafting and Work engagement of employees. Furthermore, this research proposes that Perceived Organizational support may be seen as an important checkpoint in detecting how Job crafting influences Work engagement.

According to the related literature on Job crafting, employees not only seek out, but also take, every potential chance to craft their jobs that comes their way (Berg et al., 2010). As a result, service managers must give their employees as much freedom as possible to tailor their work to their needs, tastes, and desires. Service managers need to gain an understanding of the evolving application of these ideas to their field of management, based on the study's empirical results that demonstrate the value of Job crafting and task involvement.

Furthermore, India is among the world's biggest populations and economies. More research into this issue has the ability to enhance both employee and corporate outcomes. Furthermore, since Job crafting, Work engagement, and Perceived Organizational support are all essential terms in the literature on organisational behaviour, more research from diverse perspectives will lead to a deeper understanding.

Suggestions for future research

As suggested by Tims et al., this study looked at the impact of Job crafting on service workers on four dimensions that are: increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands. Future research may focus on different aspects of the construct, such as task crafting, relational crafting, and cognitive crafting.

Similarly, in the literature review, administration of the survey instrument, and final report, the current analysis used the construct of Work engagement and considered indicators such as vigour, determination, and absorption. Rather than assessing the results of these dimensions independently in cause-and-effect relationships, the study looked at the combined implications of work engagement.

Furthermore, while the current study emphasised the importance of Job crafting in a service setting, it did not investigate the factors that influenced service employees' job crafting. Similarly, it did not consider other industries. Future research may look at these connections in other industries. Aside from Work engagement, future research might look at several other employee workplace attitudes, such as service effort level, job commitment, organisational citizenship behaviour, job satisfaction, and so on to further enhance the literature of both Job crafting and Perceived Organizational support.

Finally, this paper did not consider gender into the equation of the variables. Future studies could compare and study the effect of gender on the capability of employees to do job crafting.

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Conflict of Interest

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