

UNLOCKING THE POTENTIAL OF JOB CRAFTING: INSIGHTS FROM HIGHER EDUCATION INSTITUTIONS

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Abstract

The purpose of this study was to determine and unleash the potential of job crafting. The study required consideration of elements such as work-life balance, job autonomy, or work flourishing that may impact the balance between professional and personal life. Consequently, the following areas were investigated: areas of job crafting, the work that respondents have done and would like to do, and their involvement in job crafting. Two aspects of job crafting were the focus of the study: changing job activities by employees to increase structural job resources, decrease limiting job demands, increase social job resources, and increase challenging job demands. In addition to a thorough literature study, the research comprised a survey, questionnaires, conversations, and an examination of working circumstances. The 210 employees' valid responses were examined. Using PLS-SEM, we evaluate the suggested theoretical model. It was found that workers in established companies could recognize opportunities for job crafting.

Keywords: *Higher Education Institutions, Work life Balance, Job Autonomy, Work Flourishing, Job Crafting.*

1. Introduction

21st Century is the century of Quality Education in a new normal world (Kaufman, 2013), where education inspires analytical thinking, creativity, learning opportunities and equality, all of which are essential for societal growth (Abad-Segura & González-Zamar, 2021). The UNESCO (United Nations Educational, Scientific and Cultural Organization) considers education as a vital human right that promotes peace and sustainable development (Elfert, 2019). According to the United Nations Convention on the Rights of the Child, is the foundation for supporting high-quality education and developing qualified teachers (Lundy, McEvoy, & Byrne, 2011). Moreover, Sustainable Development Goal 4 aspires to increase the number of skilled educators by 2030, emphasizing the importance of global collaboration in developing countries (Saini, Sengupta, Singh, Singh, & Singh, 2023). As Pakistan is a populous developing country, where the service sector contributes for 60.2% of total GDP-Gross Domestic Product, however the private sector Higher Education Institutions receives one of the lowest allocations of any public and private sector. Despite high potential in Higher Education Institutions of Pakistan, out of total 247 Higher Education Institutions in Pakistan there are only 107 Private Sector universities.

Over the last decade, globally the higher education sector has undergone a massive transformation, with demographic shifts and increased performance expectations affecting the higher education community's ability to secure sustainable development (Ilie & Rose, 2016). Sustainability in higher education refers to the promotion of sustainable development through research, teaching, university operations, and community involvement (Builes-Vélez, Restrepo, & Martínez, 2024). Effective human capital management is essential to sustaining a competitive advantage while establishing organizational resilience in the modern marketplace (Carballo-Penela, Ruzo-Sanmartín, García-Chas, & Troilo, 2024). As a result, businesses are being advised to better manage their human resources, with organizational performance, job crafting identified as a key area for improvement (Fiorito, Bozeman, Young, & Meurs, 2007). The issue in higher education centers on how global challenges impact the efficacy of university faculty (Moshtari & Safarpour, 2024). Researchers discovered that, despite changing shifts and conditions, university faculty members maintain a strong feeling of Job Autonomy and Job Crafting (Ortega-Egea, Ruiz-Moreno, & Cabeza-Pulles, 2024) (A'yuninnisa, Carminati, & Wilderom, 2024). Whereas, academic research study is underexplored in the context of Job Crafting within private sector higher education in Pakistan, it is the concept where an individual faculty shape up their own work in a multidimensional ways and build a bench mark which features higher outcomes in order to achieve excellence in their job (Lopper, Horstmann, & Hoppe, 2024).

Because of the unique character of university professors' work (i.e., academic teaching staff), higher education institutions provide an ideal framework for researching job crafting (McNaughtan, Thacker, Eicke, & Freeman, 2022). Professors have freedom in their roles, which allows them to choose what, how, and when to complete tasks (Ortega-Egea et al., 2024). The degree of the job autonomy and work life balance to faculty members of higher education institutions directly impact the quality of the higher education service delivered and ultimately lifts the Job Crafting (Ho et al., 2024). University faculty can take four-dimensional approach to job crafting which includes increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands (Ge, Gao, & Yu, 2023). Work Flourishing can be used as intervening to assess service effectiveness in businesses with frontline service personnel, especially including professors, associate professor, assistant professors and lecturers (Imran, Elahi, Abid, Ashfaq, & Ilyas, 2020). Though, analyzing the impact of job autonomy and work life balance on job crafting is crucial for businesses to establish effective strategies (Bakker & Sanz-Vergel, 2013). Few studies have examined the links between the work life balance with the job crafting, whereas the mediating effect of work flourishing is underexplored with four-dimensional structure of job crafting in the setting of higher education institutions.

Our research has three distinct purposes. First, to investigate the effect of Job Autonomy on Work Flourishing. Secondly, to check the effects of Work Life Balance on Work Flourishing. Thirdly, to examine the effects of Work Flourishing as a mediation mechanism on Job Crafting to investigate how university professors' job crafting increases and how four-dimensional job crafting positions on professors' service performance. We assess the proposed theoretical model using structural equations modeling with Partial Least Squares (PLS-SEM).

The next section comprises a literature review on job autonomy, work life balance, work flourishing and job crafting to support in hypothesis development. The methodology section describes the sample used and the measurements applied. We then present the results and discuss the important findings. Finally, we examine the theoretical and practical implications of the work, as well as its limitations and suggestions for future research.

2. Literature Review

2.1 Theoretical Framework

The current study is underpinned by job demand resources theory, JD-R developed in 2006 by Arnold Bakker and Evan Demerouti; and the theory improved in 2017 by Arnold Bakker and Evan Demerouti. It explains the relationship between job demand and job resources and their impact on job crafting at

individual level and organization performance. Here in the framework, job autonomy and work life balance are used as job resources and work flourishing as intervening variable and job crafting as outcome of the research study. The above-mentioned JD-R is associated and establishing relationship between job autonomy and work flourishing, work life balance and work flourishing, where further, work flourishing is further associated with job crafting. The ultimate objective of the study based on theoretical grounds is job crafting which covers individual faculty performance and organization performance. Getting the best performance has become a top issue for all types of organizations in the current climate of fierce competition, where only the fittest can survive (Venuti, Pucciarelli, & Rattalino, 2022). Job crafting can have a big impact, it increased overall faculty and higher education performance, balancing effect is must, if there is higher levels job autonomy and lower level of work life balance, lowers the work flourishing, and worse job crafting then there is no room of improvement in an organization (Griffin & McMahan, 2013).

The tested relationships are given in the proposed research framework (See Figure 1). Furthermore, it is believed that having access to a top-notch education is one of the major forces behind a country's progress. As the primary and most valuable resource available to universities is faculty, and as their performance and contribution towards the achievement of institutional goals are considered indispensable, there is an urgent need to look into and investigate those ways that could improve the performance of higher education faculty.

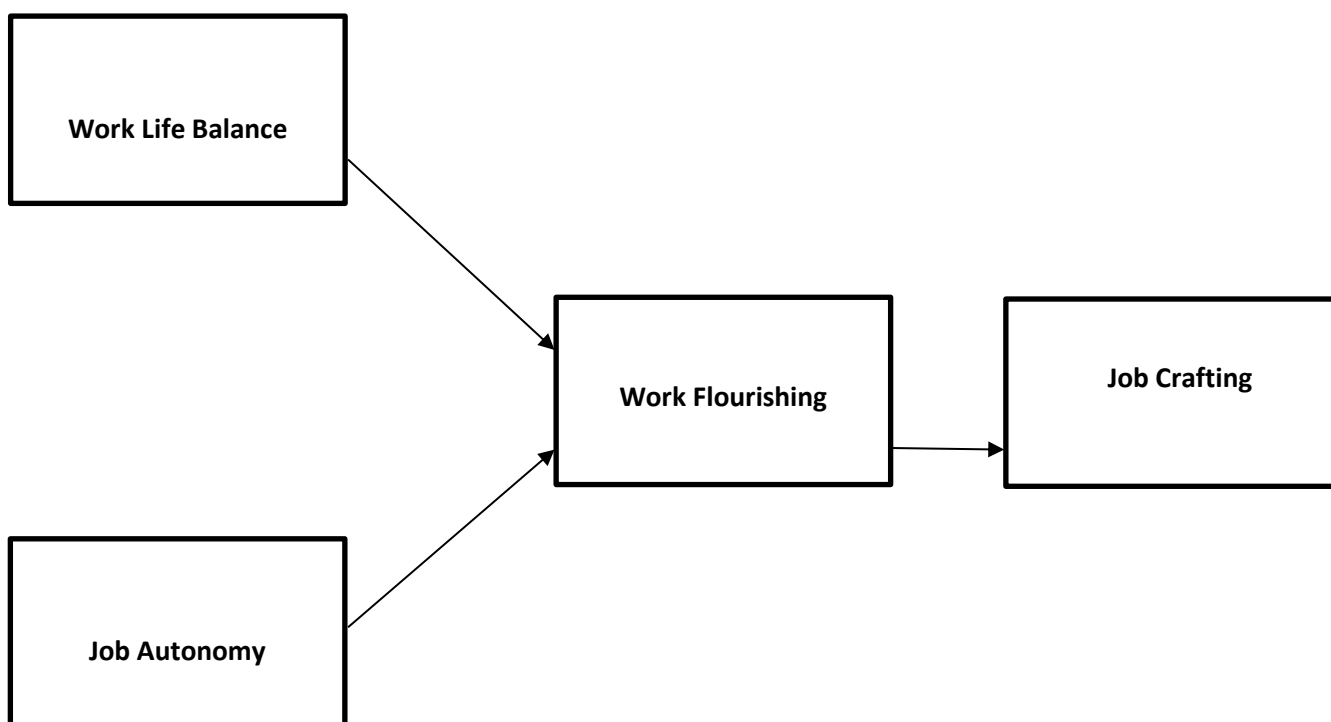


Figure-1: Research Framework

2.2 Work Life Balance and Work Flourishing

Work-life balance (WLB) aims to strike a healthy balance between work and personal life while remaining comfortable in both roles (Boakye, Asravor, & Essuman, 2023). Work-life balance include paid, unpaid, and personal time (Afrianty, Issa, & Burgess, 2016). Companies throughout the world are implementing new policies to improve "work-life balance" (WLB) and assist employees in managing their time between work and leisure activities (Guest, 2002). Work-life balance has become more than just an appealing concept. According to Beauregard and Henry (2009) discovered that work-life balance is an important component in employee commitment since it requires balancing work and non-work activities while being satisfied with the work and services offered (Boakye et al., 2023). To compete in the global market while maintaining high quality standards, institutions must provide flexible work arrangements that encourage positive work attitudes among employees (Bucea-Manea-Țoniș et al., 2020). To preserve a competitive advantage, many institutions provide policies such as study leave, casual leave, job sharing, and family support programs to encourage work-life balance (Tetteh & Attiogbe, 2019). Previous research indicates that specific job factors alike work life balance and work flourishing can influence intra-organizational functioning and dynamics. Where, flourishing at work and flourishing at life which is ultimately leading to work life balance and it is extremely indispensable (S Rothmann, 2014). The contextual effects of jobs were work flourishing among employees whereas without work life balance it's not possible at any cost (D.-J. Lee & Joseph Sirgy, 2019) (Sebastiaan Rothmann, 2013). Therefore, the suggested hypothesis is:

H1. *Work Life Balance is positively and significantly associated with Work Flourishing*

2.3 Job Autonomy and Work Flourishing

Previous study suggests that specific job variables can impact intra-organizational dynamics (Timming, Carpini, Hirst, Tian, & Notebaert, 2024) (Lewandowska & Kutscha, 2024) and we introduce Job Autonomy in the research model as independent variable. Job Autonomy refers to a person's ability to schedule and control work activities with full of independence and freedom in a more efficient and effective way (Kubicek, Paškvan, & Bunner, 2017) (Zare, 2024) (Yang, Bao, & Zhang, 2024). In simple words, Job autonomy allows faculty to select when, where, and how they work, it empowers faculty (Carvalho & Videira, 2019). In an autonomous work environment, employees can make real-time adjustments based on their own judgment (Aithal & Kumar, 2019). It gives individuals the freedom to explore new methods to align their actions (Lewandowska & Kutscha, 2024). Whereas, the work flourishing states the positive mental state and psyche, it is the state of positive mindset where someone feel respected, dignified and contributing in a more upgraded level (Redelinghuys, Rothmann, & Botha,

2019). The work flourishing related to the organizational practices where employees feel autonomous and flourishing in their roles (Mungra, Srivastava, Sharma, Banerji, & Gollapudi, 2024). According to Rothmann's model for work flourishing addresses the aspects that influence employees' emotional, psychological, and social well-being (Sebastiaan Rothmann, Diedericks, & Swart, 2013). This approach defines flourishing at work as optimal employee performance in a company, which includes emotional, psychological, and social well-being (Sebastiaan Rothmann & Baumann, 2014). In this research study, the Job Autonomy and Work Flourishing is hypothesized as:

H2. Job Autonomy is positively and significantly associated with Work Flourishing

2.4 Work Flourishing and Job Crafting

Work Flourishing is the concept of overall superseding the job role or a peak exposure and experience on job where there is a choice given by organization's to their staff to prove themselves and flourishing at their career (Ribera & Ceja, 2018). By adopting the ethical concerns of work, we can see it as a worthwhile undertaking that improves employee work beyond personal satisfaction, which is called work flourishing (Lacanieta, Duerden, & Widmer, 2018). Work requires not only creating useful values through ethical mean and techniques, but also building and maintaining ethical connections both within and outside of the workplace (Sebastiaan Rothmann, Redelinghuys, & Botha, 2019). From Previous years researches it has been found that have seen certain negative developments in Pakistan's service industry including job abandonment, overseas service, and no job crafting Iqbal (2016). It was anticipated that job crafting behavior's will predict task performance (Petrou, Demerouti, & Schaufeli, 2015). Job crafting (Wrzesniewski & Dutton, 2001) refers to the measures taken by employees to change the relational, cognitive, and physical task limits of a job as well as the kind and number of activities that make up the job (i.e., whom one interacts with at work). This is carried out to encourage work engagement, satisfaction, resiliency, and work flourishing. (Berg, Dutton, & Wrzesniewski, 2008). Work flourishing is favorably and strongly connected with job crafting, whereas job crafting allows employees to more effectively fit into their environment and involves both active and reactive behavior (Tims & Bakker, 2010), whereas job crafting has a good and strong relationship with work flourishing. According to the Job Demands-Resources Theory, job crafting is the process by which people change the requirements and available resources of existing occupations in order to create new jobs. The concept clarifies what precisely workers do when they "craft" their jobs, that is, when they regularly alter the features of their labor. People create their own occupations by lowering the requirements, locating resources, and identifying challenges (Petrou, Demerouti et al. 2015). Hence, in this regards we conclude the hypothesis:

H3. *Work Flourishing is positively and significantly associated with Job Crafting*

3. Data Collection

3.1 Questionnaire and Pre-Test

On the basis of previous research studies, following scales were adopted to measure the constructs. The Job Autonomy Construct scale was adopted. A scale of nine items was adapted to measure Work Life Balance by (Carlson, Kacmar, & Williams, 2000) and by (Hackman & Oldham, 1980) 3 items of the scale were selected for measuring Job Autonomy. As per the developed scale by (FS; Diener et al. 2010), eight items were used for the assessment of Work Flourishing. Moreover, 21 items were used to measure the Job Crafting construct that was developed by (Tims et al., 2012).

The assessment instrument was tested for content validity by submitting it to 5 experts, including 3 Assistant Professors who have expert education in Human Resource Management and two from Human Resource Managers of Private Sector Higher Education Institutes. In response to their suggestion, few moderate changes were incorporated. Pilot research for this study on Higher Education faculty Job Crafting, were undertaken to assure the clarity, and academic survey questionnaire was distributed to 50 respondents the optimal size. After survey, it has been identified that there was no alteration required to the academic research survey. Furthermore, a reliability analysis was performed to assess the internal consistency of the scales employed in this study.

3.2 Sample design and data collection

The data was assembled from higher education institutes throughout Punjab Pakistan, where universities having full time/ contractual or part time faculty members. For data collection from the universities of Punjab, Pakistan, a self-administered academic survey questionnaire was used, and convenient sampling was used. Teaching faculty involving Professors, Associate Professor, Assistant Professor, Lecturer, Junior Lecturer and Contractual Faculty Members that were directly teaching in higher education institutions. Online questionnaires 229 in number were filled out during the academic survey. We briefed all respondents about the study's goal and then asked them to fill out the questionnaire. Following their agreement, they were given a questionnaire to complete. The questionnaires were completed by 229 individuals from various universities. The data analysis included 210 valid responses.

4. Methods & Findings

The higher education is dealing with numerous challenges, competitive work dynamics, survival in the era of rapid sustainable development where fittest will survive on the job. The findings denote that work

life balance and job autonomy, opens up new prospects in this area through impacting job crafting. The current study used PLS-SEM with Smart PLS 3 to analyze the proposed hypothesis because it is widely used and recognized as a moderate evaluation technique in all business sectors, particularly in higher education (Bano & Taylor, 2015). This empirical study attempted to predict and explain the studied latent variables using current modern theory. PLS-SEM has been transformed into an efficient approach for testing subject matter with the goal of utilizing structural modeling for elaboration and build estimations (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Also, it is predictable to be a adaptable and versatile methodology for model evaluation and assessment (Ringle, Wende, & Will, 2005). Additional argument for selecting PLS-SEM is for the reason that it has rarer criteria for sample size and data normality than Amos hence, this study employed PLS-SEM to avoid data normality difficulties and sample size (Hair Jr et al., 2016). Furthermore, the PLS technique and bootstrapping methodology are used to determine factor loadings for the assessment of constructs validity, path coefficients, internal consistency reliability and related significant levels for testing hypotheses. The measuring model was initially built, and then estimations were made utilizing structural model assessment (M. Lee, Lee, Jeong, & Oh, 2020).

4.1 Measurement model assessment

CR-Convergent validity and the measurement model were examined using CR-composite reliability, factor loadings, and AVE- average variance extract. With a few exceptions, factor loadings were higher than the suggested threshold of 0.60, as shown in Tables No. 1 and No. 2. Similar to this, every composite reliability value (CR) aside from Job Crafting, Work Life Balance, which had a CR of 0.341 (JC) and 0.432 (WLB) exceeded the required threshold of 0.70. For every under-study component, the average variance extract (AVE) values exceeded the recommended value of 0.50 (Hair Jr et al., 2016) , with the exception of the evaluation of JC and work life balance, which had an AVE with below threshold value. If a measurement's values are fewer than 0.85, it has demonstrated discriminant validity. Factor loadings as low as 0.50 were not taken into account (Kline, 2011). Similarly, all values for the Heterotrait Monotrait Ratio (HTMT) in Table 2 fall below the predetermined threshold value of 0.85, supporting the assessment's discriminant validity. Tables 3 and 4 exhibit discriminant validity in accordance with the Fornell-Larcker criterion cross-loadings, which stipulate that a latent variable's value must be higher than others in order to indicate a significant correlation between values and its variable. Overall, these results demonstrated that discriminant validity did not jeopardise further investigation.

Table 1: *Convergent Validity*

Constructs	Items	Loadings	Alpha	CR	AVE
Job Crafting	JC1	0.680	0.890	0.903	0.314
	JC10	0.381			
	JC11	0.393			
	JC12	0.615			
	JC13	0.611			
	JC14	0.583			
	JC15	0.554			
	JC16	0.528			
	JC17	0.527			
	JC18	0.589			
	JC19	0.537			
	JC2	0.616			
	JC20	0.440			
	JC21	0.563			
	JC3	0.705			
	JC4	0.692			
	JC5	0.643			
	JC6	0.596			
	JC7	0.490			
JC8	0.371				
JC9	0.471				
Job Autonomy	JRJA1	0.850	0.777	0.870	0.692
	JRJA2	0.887			
	JRJA3	0.754			
Work Life Balance	JRWLB1	0.734	0.872	0.841	0.432
	JRWLB2	-0.269			
	JRWLB3	0.564			
	JRWLB4	0.619			
	JRWLB5	0.600			
	JRWLB6	0.657			
	JRWLB7	0.768			
	JRWLB8	0.877			
	JRWLB9	0.650			
Work Flourishing	WF1	0.693	0.864	0.894	0.513
	WF2	0.672			
	WF3	0.726			
	WF4	0.768			
	WF5	0.733			
	WF6	0.763			
	WF7	0.697			
	WF8	0.672			

Note: CR- Composite Reliability; AVE- Average Variance Extract

Table 2: Discriminant Validity (HTMT Ratio) Heterotrait Monotrait Ratio

	HTMT			
	Job Autonomy	Job Crafting	Work Flourishing	Work Life Balance
Job Autonomy				
Job Crafting	0.554			
Work Flourishing	0.466	0.751		
Work Life Balance	0.448	0.456	0.163	

Table 3: Discriminant Validity

	Fornell-Larcker			
	JA	JC	WC	WLB
Job Autonomy-JA	0.832			
Job Crafting-JC	0.445	0.560		
Work Flourishing-WC	0.388	0.696	0.716	
Work Life Balance-WLB	0.386	0.411	0.224	0.657

Table 4: Fornell-Larcker Criterion Cross Loading Table

	JA	JC	WF	WLB
JC1	0.201	0.680	0.568	0.130
JC10	0.187	0.381	0.162	0.436
JC11	0.323	0.393	0.196	0.351
JC12	0.220	0.615	0.400	0.213
JC13	0.297	0.611	0.386	0.359
JC14	0.266	0.583	0.348	0.230
JC15	0.289	0.554	0.266	0.319
JC16	0.182	0.528	0.332	0.194
JC17	0.186	0.527	0.389	0.227
JC18	0.256	0.589	0.378	0.271
JC19	0.251	0.537	0.370	0.217
JC2	0.198	0.616	0.545	0.029
JC20	0.166	0.440	0.351	0.193
JC21	0.315	0.563	0.341	0.346
JC3	0.287	0.705	0.569	0.176
JC4	0.198	0.692	0.472	0.092
JC5	0.406	0.643	0.470	0.313
JC6	0.348	0.596	0.413	0.277

JC7	0.337	0.490	0.291	0.325
JC8	0.265	0.371	0.220	0.403
JC9	0.242	0.471	0.266	0.411
JRJA1	0.850	0.397	0.353	0.325
JRJA2	0.887	0.391	0.340	0.366
JRJA3	0.754	0.316	0.268	0.265
JRWLB1	0.315	0.367	0.154	0.734
JRWLB2	-0.056	-0.044	-0.056	-0.269
JRWLB3	0.221	0.166	0.023	0.564
JRWLB4	0.248	0.163	0.003	0.619
JRWLB5	0.303	0.093	-0.045	0.600
JRWLB6	0.236	0.131	0.008	0.657
JRWLB7	0.332	0.259	0.100	0.768
JRWLB8	0.335	0.335	0.209	0.877
JRWLB9	0.370	0.199	-0.013	0.650
WF1	0.305	0.499	0.693	0.215
WF2	0.239	0.471	0.672	0.219
WF3	0.254	0.503	0.726	0.132
WF4	0.321	0.549	0.768	0.217
WF5	0.347	0.482	0.733	0.178
WF6	0.286	0.505	0.763	0.130
WF7	0.232	0.499	0.697	0.090
WF8	0.225	0.474	0.672	0.088

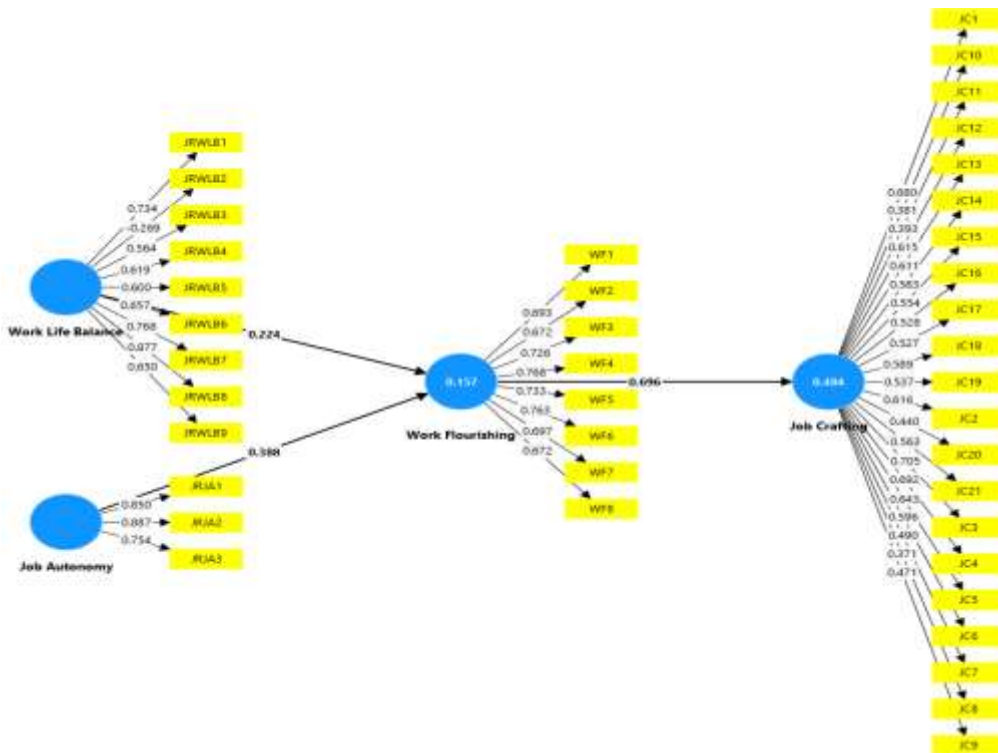


Figure 2: Measurement Model Assessment

4.2 Structural Model Assessment

Following an analysis of the measurement model to verify its authenticity and correctness, hypotheses were estimated using structural modelling in the context of the higher education sector. Path coefficients, t-values, and standard errors are computed to assess the significance of the model and its correlations with the gathered data. The postulated hypotheses' level of support was shown by the path coefficient values. The primary and moderating effects in Smart PLS 3 were estimated using the bootstrapping technique (R. Ringle et al., 2005). As shown in Table 5, and figure 4; H1 is not supported since work life balance-WLB shows negative association with work flourishing -WF ($\beta = 0.087$, $t = 0.437$, $LL = 0.543$, $UL = 0.73$), suggesting that H1 is not supported. Secondly, when it comes to H2, the relationship between Job Autonomy and Work Flourishing is supported, it means job autonomy is positively and strongly correlated with work flourishing ($\beta = 0.354$, $t = 4.0$; $LL = 0.076$, $UL = 0.46$). Additionally, the data showed a statistically significant correlation between the work flourishing and job crafting ($\beta = 0.696$, $t = 6.0$, $LL = 0.067$, $UL = 0.43$), indicating that H3 is supported.

Table 5: Path Analysis

Hypothesis	beta	S.D	t- value	p-value	LL	UL	Decision
H1	0.087	0.103	0.437	0.663	-0.030	0.401	Not Supported
H2	0.354	0.056	4.000	0.000	0.076	0.46	Supported
H3	0.696	0.129	6.000	0.000	0.067	0.43	Supported

Figure 3: Structural Model Assessment

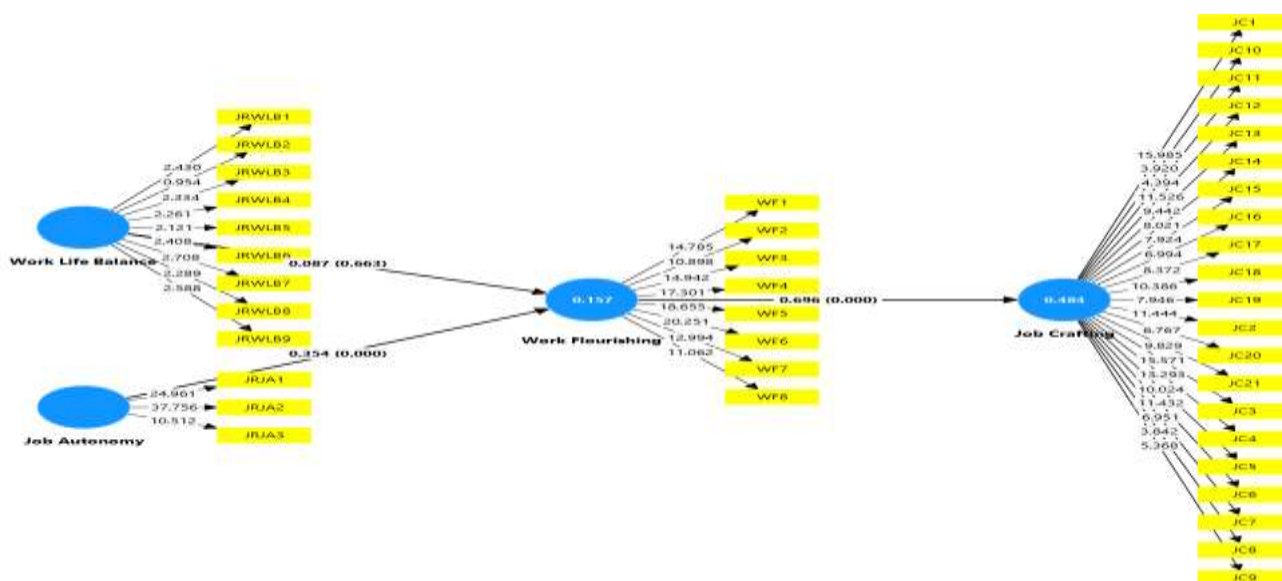


Figure 4: Structural Model Assessment

5. Discussion

In keeping with the theoretical foundations of JDR theory, the current study has created and explores a novel research model that asserts the importance of job autonomy and work-life balance in enhancing job crafting. When it comes to job crafting and work flourishing with the independence of job autonomy and work life balance, the research study provides genuine and useful insights into the dynamic working environment and connected to employee behaviours. On the basis of the grounded theory, Table 6 & Figure 3, H1 is not supported, work life balance is negatively and weakly associated with work flourishing ($\beta = 0.87$, $t = 0.437$, $LL = 0.543$, $UL = 0.73$). The results also revealed that a statistically significant association, furthermore, H2 supports the association between job autonomy and work thriving, indicating a positive and robust correlation between the two ($\beta = 0.354$, $t = 4.0$; $LL = 0.076$, $UL = 0.46$). Furthermore, the data demonstrated a statistically significant relationship between job crafting and work flourishing ($\beta = 0.696$, $t = 6.0$, $LL = 0.067$, $UL = 0.43$), supporting H3. The results of the research study giving a thoughtful insight to the researchers that a proper balance of work life balance and job autonomy leads to work flourishing effects on the employees which leads to job crafting. Contrary to this, where the imbalance exists alike results report in H1, the study reports the imbalance in personal and professional life where work life balance is negatively and weakly associate with work flourishing. Work Life Balance is an important independent factor for overall health of an individual, as an independent variable its nor enabling much, its paring with the psychological work flourishing, job autonomy and organizational support as job resources proves it meaningful and impactful. Hence, the researcher and professionals would reconsider an assumption, that a successful employee journey at any institution depending on and linked with an efficient and effective work life balance. Contrary to that, H2 results was supported, which depicts a strong and significant positive association between JA-job autonomy and WF- work flourishing ($\beta = 0.354$, $t = 4.0$; $LL = 0.076$, $UL = 0.46$), this result of H2 represents the strong bond according to the JDR theory when job resource alike job autonomy is given to employees it fosters positive effects and intrinsic motivation altogether and ultimately the flourishing at work taken place. The mentioned findings related with previous studies (S Rothmann, 2014). H3 results were also supported, showing a positive and strong association between WF-work flourishing and JC-job crafting ($\beta = 0.696$, $t = 6.0$, $LL = 0.067$, $UL = 0.43$). This result clearly giving an authentic guideline that work flourishing as mediating variable works that highly encourages employees to craft their job roles, tasks and increasing performing indicators to linked with their organization perspectives where they are working and connect the employees with the bigger purpose, ultimately job crafting leading the contribution in the mission and vision of the organization. A motivated employee always likely to associate with job crafting i.e. seeking diversified roles, perform out

of the task boundaries, and restructuring work in a more effective quantifiable manner. The result of this research study also confirms and affirms that the motivation factor mentioned in the JDR-Model, whereby job resources as Job Autonomy and personal resources as work life balance, both promote work flourishing which later enhanced the job crafting behaviours. Practically, higher education section should promote more psychological conditions in which employees should flourish at work.

6. Conclusion, Practical Implications, Limitations & Future Research Directions

This study makes a meaningful contribution to the growing body of literature on job crafting and employee well-being by integrating job autonomy, work-life balance, and work flourishing within a unified framework grounded in Job Demands-Resources (JDR) theory. The findings affirm that job autonomy serves as a crucial job resource that enables employees to experience greater psychological flourishing, which subsequently fosters proactive job crafting behaviours. This aligns with the theoretical assertion that structural resources catalyze self-initiated adjustments in work roles, leading to improved employee engagement and performance.

Interestingly, the study reveals that work-life balance did not exhibit a direct relationship with work flourishing. This outcome suggests that the influence of personal resources may be more context-dependent and potentially moderated by organizational or cultural variables. Therefore, while not directly impactful in this model, work-life balance should still be considered a valuable element in broader well-being strategies, requiring nuanced and personalized implementation.

Overall, the results highlight the importance of fostering internal motivation, psychological empowerment, and autonomy-supportive work environments. These factors equip employees with the capacity and agency to actively craft their work experiences, thereby enhancing not only individual well-being but also organizational adaptability and sustainability in an increasingly complex work landscape.

6.1 Practical Implications

The non-significant relationship between work-life balance and flourishing should not be dismissed but rather approached critically. Organizations may need to personalize work-life policies, consider individual preferences, and promote boundary management strategies that empower employees to harmonize roles in a way that suits their unique life contexts.

The findings of this study offer valuable insights for organizational practitioners seeking to enhance employee flourishing and proactive behaviors in the workplace. By empirically establishing job autonomy

as a key driver of both job crafting and work flourishing, this research highlights the critical need for organizational design that facilitates autonomy across roles and functions. Practical implementation can include flexible work arrangements, participatory decision-making structures, and the decentralization of operational authority, thereby granting employees greater discretion in how they structure and perform their work.

Furthermore, the positive linkage between job autonomy and job crafting underscores the need to embed autonomy-supportive practices within performance management and employee development frameworks. This not only enhances employee engagement but also promotes self-initiated adjustments to work roles that align better with individual strengths and aspirations.

While work-life balance did not show a statistically significant direct effect on flourishing in this study, this outcome invites practitioners to reassess the design and delivery of well-being initiatives. A one-size-fits-all approach may be insufficient; instead, organizations should move toward personalized work-life integration strategies, grounded in employee segmentation, life-stage considerations, and individual boundary management preferences. Facilitating dialogue-driven customization of work-life policies can empower employees to define and pursue balance on their own terms, thereby enhancing subjective well-being and long-term sustainability.

In sum, these practical insights encourage organizational leaders to adopt a resource-enhancement approach that prioritizes job design elements fostering autonomy, while concurrently re-evaluating the support structures surrounding personal resources like work-life balance. Doing so will not only foster thriving employees but also cultivate a resilient, proactive workforce attuned to evolving workplace demands.

6.2 Limitations and Future Research Directions

While the current study offers meaningful theoretical and practical contributions, several limitations warrant consideration to contextualize the findings and inform future inquiry. First, the cross-sectional research design restricts the ability to draw definitive causal inferences between job autonomy, work-life balance, job crafting, and work flourishing. Although the proposed relationships are grounded in established theoretical frameworks, such as the Job Demands-Resources (JDR) model, longitudinal or experimental studies are needed to examine the temporal dynamics and directional causality of these associations over time. Second, the exclusive use of self-report instruments raises concerns about common method bias (CMB), which may inflate or distort the observed relationships due to shared method

variance. While statistical remedies may have been employed to mitigate this risk, future research would benefit from multi-source data triangulation incorporating supervisor assessments, peer evaluations, or objective behavioural metrics to validate and enrich the findings. Third, the study was conducted within a specific cultural and organizational context, potentially limiting the generalizability of its conclusions. Cultural dimensions such as power distance, collectivism, and uncertainty avoidance, as well as industry-specific work norms, may moderate the strength and nature of the examined relationships. Therefore, cross-cultural replications and sector-specific investigations are encouraged to enhance external validity and to explore the boundary conditions of job autonomy and personal resources in diverse environments. By addressing these limitations, future research can build a more nuanced and robust understanding of how organizational resources interact with employee characteristics to shape meaningful, sustainable work experiences.

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