

## JOB CRAFTING, RESILIENCE, AND SELF-EFFICACY AS PREDICTORS OF JOB-RELATED WELL-BEING

<sup>1</sup> *Umaira Naz*, <sup>2</sup> *Sidra Tanvir*, <sup>3</sup> *Areeba Ayub*, <sup>4</sup> *Rehmat Ullah*

<sup>1</sup> MS Scholar, Department of Clinical Psychology, The Superior University, Lahore, Pakistan

Email: [unaz6424@gmail.com](mailto:unaz6424@gmail.com)

ORCID: <https://orcid.org/0009-0004-3850-6194>

<sup>2</sup> Lecturer of Department Clinical Psychology, The Superior University, Lahore, Pakistan

Email: [sidra.tanvir@superior.edu.pk](mailto:sidra.tanvir@superior.edu.pk)

ORCID: <https://orcid.org/0009-0004-2430-1198>

<sup>3</sup> MS Scholar, Department of Clinical Psychology, The Superior University, Lahore, Pakistan

Email: [SU94-MSCPW-F24-045@superior.edu.pk](mailto:SU94-MSCPW-F24-045@superior.edu.pk)

ORCID: <https://orcid.org/0009-0001-7558-7614>

<sup>4</sup> MS Scholar, Departments of Clinical Psychology, The Superior University, Lahore, Pakistan

Email: [malikrehmat508@gmail.com](mailto:malikrehmat508@gmail.com)

ORCID: <https://orcid.org/0009-0003-4277-8291>

(Corresponding Author)

### Abstract

This study examined the role of job crafting, resilience, and self-efficacy as predictors of job-related well-being among working adults in Lahore, Pakistan, within the framework of contemporary organizational psychology. Job-related well-being is recognized as a crucial indicator of employees' psychological, emotional, and physical functioning, influencing job satisfaction, engagement, and productivity. The present research adopted a correlational design and collected data from a purposive sample of 250 employees aged 20–40 years working in various private sectors, including schools, hospitals, banks, and organizations. Standardized Urdu versions of the Job Crafting Questionnaire (JCQ), Job-Related Affective Well-Being Scale (JAWS), and Anila Psychological Capital Scale (APS) were administered to assess the study variables. Statistical analyses were conducted using SPSS, including reliability analysis, Pearson correlation, multiple regression, and independent sample t-tests. Results indicated that all scales demonstrated acceptable to good internal consistency. Significant positive relationships were found between psychological capital (including resilience and self-efficacy) and job-related well-being, suggesting that employees with higher psychological resources experience greater workplace well-being. Job crafting was positively related to psychological capital but showed a weak and non-significant direct relationship with job-related well-being, indicating that its influence may be indirect and context-dependent. Regression analysis revealed that job crafting and self-efficacy jointly explained a small but significant proportion of variance in job-related well-being. Gender differences were non-significant across all variables, implying similar patterns for male and female employees. Overall, the findings highlight the importance of psychological capital, particularly resilience and self-efficacy, in promoting employee well-being, while suggesting that job crafting may function more effectively through these internal psychological mechanisms. The study offers practical implications for organizations by

*emphasizing the need for resilience-building and self-efficacy enhancement programs to foster healthier and more productive work environments.*

**Keywords:** *Job crafting, Resilience, Self-efficacy, Job-related well-being, Psychological capital, Organizational psychology, Employee well-being, Work engagement, Occupational health.*

## **Introduction**

### **Background of Study**

The concept of job-related well-being has drawn attention from researchers and practitioners in contemporary organizational psychology because it has significant effects on many facets of human functioning and organization. Various psychological, emotional, and physical conditions, including job-related well-being, impact a person's overall sense of fulfillment and satisfaction at their job. It is well known that employees with high well-being are more likely to show higher levels of involvement, dedication, output, and job satisfaction in their companies (Kerksieck et al., 2019).

Three major constructs are job crafting, resilience, and self-efficacy affect job-related wellbeing. Employees do job crafting by changing their work environment to suit their strengths and preferences. Resilience requires facing difficulties and staying optimistic. Self-efficacy is the belief in one's ability to complete tasks in a way that gives employees confidence and allows them to perform better (Kerksieck et al., 2019a).

### **Job Crafting**

Job crafting is a process where individuals actively shape their work tasks and roles to better suit their preferences and strengths. Those who engage in job crafting strive to frequently improve their work enactment, often seeking chances to introduce new ideas or approaches to their tasks to enhance productivity and potentially increase their earnings. However, this is only achievable when the worker actively engages with their job, expands their wisdom, and develops their abilities. Job crafting isn't just about learning something new; it's about applying what has been learned. This application occurs when different methods are utilized based on the knowledge and skills gained (Hodson, 2020).

Job crafting is differentiated from other bottom-up redesign approaches, such as idiosyncratic deals (i-deals), where employees negotiate with their employer regarding their work conditions (Hornung et al., 2010), or employee participation in job redesign (Nadin et al., 2001). Furthermore, job crafting is distinct from proactive work habits. Proactive work behaviors are actions that are started by an individual either by acting in anticipation of a future circumstance or by assuming control and bringing about change, or both (Parker & Collins, 2010). Proactive conduct has a significant advantage in that it focuses on improving performance. Employees who take the initiative to make changes in their work environment are more likely to enhance organizational effectiveness (Tims et al., 2012). Tims and her colleagues in 2012 propose that job crafting is distinct from proactive constructions since the modifications made by job crafters are largely focused on enhancing their alignment with the job and their enthusiasm towards work (Tims et al., 2012).

### **Why do employees job craft?**

Different studies show that workers do job crafting to meet certain personal needs. These needs are defined as control over the work. Maintaining positive self-image, feeling connected with other co-workers. These all kind of efforts called job crafting. Changing the aspect of job task, viewing the work and building healthy relationship is personal needs. These needs are not harmful because they are for the betterment of work. Finding working meaningful and

developing the sense of personal identity starts making a person more resilience facing challenging tasks with ease it is resilience (Holcombe, 2016).

Motivation played the vital role in job crafting. Without motivation nothing can change. It is what drives workers to act, whether it is about working hard at their job or finding it pleasing. Different things motivate different people. Understanding what motivates the person helps to achieve the goal. Motivation kicks the greed of job crafting; job crafting enables employees to make work-place supportive for well-being, growth and sense of control that is the key to resilience (Holcombe, 2016a).

### **The Job Crafting Model**

In the study of job crafting Wechsler, (2016) stated that job crafting is adjusting work tasks and relationships. Three types of techniques are used, tasking crafting that's mean changing the tasks and scope of work. Cognitive crafting is start working with perceptions and reframes the work. Properly plan on ongoing task. It will lead the liking for the job once working is pleasing. And the third technique is relational crafting, change behavior with workers. Work on healthy and supportive environment. With how many times interact with worker, every time give the best lead the better work environment (Wechsler, 2016).

### **Resilience**

Resilience is a coping mechanism. In a depressing atmosphere, trying to understand the situation and act accordingly it is a very difficult task. A person in a tight situation with limited resources, if he can handle a situation that is real resilience. There are many situations in which a person can relate to resilience, for example: death, divorce, financial crisis and breakup these are all the situations, if a person remains calm that means person have a very strong mind set. And if a person does not give up on difficult tasks it means that, that person is understanding the situation. People who have resilience also get worried. But they use different healthy methods to overcome their worries. These methods make such people even stronger (Douglas et al, 2014).

Resilience is often understood as the capacity to flex without fracturing, rebound, and perhaps thrive when confronted with challenging life circumstances. The American Psychological Association (2014) provides a definition of resilience as the ability to adapt effectively in the face of adversity, trauma, tragedy, danger, or severe causes of stress. Although this description is helpful, it fails to capture the intricate character of resilience (Douglas et al, 2014). The determinants of resilience include a multitude of biological, psychological, social, and cultural elements that interplay to influence an individual's response to stressful circumstances.

Resilience and job crafting are related ideas that influence one another and one's professional and personal success. Crafting one's work in a way that plays to one's abilities, interests, and values may boost one's sense of agency, contentment in one's work, and ability to think creatively on the job. Job crafting promotes resilience by encouraging control, flexibility, and a development mentality, all of which are necessary for overcoming challenges. Resistance to setbacks, growth from mistakes, and perseverance in the face of adversity are all ways in which resilience promotes job crafting. Positive feedback loops that support professional progression, personal development, and overall success are created when people build job crafting and resilience. Embracing these values may help people thrive in today's ever-changing work environment. They will gain the confidence, agility, and purpose needed to overcome the challenges and achieve their professional goals (Erickson, 2024).

Working on different jobs tasks and working on weaknesses it engages the workers on job crafting, bending according to tasks, relations and insights it can help them to take more interest

in work it also strengthens the resilience. Resilience helps them to acknowledge the weakness and overcome the hurdle. Boosting your resilience skills also boosts the self-efficacy of employees. As employee modify their roles and saw positive outcomes, belief in abilities influence the work environment. It also increased self-efficacy, it supports resilience, and feeling more assured in their capability to grip the difficulties helps to be good in job (Erickson, 2024).

### **Self Efficacy**

The meaning of self-efficacy believes in one's own abilities. These abilities enable a person to complete different tasks. This belief gives a person confidence in themselves and the ability to control their behavior. This way, these individuals do not succumb to environmental pressure and remain motivated. They tackle their tasks with determination. Every person has different levels of self-efficacy. Some excel in school, while others have confidence in their work. Self-efficacy plays a significant role in our lives. It gives you the opportunity to think about your capabilities. You think about how you can complete a task, whether it can be done or not. Will I be able to do it? The concept of self-efficacy was introduced by Albert Bandura in his social cognitive theory (Cherry, 2020).

According to Bandura, self-efficacy is a part of our personality that focuses on attitudes, abilities, and cognitive skills. Our system plays a very important role in understanding others. People learn understanding by observation. People get hurt when they are not understood. Who do not understand others mostly get hate. They are mostly avoided, and people start distancing. If someone cannot understand, it does not mean the person is doing wrong. Not understanding others causes the many problems. But it is necessary to understand different people have different levels of cognitive understanding. But imagine if we didn't have cognition at all, then it would be a disaster. Cognition helps in the functions of thinking and understanding related tasks. Understanding helps to know about oneself. That's why having self-efficacy is necessary (Cherry, 2020).

Bandura said that self-efficacy is a belief in a person's own abilities. Based on these abilities, a person practically uses their actions. They have such a strong belief in themselves that they can complete their tasks even when no path is available, because they create their own path. Confidence does not make you dependent; it makes you independent. Every person knows what their goals are. Every person wants to achieve something. Dreaming about these goals is possible, but achieving these goals is not easy. Those who have high self-efficacy know how to achieve their goals. Mostly, it takes time to achieve long-term goals. People with high self-efficacy can achieve their goals. It is difficult for such people to achieve their goals. However, they put all their interest in their goal. They participate in activities that make it easier to achieve the goal. They commit to achieving their goal. These people do not let failure get to them. They take such difficulties as a challenge (Cherry, 2020).

Self-efficacy comes into play at every stage of life. School students, who have self-efficacy, perform better. These students believe in themselves that they can do it. Their belief in them is what makes them successful. When you have belief in something, that thing starts to happen. Belief can take a person to great heights. When a person looks at his own performance, it is called reflecting on our outcomes. Person use what he has learned in practical life. People learn, then set their goals according to abilities. Abilities come from learning. When people use abilities to achieve the goals, people reflect on whether our learning has been useful or not. Even if we achieve only half of a task, it means that what we have learned has been put into practice (Cherry, 2020).



## Well-Being

The state of comfy, healthy and happy is called well-being. Well-being varies from person to person. It can be different in individual point of view, physical, mental and social relations these all things can be viewed as different. Physical well-being is about physically healthy, free from illness and able to do daily life tasks easily. Mental well-being is staying positive about others, about situations, about challenges. Emotional well-being is controlling stress, anxiety and trying to find healthy ways to ease them. social well-being is building healthy relations. It can be friends and family. Life satisfaction well-being is being satisfied in one's life (Odes, 2017). According to Hedonic Wellbeing the balance between happiness and sadness is well-being Ryan and Deci (2001b, p.141). it is totally a subjective thing. It is related to individual feelings of joy. Well-being is not just about physically in shape. It is about feelings of happiness. It is not just about being happy all the time. It is also related to lessening the pain. The key point is to maintain the balance of happiness & pain. Happiness never comes easily. It is the difficult task. Achieving happiness by meaningful goals, it is real well-being (Odes, 2017).

The term Eudaemonic well-being using the idea of Aristotle's that is true happiness comes when person doing the right thing to do. Human beings feel burdened when they do something wrong. Therefore, true happiness is about doing meaningful things. It is also about having knowledge about self. Knowing about what is good and bad for them provides the basis to face the realities. Thought process is also very important, if person's thought process is healthy, it will provide the positive aspects about situations. And if the thought process is wrong, it will provide the wrong perspective of situations. Behavior and thought process always worked together. Individuals act according to thought process. Positive thinking brings good deeds (Odes, 2017).

## Statement of Problem

The study is based on the concept of finding the relationship how job crafting, Resilience and self- efficacy play the vital role for the well-being of working people. There are a lot of articles which show how all these factors are so important. Job crafting not only polish the person, but it is also providing the basics. Resilience makes the person stable. Not emotionally but also physically. Through job crafting, employees know what their capabilities are. They start exploring the ways which allow them to make their working life more efficient. After knowing what to do, and how to do the tasks, it boosts the resilience of workers. Job crafting allows employees to know their best area of ability and work according to it.

## Significance of the Study

The study studies the mutual effects of resilience and self- efficacy on job related well-being. These two topics studied individual or with other variables but not studied with job crafting. How workers develop resilience with the help of job crafting and how resilience helps the workers to know themselves it is still not studied yet. This can help the HR department and managers. If organizations, hospitals, schools and other working places know the importance of job crafting, resilience and self-efficacy, they start organizing big workshops on these topics so they can make their workers more job craftier. This study not only calculated the job crafting affects on resilience and self-efficacy it is also studying the variable of well-being. Mental, psychological and physical these all states fall under the well-being. The results can inform future studies and inspires further investigation of these important constructs.

## Research Objectives

- To find out the relationship between job crafting, resilience and self-efficacy as predictors of job-related well-being.

- To explore potential mediating effects of resilience and self-efficacy in the relationship between job crafting and job-related well-being.
- To find out the relationship role of mediating genders.

### Hypothesis

**H1:** There is significant relationship between job crafting, resilience and as predictors of job-related well-being.

**H2:** Resilience and self-efficacy mediate the relationship between job crafting and job-related well-being.

**H3:** There is gender role in mediating the relationship between job crafting, resilience and self-efficacy as job related well-being.

### Review of Literature

#### Job Crafting

The interplay of job crafting, resilience, and self-efficacy as predictors of job-related well-being is a complex and dynamic relationship that has garnered significant attention in recent research. Job crafting, defined as the proactive changes employees make to their job demands and resources, has been linked to various aspects of employee well-being (Hakanen et al., 2018). For instance, job crafting has been considered a predictor of employee well-being, and the reversed relationship has also been suggested, indicating the complex dynamics between the two (Hakanen et al., 2018a). Moreover, job crafting has been found to be related to a positive self-image and the feeling of having control over work activities, further emphasizing its potential impact on employee well-being (Tims et al., 2015). Additionally, job crafting has been defined with three components: task crafting, relation crafting, and cognitive crafting, highlighting the multifaceted nature of this concept (Yoon et al., 2019).

Furthermore, the role of self-efficacy in job crafting has been suggested, but empirical testing of this relationship is still lacking (Tims et al., 2014). Confidence building, that means an individual's trust in their capability to thrive in precise settings or achieve a task, has been proposed as a correlation of work customization (Tims et al., 2014). Additionally, in his work Kerksieck et al. (2019) emphasizes the role of job crafting as a catalyst in the interplay of social support and psychological capital, further underlining the intricate link relating work customization, resilience, and confidence (Kerksieck et al., 2019).

Resilience, another crucial factor in this interplay, has been found to have significant implications for job-related well-being. Research has explored the link among person's resiliency and its effectiveness, interactive, and perceptive defensive factors, as well as its impact on work quest deeds midst fresh settlers, highlighting its relevance in the context of well-being (McLarnon et al., 2023). Different techniques of making a job more interesting affect the cognitive control and personal resources on role playing and emotional exhaustion it highlights the strength which can be good for well-being (Stan & Ciobanu, 2022).

Diyah et al., (2021) they discovered that when challenges come up, those who actively change their tasks, develop better relationships at work, and see their jobs as more meaningful are more resistant to challenges. This is what we refer to as resilience. So, if someone changes their job to make it more fulfilling, adds tasks that they find meaningful, and generally views their work positively, they're likely to feel more confident in handling problems. Ruparel et al., (2022) collaborated on this research. The research work main task is to explore the rapportlink mental toughness and job crafting. The study found that happiness is also crucial. Happiness contributes to better performance. Job crafting can enhance performance. Millennial managers exhibit higher

levels of resilience because they find enjoyment in their work and lives. They are better equipped to motivate and sustain themselves. This leads to improvements in job performance, work quality, and overall progress.

Wang et al., (2019) was conducted a survey in order to determine whether perceived over qualification has an impact on overall job performance. If it does, they would be interested to know what modifications those highly skilled employees implement in order to improve their jobs. Over qualification has a bad effect, according to the study. This means that very skilled workers are less likely to be proactive in making their jobs different. The study also examined work disengagement. Overqualified employees were found to feel less interested and disconnected from their jobs, which was consistent throughout the study (Wang et al., 2019). Stress has a lower impact on these employees' psychological resilience. They have already developed good coping strategies, so they are generally very resilient. They don't think they need to learn more ways to manage their work stress.

### **Job Crafting and Self Efficacy**

Hakanen et al., (2018) noted in their research that work engagement is critical to job crafting. An employee cannot perform effectively when they are not honest about their work. Employees must be engaged in their work if they want to perform well. Engaged workers increase resilience by coming up with new ways to improve their tasks. But work engagement can lead to workaholism as well. Individuals may overextend themselves in pursuit of perfection and excellence, which leads to energy depletion. Overwork causes physical and mental fatigue, which affects overall resilience and well-being (Hakanen et al., 2018). Engaged workers are also more likely to take initiative and look for opportunities to advance, which can positively affect their job satisfaction and reduce burnout. But if the desire to excel becomes too much, it can cause problems like stress and burnout, which hinders the benefits of engagement. It's a fragile balance where excessive engagement can lead to workaholism, which can hurt an employee's health and productivity. Thus, while work engagement is good for job crafting and resilience, companies must monitor and help their employees to avoid bad effects of over-engagement (Hakanen et al., 2018).

This research explored the concept of meaningful work and how it is related to teachers' grit to craft the job in a good way. The researchers first looked at how interesting tasks make teachers strong to perform. Additionally, they investigated whether interesting tasks and teachers' resilience are connected through job engagement and job crafting. The researchers examined data from 174 teachers in a Dutch primary school to examine these hypotheses. To check the relationships between these variables, they used bootstrapping analysis, a statistical technique (Wasink, 2018). The analysis results showed there is significant link for good work that allows teachers to strengthening their confidence to build strong abilities to work better. When teachers think their work is meaningful, it has a positive effect on their resilience. This effect is demonstrated by their levels of engagement and job crafting (Wasink, 2018). This study is significant because it sheds light on how meaningful work influences teachers' resilience through their engagement with work and their proactive behaviors that shape their job roles.

Another study's results show several crucial connections between work hewing, self-building, work-self facilitation, and the relationship between leader and subordinate. First and foremost, work customization is positively linked to confidence. This means that employees tend to develop a stronger faith in their ability to accomplish tasks effectively when they actively modify and adapt their job roles to better suit their skills and preferences (work customization).

Secondly, there is a positive linking confidence and labor easing tasks. The degree to which work experiences improve one's personal life and self-development is referred to as work-self facilitation. Thus, higher self-efficacy, supported by work customization, has a positive effect on how work experiences flow into personal growth and life satisfaction (Tresi & Mihelic, 2018).

### **Job Crafting and Well-being**

Yepes et al., (2018) help stated that in his research that well-being improves the job crafting abilities of worker. The study further explores that management help in boosting job crafting skills is very helpful in enhancing the work. Workers start doing work more earnestly. Workers start feeling that they are an important part of the organization (Yepes et el, 2018). Kilic's study about job crafting and organizing identification to see if affective well-being plays a mediating role find out that all type of job crafting, changing tasks, changing relationships and positive emotions at work are positively related to overall well-being of workers. But task crafting and cognitive crafting plays a vital role in negative emotions. Negative emotions lower the performance of organization and positive emotions enhance the performance of workers (Kilic et el, 2020).

Mahmoud and Rothenberger (2019) said in his research that Burnout is a big problem in healthcare. People talk about how to stay engaged and strong, but they don't really understand the facts. To prevent burnout, we need to help individual healthcare workers, hospitals, and national organizations. We need to understand the facts behind these efforts to make real change. We should start teaching healthcare workers how to manage stress and prioritize their well-being from the beginning of their training. The best way to build strength is to make sure hospitals, doctors, and staff share the same values and create a supportive work environment. We also need to make big changes at hospitals and nationally to help doctors balance their work and personal life, so they can stay energized and focused (Mahmoud & Rothenberger, 2019).

### **Method**

#### **Research Design**

The present study aimed to find the relationship of job crafting, resilience, and self-efficacy as predictors of job well-being. To achieve the goals the, following methodology is going was used.

#### **Sample Size**

A preliminary power analysis was conducted utilizing G\* power software (3.1) estimation to ensure that the study possesses adequate statistical power for analysis or a sample size that is deemed sufficient. The required sample size was determined as 249 with effect size .15, power 0.90,  $\alpha$  error probability is .14 and predictor is 02. The sample size was consisting of (N=250) of the current study. Data was collected from different Private organizations, schools, Hospitals, banks etc., from Lahore was selected as population. Both males and females were included in this study with different representations. The age range of the participants was 20-40 years.

#### **Sampling Technique**

Purposive sampling Technique was used to collect data from representation across various industries and job types after obtaining the permission from various concerned areas. Purposive sampling is a technique used in qualitative research to select a specific group of individuals or units for analysis. Participants are chosen "on purpose," not randomly. It is also known as judgmental sampling or selective sampling (Dovetail, 2023).

#### **Inclusion Criteria**

1. Participants were included currently employed (full-time or part-time).
2. Participants were included within the working-age population (20-to 40 years).



3. Participants included have been in their current job for at least six months to ensure they have had sufficient time to engage in job crafting.
4. Participants were providing informed consent and agree to participate voluntarily.

#### **Exclusion Criteria**

1. Individuals excluded who are currently unemployed or retired.
2. Individuals were excluded who have been in their current job for less than six months.
3. Individuals were excluded in non-traditional work arrangements
4. Individuals were excluded with severe psychological or medical conditions that could impact their job well-being independently of job crafting, resilience, and self-efficacy.

#### **Measures**

##### **1. Urdu version of job crafting questionnaire (JCQ)**

The job crafting questionnaire was the work of Makhdoom, (2014) and that JCQ was aimed to obtain appropriate elements of job crafting behaviors. The JCQ is a self-report questionnaire. Participants are asked to think about their work and rate each statement according to how they normally act and think at work. Basic all by, JCQ provides insight into job crafting behaviors that can improve the job strategy, employee satisfaction, and organizational outcomes. it can be in various settings like hospitals, schools, psychological studies, developmental programs and in behavior modifier techniques. high score means employee has the good quality of engagement with job moderate level means employee has the little low engagement with job. low-level means employee has very less engagement with job. to get the required scores sum up all scores.

##### **2. Urdu Version of Job-related Affective Well-Being Scale(JAWS)**

The Job-Related Affective Well-Being Scale (JAWS) was developed by Katwyk *et al.* (2000) is used to uncover the emotional condition of employees with total 30 items in this scale. Participants indicate their response using a 5-point scale ranging from 1 "never" to 5 "extremely often or always" The Job-Related Affective Well-Being Scale (JAWS) aims to measure pure, context specific affect and covers a wide range of affective responses to distinguish patterns of affective experience (i.e., negatively/positively balanced responses at high or low arousal levels). The 30 items refer to either pleasurable or displeasurable affect (15 items each). Four categories: high arousal, low arousal, pleasurable, displeasurable. The five most extreme items were placed into each subscale: high pleasure high arousal, (ecstatic, enthusiastic, excited, energetic, inspired); high pleasure low arousal, (satisfied, content, at ease, relaxed, calm); low pleasure high arousal, (furious, angry, frightened, anxious, disgusted); and low pleasure low arousal, (depressed, discouraged, gloomy, fatigued, bored). A high positive affect score reveals that the employee has high job-related affective well-being, while a high negative affect score implies weak well-being. Cronbach's alpha for the Urdu Version is 0.93.

##### **3. Anila Psychological Capital Scale (APS)**

The APS scale was developed by Anila *et al.*, (2018) exposes different psychological masses. This questionnaire PsyCap consisted of four subscales with 34 total numbers of items, from which resilience contained 13 items, self-efficacy contained 7 items, hope contained 8 items and optimism contained 6 items. Four-point rating response format was selected with categories i.e. disagree (1) slightly agree (2) moderately agree (3) strongly agree (4). It measures self-efficacy, contains questions connected to optimism, hope, and resilience. Overall, this scale comprises four dimensions, each addressing different aspects. Reliability of PsyCap was .84 and reliabilities for subscales of ranged from .64 to .74, which indicated that all scales and sub-scales achieved satisfactory alpha level.

## Procedure

The data collection procedure for the study on job crafting, resilience, and self-efficacy as predictors of job well-being is gaining ethical approval from the institutional review board. Following approval, consent was obtained from Participants. The research comprising the Urdu version of job crafting questionnaire (JCQ; Makhdoom, 2014), Urdu Version of Job-related Affective Well-Being Scale (JAWS; Van Fox, Spector, & Kelloway, 2000), Anila Psychological Capital Scale (APS) was standardized and administered in a standardized manner during a designated time. The scale battery was distributed and collected data, ensuring participants understanding and addressing any queries. Demographic data was collected in separately to contextualize the findings. A subset of the study's participants' papers contained missing answers; these students' papers were not assessed. The responders received instructions on how to finish the exams as well as information about the study's voluntary, anonymous nature and lack of requirement for participation. After completion of data were used to run analysis on SPSS version-26.

## 3.10 Statistical Analysis

After collecting the data, the statistical software, SPSS version 26, was used to perform the data analysis. First, demographic information of respondents, such as age, gender, education, Job Status, Marital Status, Family System, Residence Area No of Siblings, Birth Order is statistically analyzed by descriptive statistics. Mean and standard deviation of respondents' demographic information will be computed. A parametric test, which is multiple regressions, was used to identify the relationship between variables in the current study. Pearson Correlations was used to shows the relationship of variables, and independent sample t-test was applied to examine mean differences across demographic factors.

## Ethical Consideration

The Research Program Committee requested departmental approval before beginning the study. The participants were informed about the aim of the study. Participants told about filling questionnaire i.e., 10-15 minutes. The total number of questionnaires was three that conducted on same time. This process began when the participants have given permission. Participants gave their consent to withdraw, thus they are free to stop the study whenever they wish. Participant was not exposed to any aversive stimulus that could have trigger physical and psychological distress.

## Results

### Table 1

*Internal consistency (alpha coefficient) of all scales (N=250)*

Scales	No. of Items	$\alpha$
Job Crafting	16	.83
Anila Psychological Capital Scale (APS)	20	.67
Job Related well-being	20	.71
General Self-efficacy	10	.80

Note.  $\alpha$ =Cronbach's alpha

Table 1 demonstrates the Cronbach's alpha is a measure of internal consistency or reliability of a psychometric instrument, indicating how closely related a set of items are as a group. The Job Crafting scale has a Cronbach's alpha of .83, indicating good internal consistency and reliability. The Anila Psychological Capital Scale (APS) has a Cronbach's alpha of .67, which is considered acceptable. The Job-Related Well-Being scale has a Cronbach's alpha of .71, indicating a reasonable level of reliability. The General Self-efficacy scale has a Cronbach's alpha of .80, indicating good internal consistency and reliability.

**Table 2**

*Mean, Standard deviation, Skewness and Kurtosis of all scales (N=250)*

Scales	No. of Items	M	SD	Skewness	Kurtosis
Job Crafting	16	2.22	.551	-.04	.56
Anila Psychological Capital Scale (APS)	20	3.98	.606	.05	-.48
Job Related well-being					
Job Crafting	20	27.66	5.46	.35	.67
General Self-Efficacy Scale (GSE)	10	11.45	6.33	.31	.42

*Note:  $\alpha$  = Alpha, M = Mean, SD = Standard deviation*

Table 3 demonstrates the mean and standard deviation of all scales. It also shows the skewness and kurtosis of all scales which lies in normal range. Job Crafting Mean score is 2.22 Anila Psychological Capital Scale (APS) Mean score is 3.98. Job-Related Well-Being Mean score is 27.66. Job Crafting SD is .551, indicating relatively low variability. Anila Psychological Capital Scale (APS) SD is .606, indicating moderate variability. Job-Related Well-Being SD is 5.46, indicating higher variability. Job Crafting: Skewness is -.04, indicating a nearly symmetrical distribution.

**Table 3**

*Pearson moment Product correlation was used to analyze the relationship among all of the study variables (N =250)*

Variables	1	2	3	4
1 Job Crafting	-	.215**	.084	.343**
2 Anila Psychological Capital Scale (APS)		-	.766**	.531**
3 Job Related well-being			-	.561**
4 General Self-Efficacy Scale (GSE)				-

\*\*\* $p < .001$ , \*\* $p < .01$

Table 4 demonstrates strong positive correlation indicates that higher levels of Self efficacy are strongly associated with higher levels of Job crafting. This strong positive correlation indicates that higher levels of psychological capital are strongly associated with higher levels of job-related well-being.

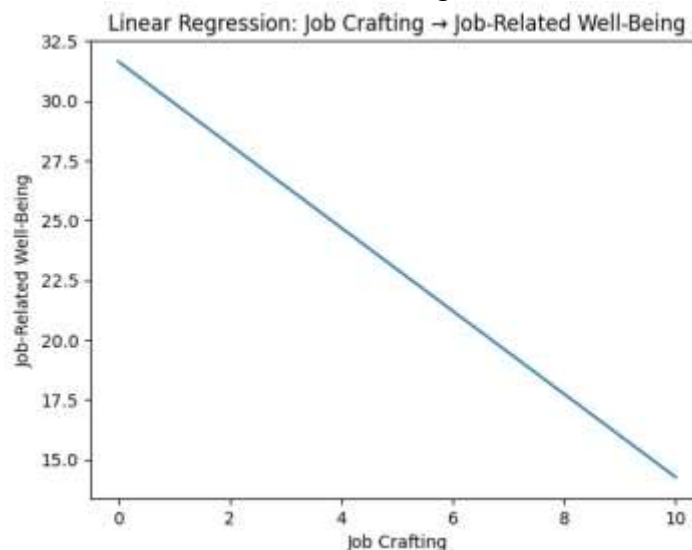
**Table 4**

*Linear Regression Coefficients of Job Crafting, Resilience, and Self-Efficacy as Predictors of Job-Related Well-Being (N=250)*

Variables	B	SE	B	95% CI	
				LL	UL
Constant	31.64	1.556		28.57	34.70
Job Crafting	-1.738	.681	-.169	-3.08	-.397
Self-efficacy	51.22	.43	-.143	31.04	26.75
R	.169				
$\Delta R^2$	.029				

\* $p < .05$ ,

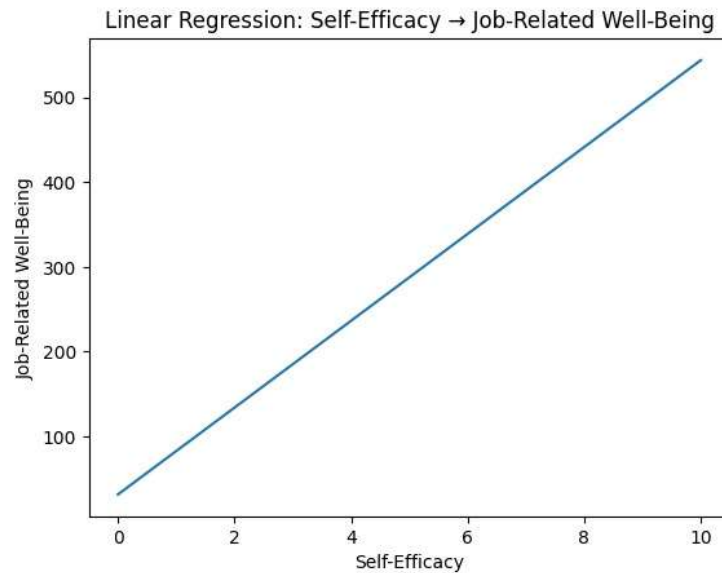
Table 4 demonstrates the results of a regression analysis where Job Crafting, Resilience, and Self-Efficacy are used as predictors of Job-Related Well-Being. Constant (31.64) is the intercept of the regression line indicates that when all predictors are zero, the expected value of Job-Related Well-Being is Job Crafting is the negative Unstandardized coefficient indicates that as Job Crafting increases, Job-Related Well-Being decreases. Self efficacy is 51.22 coefficients indicates that as Job related well being increases. The standardized coefficient ( $\beta = -.169$ ) further confirms this negative relationship. The 95% CI for Job Crafting [-3.08, -.397] does not include zero, indicating that the relationship is statistically significant. The multiple correlation coefficient ( $R = .169$ ) suggests a modest overall relationship between the predictors and Job-Related Well-Being. The change indicates that Job Crafting, Resilience, and Self-Efficacy explain 2.9% of the variance in Job-Related Well-Being, which is a small but significant portion.



**Figure 1** *Job Crafting → Job-Related Well-Being*

The regression line indicates a negative linear relationship between job crafting and job-related well-being, suggesting that an increase in job crafting is associated with a decrease in job-related well-being, which supports the negative Unstandardized coefficient reported in Table 4.





**Figure 2** *Self-Efficacy → Job-Related Well-Being*

The regression line demonstrates a positive linear relationship between self-efficacy and job-related well-being, indicating that higher levels of self-efficacy predict higher job-related well-being, consistent with the positive regression coefficient

#### Independent Samples t-test

**Table 4.6**

*Independent Samples t-test On the Basis of Gender Differences a Comparison on the Variables the Job Crafting, Resilience, and Self-Efficacy as Predictors of Job-Related Well-Being (N=250)*

Variable	Male (n=125)		Female (n=125)		t	p	Cohen's d
	M	SD	M	SD			
Job Crafting	2.23	.578	2.21	.529	.337	.513	0.037
Anila Psychological Capital Scale (APS)	3.95	.604	4.00	.609	-.709	.477	0.083
Job Related well-being	27.5	5.48	27.81	5.47	-.416	.830	-0.061
General Self-efficacy	41.4	6.28	19.44	7.44	-4.33	.71	-.441

**Note:** P<.05, M=Mean, SD= Standard Deviation, p= Level of significance.

Table 4 demonstrates the results of an independent samples t-test conducted to compare gender differences in three variables: Job Crafting, Resilience, and Self-Efficacy as predictors of Job-Related Well-Being among a sample of 250 participants (125 males and 125 females). The

independent samples t-test results indicate that there are no statistically significant gender differences in job crafting (PAS), resilience (SAMSAQ), and self-efficacy (AP) among the participants. The p-values for all three variables are above the typical significance threshold of .05, suggesting that any observed differences in means are likely due to chance.

### Discussion

The present study aimed was to explore the relationships among job crafting, resilience, and self-efficacy as predictors of job-related well-being within a diverse sample from various places in Lahore through online forms. Using a correlational research design, the study provided valuable insights into how these variables interact to influence job-related well-being. A significant positive relationship was found between job crafting and psychological capital, suggesting that employees who engage in job crafting are likely to develop higher levels of psychological resources, such as self-efficacy, hope, and resilience. Luthans et al. (2007) demonstrated that employees with higher psychological capital experience greater job satisfaction, reduced stress, and overall better well-being. The strong correlation in this study reinforces the idea that psychological capital is a significant predictor of job-related well-being, suggesting that interventions aimed at boosting psychological resources could have a profound impact on employees' well-being. This is consistent with existing literature, reinforcing the idea that job crafting can enhance an individual's psychological capital, thereby equipping them with better tools to manage workplace challenges.

The study identified a strong positive correlation between psychological capital and job-related well-being, highlighting the critical role that psychological resources play in enhancing an employee's overall sense of well-being at work. This finding underscores the importance of fostering psychological capital through organizational support and personal development initiatives, as higher psychological capital is strongly linked to improved job satisfaction, reduced stress, and better overall well-being. Berg, Dutton, and Wrzesniewski (2008) suggested that the impact of job crafting on well-being might depend on the context in which it occurs, such as organizational culture and job demands. The non-significant correlation in this study might reflect such contextual factors or indicate that job crafting alone, without the support of psychological capital, is insufficient to significantly enhance job-related well-being. Contrary to expectations, the correlation between job crafting and job-related well-being was positive but not statistically significant. This suggests that while job crafting might contribute to well-being, it may not be a direct or strong predictor on its own. This result points to the possibility that other factors, such as organizational culture, job demands, or the presence of psychological capital, may play a more significant role in determining well-being outcomes. The reliability analysis demonstrated that the scales used in this study were generally reliable, with the Job Crafting and Job-Related Well-Being scales showing strong internal consistency. The Anila Psychological Capital Scale showed moderate reliability, which is still within an acceptable range given the complexity of the construct it measures. The reliable measurement of these variables enhances the validity of the study's findings and provides confidence in the conclusions drawn. The demographic analysis indicated that the sample was representative in terms of age, gender, education, and employment sector. This diversity helps in generalizing the findings to a broader population, making the study's conclusions more applicable across different contexts.

### Implications for Practice

The findings of this study have important implications for organizational practices. Given the significant role of psychological capital in enhancing job-related well-being, organizations

should consider implementing interventions that build psychological resources among employees, such as resilience training, coaching, and mentoring programs. Additionally, while job crafting alone may not significantly predict well-being, encouraging job crafting behaviors could still be beneficial when combined with efforts to enhance psychological capital.

### Limitations and Future Research

Despite its contributions, the study has some limitations. The reliance on a correlational design means that causality cannot be established between the variables. Future research could employ longitudinal or experimental designs to better understand the causal relationships. Moreover, the non-significant correlation between job crafting and well-being suggests that further investigation is needed to explore the conditions under which job crafting might positively influence well-being. Researchers could examine the moderating effects of factors like organizational support, job autonomy, or work-life balance.

### Conclusion

In conclusion, this study provides valuable insights into the complex interplay between job crafting, psychological capital, and job-related well-being. While psychological capital emerges as a robust predictor of well-being, the role of job crafting may be more nuanced and context-dependent. Organizations aiming to improve employee well-being should focus on enhancing psychological capital while also encouraging job crafting in supportive work environments. The findings contribute to the growing body of literature on workplace well-being and offer practical guidance for fostering healthier, more resilient workforces.

### Recommendations

1. Future research should include larger and more diverse samples to enhance the generalizability of the findings across different populations and contexts.
2. Including participants from various industries, regions, and cultural backgrounds would provide a more comprehensive understanding.
3. Conduct longitudinal research to establish causal relationships and understand the long-term effects of job crafting, resilience, and self-efficacy on job-related well-being.

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