



Job Crafting Behaviour among Public Sector Employees: A Predictive Study of Psychological Flexibility and Career Sense of Calling

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Abstract

Job crafting has been introduced to describe how employees adapt their jobs to their preferences and needs. This has gained significant attention in the organizational behaviour literature. Based on the, this study examined the predictive effect of psychological flexibility and career sense of calling on public servants' job crafting behaviour. A cross-sectional design and quantitative approach for data collection were utilized. Convenience sampling was utilized for selecting 200 university administrative employees from Nnamdi Azikiwe University, Awka, Nigeria. The participants comprised 89 males and 111 females with a mean age of 37.84 years ($SD = \pm 9.96$). Standardized self-report measures of psychological flexibility, career sense of calling, and job crafting behaviour scales were used for collecting data from the participants while regression analysis was used for testing the hypotheses via the IBM-SPSS Statistics v25. The results indicated that psychological flexibility ($B = .40, t[200] = 11.38, p < .05$) and career sense of calling ($B = .28, t[200] = 7.55, p < .05$) significantly predict job crafting behaviour. The combined effect of psychological flexibility and career sense of calling was also significant. The results of the study highlighted the importance of psychological flexibility and career sense of calling in predicting job crafting behaviour among university administrative employees. It was recommended that organisations should engage (during the recruitment stage) employees with a higher sense of calling for the job, recruited and trained as this has positive implications for job crafting.

Keywords: job, crafting, employees, psychological flexibility

Introduction

Organisations worldwide have come to recognise the highly competitive nature of business as people continue to create new organisations. Therefore, it becomes necessary to explore ways to increase the sustainability and effectiveness of organisations. In the current competitive businesses, the main concern and effort of the organisations is survival, development, and comprehensive progress. In this vein, managers tend to identify and take

optimal advantage of resources, assets and capital which requires a great deal of effort to be obtained (Oguegbe & Edosomwan, 2021). Effective use of such capital may pave the way for organisations to improve their productivity. Among these, human capital is the most valuable one. That's because the optimal utilisation of other capital is contingent on the capabilities of human capital (Edosomwan et al., 2023a; Zhang et al., 2021). University administrative or support staff are not exempted from this category of employees as they are crucial to the survival of any higher institution worldwide. Therefore, it is important to explore work individual and organisational behaviours that can improve the performance of higher institutions in Nigeria.

The nature of their work is consistently changing as it used to require more physical assertion compared to the new working methods involving more mental activities. As the physicality of work is being reduced and adapted to mental activities, the cognitive and emotional strain on workers has increased and this has aided the rising value of knowledge-sharing behaviour and psychological empowerment at work in the last decade. Today, factors like rapid advances in information and communications technologies and the growing movement toward globalization have made the organisational environments very active and turbulent. In such situations, human capitals have a vital role and significance in the success and effectiveness of the organisations (Bendickson et al., 2023; Edosomwan, 2022). Hence the role of job crafting behaviour cannot be overemphasised. Organisations benefit from employees who are flexible, engaged and dedicated to their work, compared to less flexible, engaged, and dedicated employees (Edosomwan et al., 2023b). These employees report the highest levels of job performance and receive the highest performance ratings from their supervisors and clients.

The absence of job crafting behaviour has some obvious negative impacts on the organisation. This is seen in the reported cases of job dissatisfaction, disengagement, poor task performance, and poor interpersonal relationships due to poor alignment between the individual and the job. This negative impact is largely the result of the inability of the individual and the employee to craft jobs to suit the company and individual needs (Wang et al., 2020). These issues have a significant negative impact on the levels of productivity

and the general effectiveness of an organisation. Hence, justifying the need to explore individual dispositions that can likely encourage job crafting behaviours. According to Robinson and Bennett (2015), the ethical climate in an organisation is known to determine the types of ethical dilemmas employees encounter in the workplace and their predisposition to find solutions to problems in the work environment via job crafting behaviour. This is because employees are asked to update their skills regarding innovations and to work more flexibly, an important process that involves a new job design is needed, as well as to face these changes proactively. Many scholars suggest that employees should participate more proactively in work design than before (Edosomwan & Oguebe, 2021; Grant & Parker, 2009; Joe-Akunne et al., 2022). A specific form of proactive behaviour is job crafting, where individuals make changes in their work to meet their preferences and needs, within the context of defined jobs (Holman et al., 2024). Through job crafting, an employee can cope with uncertainty and changes and can adapt to challenges and constraints caused by their job (Cárdenas-Muñoz et al., 2024; Holman et al., 2024).

This process allows employees to model their jobs by changing physical and cognitive-even relational aspects of the working activity (Digonis & Giannouli, 2024). Job crafting is the process by which employees actively shape their jobs to fit their individual needs. Job crafting is considered a form of proactive behaviour, since employees can change different job elements to adapt them to their needs, skills and preferences, improving their working conditions (Wang et al., 2020). Considering the many changes in the work contexts, and the importance of the active role of employees in managing general working changes, another point to consider is the change in the workforce characteristics. Therefore, job crafting can be used not only to deal with the new job system but also to face the needs of the new workforce, including the need for work-family balance (Mondo et al., 2023). Job crafting could be a practice to achieve well-being since employees can shape their jobs while managing personal needs. The role of individual employees is an important factor in the organisation's achieving goals. These prompt the organisation to make employees become satisfied, survive, and not leave the organisation (Edosomwan et al., 2020).

Organisations in the present era continue striving to optimize, improve, and find ways to make their employees work proactively and how they enjoy each of their jobs. Organisations and managers need to know which factors lead to the job crafting of employees and the possible effects job crafting has on other significant workplace factors such as productivity and innovation. It is therefore important for employees to be aware of the influence of psychological flexibility and career sense of calling on job crafting behaviours. Organisations cannot take proactive measures to improve employee job crafting behaviours until they understand and empirically ascertain the work characteristics as well as employee characteristics that affect job crafting behaviour. Therefore, the role of psychological flexibility and career sense of calling on job crafting behaviour are examined in this study.

An organisation involved in the provision of service needs well-adjusted staff for its sustenance and sustainability in process and output. One such construct that has been associated with job crafting behaviour is psychological flexibility. Psychological flexibility is defined as the ability to contact the present moment more fully as a conscious human being, and to change or persist in behaviour when doing so serves valued ends (Hayes et al., 2016). It refers to a wide range of skills that include the ability to recognize and adapt to various situational demands; shift mindsets or behavioural repertoires when these strategies compromise personal or social functioning; maintain balance among important life domains; and be aware, open, and committed to behaviours that are congruent with deeply held values (Kashdan & Rottenberg, 2010). A commonality with the definitions of psychological flexibility is the depiction as the ability of an individual to accept unpleasant intrinsic experiences (difficult cognitions, emotions and memories) and display flexibility in his behavioural response notwithstanding these unpleasant experiences (Brion et al., 2022). The concept of psychological flexibility is thus implicated in the framework of adjustment and changes in the work environment which are both salient to job crafting behaviour. There is evidence in extant literature to support the above assertion. Psychological flexibility has been found to predict quality of life and employees' wellbeing; and work engagement (Kashdan & Rottenberg, 2010). In light of these, the relevance of psychological flexibility to employee job crafting behaviour cannot be undermined. Gaining

mastery over one's environment and having awareness of the same and others may be a very important positive psychological behaviour in promoting job crafting.

Another variable of interest in this study is the career sense of calling. A calling is a transcendent summons, experienced as originating beyond the self, to approach a particular life role in a manner oriented toward demonstrating or deriving a sense of purpose or meaningfulness and that holds other-oriented values and goals as primary sources of motivation (Dik et al., 2009). Sense is simply defined as an individual sense of meaning, enjoyment, and purpose towards a particular line of work. This conceptualization makes the construct of a calling distinct from other similar concepts, such as intrinsic motivation and work meaningfulness (Duffy et al., 2018) and, therefore, motivates the current interest in understanding how having a calling affects one's attitude and behaviour at work. Although research on the relationship between calling and work-related outcomes has been covered in previous literature (Duffy et al., 2018; Thompson & Bunderson, 2019), this study responds to recent calls for a more in-depth analysis of specific dependent variables that are exceptionally sensitive to differences in an employee's sense of a calling (Thompson & Bunderson, 2019), such as job crafting. Hence, the study seeks to examine the role career sense of calling has on employee job crafting behaviour.

Job crafting is a positive behaviour taken by employees themselves to face the challenges and opportunities brought about by their work. Wrzesniewski and Dutton (2001) reasoned that employees perceiving a higher sense of calling are more likely to change proactively the way they exert control over their jobs in the process of experiencing work meaningfulness, especially in the context of the changing nature of their work. Such a reaction is in accordance with the concept of job crafting; thus, this study emphasizes the impact of having a calling at work and specifically on employees' job crafting. In order to gain a deeper understanding of how calling relates to job crafting, a comprehensive framework is needed to specify the relevant factors that facilitate such behaviour, as well as the mechanism through which these factors exert their influence. Based on the

mentioned above, this study seeks to examine the psychological flexibility and career sense of calling as predictors of job crafting behaviour among university administrative staff.

Statement of the Problem

The absence of job crafting behaviour could have negative consequences hence posing a great risk to the performance and effectiveness of administrative activities across public organisations in Nigeria. A dearth of job crafting behaviour has detrimental effects such as poor task performance and interpersonal relationships, job dissatisfaction, and disengagement all resulting due to a poor alignment between the individual and the job. This negative impact is largely the result of the inability of the individual and the employee to craft jobs to suit the company and individual needs. These issues have a significant negative impact on the levels of productivity and the general effectiveness of an organisation. Hence, justifying the need to explore individual dispositions that can likely encourage job crafting behaviour. When public servants lack the desire to craft their jobs in line with the daily demands, productivity is affected and the place of creativity and innovation in the workplace becomes neglected. Therefore, it becomes problematic when employees do not introduce work tasks that will make them effective or fail to attend social functions to interact with people at work.

The presence of job crafting behaviour is a necessary factor for employees, especially for administrators who consistently need to adjust their methods. However, the construct has not been given much attention in organisational literature as it should be. A search and review of extant literature on the construct shows that researchers are recognizing its perceived importance in the workplace. Despite this, its antecedents and predictors have not been established in the global workspace talk more Nigeria. Although a wealth of empirical knowledge exists in the literature on job crafting behaviour, relatively few of these works have been with workers in Nigeria. Thus, its implications in the Nigerian workplace have not been fully established – at least not empirically. This knowledge gap can disempower employers and managers in taking the right proactive and reactive steps in promoting employee job crafting behaviour. Therefore, this study examines the influence of psychological flexibility and career sense of calling on job crafting behaviour.

Theoretical Review and Hypotheses Development

Job Demands-Resources (JD-R) Theory

This is one of the widely used theories in organisational research. Bakker and Demerouti (2017) developed the Job Demands-Resources (JD-R) theory. The theory is built on the premise that job demands, and job resources can proactively be changed because of the unique and multiple effects on job stress and motivation employees encounter in the workplace (Bakker & Demerouti, 2017). Job demands are the specific aspects of a job that require physical and/or psychological effort. Job resources are the specific aspects of a job that enable the employee to reach work-related goals, reduce job demands and stimulate personal development. In line with this conceptualization, job crafting consists of (1) resource seeking, (2) challenges seeking and (3) demands-reducing behaviour. Looking at the concepts separately, seeking job resources can be defined as a form of dealing with job demands or coping with the tasks that have to be completed and achieving goals (Bakker & Demerouti, 2023).

According to Bakker and Demerouti (2017), challenges-seeking behaviour is seeking new challenges at work by looking for more responsibilities and seeking new tasks. The final concept entails the minimization of emotional, mental or physical factors of a job. By minimizing and reducing workload an employee tries to protect their health or private life in times when demands are too high (Bakker & Demerouti, 2023; Tomczak & Kulikowski, 2024). According to Tims et al. (2013), job crafting can be separated into four dimensions. Resources-seeking behaviour is divided into (1) increasing social job resources, for example, coaching and feedback, and (2) increasing structural job resources, such as autonomy and variety. An example of (3) increasing challenging job demands is involvement in new projects, and (4) decreasing hindering job demands is for example decreasing the number of emotional interactions (Tims et al., 2013). Hence, employees are more likely to craft their jobs when the conditions underlying the job demands and job

resources are present such as the presence of psychological flexibility and a sense of calling considered positive resources in the work environment.

Psychological Flexibility and Job Crafting Behaviour

The literature lacks studies examining psychological flexibility as an antecedent of employee job crafting behaviour. This lacuna is obvious in Nigerian literature, especially in the knowledge and service industry. Lazauskaite-Zabielske et al. (2017) collected empirical data to examine the interaction between job resources and job crafting. A total of 341 teachers from various state schools in Lithuania were surveyed. The analysis revealed job crafting to moderate the relationship between job resources and exhaustion. More precisely, job resources were negatively related to exhaustion when employees engaged in particular job crafting strategies. In other words, flexibility in the planning and execution of one's job and being able to ask colleagues for help and support was related to lower levels of exhaustion only when teachers regularly took on extra tasks, tried to make their work more challenging and proactively offered themselves for interesting projects. In another study Archie et al. (2021) were concerned about the frequent turnover of academic instructors (lecturers) to other organisations and countries despite the autonomies their job offers necessitated; hence, they examined the relationship between job crafting and embeddedness of lecturers to their jobs. A survey research design was adopted. This study is carried out in the south-east region of Nigeria. The population of the study consisted of 8,051 academic staff of six randomly selected public universities in the region. Their findings revealed that task crafting has a statistically significant positive relationship with employee job fit, that relational crafting has a statistically significant positive influence on employee links, and that there is a statistically significant positive correlation between cognitive crafting and sacrifice links.

In a similar study, Zhang et al. (2021) investigated the impact of integrative leadership on employee innovation performance through a multilevel analysis. The researchers proposed the two situational factors employee psychological empowerment and human resource flexibility as the mediating factors that impact the relationship between integrative leadership and employee innovation performance. Valid questionnaires were collected

from 619 employees from 135 leader groups of High-tech companies in China. The results show that integrative leadership has a positive impact on employees' innovation performance through its multilevel impacts on two mediation factors including psychological empowerment of employees and human resource flexibility. Hence, flexibility promotes innovative workplace behaviours and possibly improves employees' job crafting behaviour.

Arachie et al. (2022) looked at the possibility of job crafting preventing brain drain in Nigerian institutions in different research. The population of the survey, which the researchers used, consisted of 8051 academic staff members from six carefully chosen institutions in the Southeast. A systematic questionnaire was used as the data-gathering tool. The data was analyzed using both inferential and descriptive statistics. Findings: Among other things, the results showed that there are methods for academics at Nigerian institutions to craft their careers and that there is a notable mean variation across the different aspects of the work that academics design. The study conducted by Iloke et al. (2023) investigated organisational performance, leader-member exchange, and job crafting among government workers. 205 individuals were chosen utilizing systematic and rigorous random sampling. In order to examine the hypotheses, the researchers employed multiple moderation regression after adopting a survey design. While flourishing at work has a negative correlation with organisational effectiveness, job crafting has a favourable correlation. Employee job crafting and well-being at work were major predictors of organisational performance. The association between job crafting, flourishing at work, and organisational effectiveness was mediated by leader-member interchange. The study suggested that managers implement suitable strategies to motivate their staff members to engage in craft at work.

Career Sense of Calling and Job Crafting Behaviour

Despite the increasing literature on calling, unanswered questions remain, thus inhibiting corresponding research from gaining momentum in the mainstream literature on organizational behavior (Thompson & Bunderson, 2019). Of particular concern to managers and practitioners is whether the perception of work as a calling has implications

on behavioural outcomes, and if so, what should be done to ensure favourable results. The job crafting perspective is used to elucidate the continuous process ranging from having a calling at work to taking initiative action in organisations. Recent studies have demonstrated that there is likelihood that employees with a higher sense of calling will practice job crafting compared to those with a lower career sense of calling.

Given the quickly expanding academic interest in the meaning of work, Lee (2016) investigated the link between the sense of calling and career happiness of hotel frontline employees and assessed the mediation effect of knowledge sharing among organisational members. This study used confirmatory factor analysis and structural equation modelling analysis to examine the hypothesis of causal links in the research model, based on a survey of 357 frontline personnel in 12 super-deluxe hotels in Korea. Based on the self-determination theory (SDT), hotel frontline staff members' feeling of calling had a positive and significant impact on their job satisfaction. This link was mediated by the staff members' active engagement in information sharing with coworkers and supervisors.

Chang et al. (2021a) looked at the moderating role a sense of calling has on job crafting and career commitment, as well as the mediating role of work crafting on the link between job autonomy and career commitment. In Guangdong Province, China, 350 R&D engineers from 25 high-tech enterprises provided the data for this three-wave research. The suggested hypotheses were examined using the SPSS PROCESS macro. The findings showed that: (a) sense of calling moderates the indirect effect of job autonomy and career commitment through job crafting, such that the indirect effect is stronger in people with higher senses of calling than in those with lower senses of calling; and (b) job crafting mediates the positive relationship between job autonomy and career commitment.

Job crafting served as a mediator and spiritual leadership as a moderator in Chang et al. (2021b) study on sense of calling, job crafting, spiritual leadership, and work meaningfulness. Data were gathered from 333 participants in various industries from Guangdong Province, China, using a three-wave methodology. The findings showed that the link between an employee's feeling of calling and the meaningfulness of their work is somewhat mediated by job crafting. Furthermore, when spiritual leadership is strong

compared to low, there is a greater significance of the favourable association between job crafting and work meaningfulness. Gunawan et al. (2022) investigated the direct link between work crafting and creativity and the indirect relationship through the feeling of calling, all from the standpoint of motivation. Three hundred and fifty-nine (359) Indonesian tour guides provided the data for analysis which was analysed via PLS 4. The study's findings showed a favourable relationship between job crafts and worker creativity. Furthermore, it demonstrates how the feeling of calling may serve as a link in initiatives to boost worker creativity.

Hypotheses

The following hypotheses were tested in this study:

1. Psychological flexibility will positively and significantly predict job crafting behaviour among university administrative employees.
2. Career sense of calling will positively and significantly predict job crafting behaviour among university administrative employees.
3. Psychological flexibility and career sense of calling will positively and significantly predict job crafting behaviour among university administrative employees.

Method

Participants

The researchers selected university administrative employees believed to have direct contact with the academic staff, students and other support employees within the university system. Specifically, the participants were selected from the administrative staff domiciled in the administrative block of the university. The participants comprised 200 administrative staff selected across Nnamdi Azikiwe University, Awka, Nigeria. The questionnaires were administered to staff at the university administrative block. A systematic technique followed by a non-probability sampling technique (convenience sampling) was used for collecting data. The sample consisted of 89(44.5%) males and 111(55.5%) females; 46(23.0%) single, 128(64.0%) married, 20(10.0%) separated, and 6(3.0%) widowed. The participants had a mean age of 37.84 years and a standard deviation

of 9.96. All the participants had a formal education, 20 (10%) of the participants had a Diploma, 148 (74%) of the participants had a bachelor's degree or its equivalent, 24 (12%) of the participants had a master's degree, while 8 (4%) had a doctorate.

Instruments

Three instruments were used in this study. The instruments for measuring the study's identified variables were used in their original form and only adjusted where necessary for the suitability of the context of the research.

Job Crafting Behaviour: Job crafting behaviour was measured by the job crafting scale developed by Slemp and Vella-Brodrick (2013). It is a multi-dimensional scale (three dimensions) measuring the ability of employees to take proactive steps and actions to redesign what they do at work, essentially changing tasks, relationships, and perceptions of their jobs. The sub-dimensions include task crafting, relational crafting, and cognitive crafting. Each dimension was measured with three items and thus nine items adapted from the study of Slemp and Vella-Brodrick (2013) were provided to respondents using a questionnaire format. Sample items for the scale include "I introduce new work tasks that I think better suit my skills and interest" and "I think about how my job gives my life purpose". All the items were measured with a five-point Likert-type scale (1=strongly disagree to 5=strongly agree). The reliability of the job crafting scale was evaluated with Cronbach's alpha (via a pilot study), and a satisfactory value of .72 was ascertained.

Psychological Flexibility: Psychological flexibility was measured using the Ben-Itzhak et al. (2014) scale. It is a 20-item scale yielding 5 factors, each relating to a significant domain of psychological flexibility: (1) positive perception of change; (2) characterization of the self as flexible; (3) self-characterization as open and innovative; (4) a perception of reality as dynamic and changing, and (5), a perception of reality as multifaceted. As with the previous scale, we employed a 6-point scale, ranging from 1 (not at all) to 6 (very much). Sample items are: "I can perform as required no matter how I feel", and "I can work effectively, even when I doubt myself." The authors reported a reliability alpha coefficient of .918. Regarding the suitability of the scale in the Nigerian context, Omreore and Nwanzu

(2022) found a reliability value of .703 in a sample of university academics. The pilot study conducted revealed a satisfactory Cronbach's alpha of .94.

Career Sense of Calling: Career sense of calling was measured by the brief sense of calling scale developed by Dik et al. (2012). The brief sense of calling scale is a 4-item scale providing one-dimensional scores that assess the presence of, and search for a calling. Items use a five-level response scale ranging from not at all through of me to totally true of me. Sample items are: "I have a calling to a particular kind of work", and "I have a good understanding of my calling as it applies to my career". The pilot study conducted revealed a satisfactory Cronbach's alpha of .71.

Procedure

Participants were recruited for this study by systematically and conveniently selecting staff from the university administrative block of the Nnamdi Azikiwe University, Awka, Nigeria. Once selected systematically, the researcher obtained an approval letter from the Department of Psychology, Nnamdi Azikiwe University, Awka, via her thesis supervisor. This approval letter facilitated data collection and helped in gaining access to the various units that were systematically selected. Once selected, the administrative heads of each unit at the administrative block were identified and contacted via a letter delivered by hand with a request to distribute the questionnaires. The questionnaire contained a message for participants informing them of the aims of the study and potential implications which included the enhancement of policies and practices for non-academic staffs of tertiary institutions. Administration of the survey took approximately 10-15 minutes to complete. Copies of the questionnaire were left at the administrative offices for staff to pick up. The researcher returned a week later to retrieve copies of completed questionnaires at the front desks of various administrative units. The researchers distributed 235 questionnaires within three weeks and 210 questionnaires were retrieved. This represented a return rate of 89.36%, which was largely satisfactory. However, after sorting the copies of the questionnaires that were returned, 200 were correctly filled and used for the final analysis and test of hypotheses.

Design and Statistics

This was a cross-sectional survey as data was collected using copies of questionnaires given to participants at a single point in time. This study adopted a predictive design. Descriptive statistics such as mean and standard deviation were reported on all variables. In assessing the relationships among variables under study, bivariate intercorrelations were computed using Pearson's r . Finally, simple and multiple regression were used for testing the research hypotheses. The data was analysed and managed with the IBM SPSS v25.

Result

The descriptive and inferential statistics outlined in the method section following the study's hypotheses outlined in the literature review section are presented and examined in detail.

Table 1. Descriptive statistics and correlation coefficient of research variables.

	<i>N</i>	<i>M</i>	<i>SD</i>	1	2
1 Job Crafting	200	3.60	.502	1	
2 Psychological Flexibility	200	3.77	.772	.626**	1
3 Career Sense of Calling	200	3.75	.828	.473**	.407**

**correlation is significant at .05 level (2 tailed)

Table 1 shows and describes the average and standard deviation of the study's variables as well as their relationship. Evidently, except job crafting behaviour which was at a high degree, all other variables were at a moderate degree. Also, all the study's predictors have a significant relationship with the outcome variable. The correlational table indicated that psychological flexibility ($r = .626, p < 0.05$) and career sense of calling ($r = .473, p < 0.05$) were positively correlated with job crafting.

Hypotheses Testing

The decision rule to be used in testing the hypotheses is, if the critical value (p) > 0.05 for a two-tailed test, reject the research hypothesis, if not accept the research hypothesis.

Table 2. Simple regression analysis showing psychological flexibility and career sense of calling predicting job crafting behaviour.

	<u>Job Crafting Behaviour</u>			
	<i>B</i>	<i>SE B</i>	<i>T</i>	<i>p</i>
Psychological Flexibility	.40 [.33, .47]	.036	11.38	.001
Career Sense of Calling	.28 [.21, .36]	.038	7.53	.001

A simple linear regression was carried out to test if psychological flexibility will positively and significantly predict job crafting behaviour among university administrative employees. The results of the regression as seen in Table 2 indicated that the model explained 40% of the variance and that the model was not significant, $F(1,200) = .127.39$, $p = .001$. It was found that psychological flexibility significantly predicted job crafting behaviour, $B = .40$, $t(200) = 11.38$, $p = .001$, for every unit increase in psychological flexibility, a .40 increase in employees' job crafting behaviour is expected. The results as seen in Table 2 also showed career sense of calling as a significant predictor of job crafting behaviour, $B = .28$, $t(200) = 7.55$, $p = .001$. The analysis of variance (ANOVA) test shows that the regression is statistically significant, $F(1,200) = 57.05$, $p = .407$ with an R^2 of .224. Thus, 22.4% of the variance in employees' job crafting behaviour can be explained by their career sense of calling and for every unit increase in career sense of calling, a .28 increase in job crafting behaviour is expected.

Table 3. Multiple regression analysis showing the joint effect of psychological flexibility and career sense of calling on job crafting behaviour.

	<u>Job Crafting Behaviour</u>			
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	<i>B</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
Psychological Flexibility	.33 [.26, .41]	.038	8.95	.001
Career Sense of Calling	.15 [.08, .22]	.035	4.51	.001
Psychological Flexibility x Career Sense of Calling	R=.670; R ² = .449; F=80.146; P = .001			

Multiple regression analysis in Table 3 shows job crafting behaviour predicted from psychological flexibility and career sense of calling. Individual psychological flexibility and career sense of calling significantly predicted job crafting behaviour. The statistics in the fifth row as indicated by the interactive or combined effect of psychological flexibility and career sense of calling showed that psychological flexibility and career sense of calling jointly predicted job crafting behaviour, $R=.670$; $R^2= .449$; $F=80.146$; $P = .001$. The R^2 value indicates that the independent variable jointly explained a 44.9% variance in job crafting behaviour.

Discussion

This study predicted that psychological flexibility would predict job crafting behaviour and that career sense of calling will predict job crafting behaviour among university administrative employees. The study also examined the combined effect of psychological flexibility and career sense of calling on job crafting behaviour. Results from the simple linear and multiple regression performed on all data collected from the survey supported all the predictions. Psychological flexibility significantly and positively predicted employee job crafting behaviour. This result does not agree with some of the extant literature. For example, Zhang et al. (2021) investigated the impact of integrative leadership on employee innovation performance through a multilevel analysis. The researchers proposed the two situational factors employee psychological empowerment and human resource flexibility as the mediating factors that impact the relationship between integrative leadership and

employee innovation performance. The results show that integrative leadership has a positive impact on employees' innovation performance through its multilevel impacts on two mediation factors including psychological empowerment of employees and human resource flexibility. Hence, flexibility promotes innovative workplace behaviours and possibly improves employees' job crafting behaviour. These inconsistencies can be attributed to the notion that a psychologically flexible individual may have other necessary resources that may give them the capacity to effectively craft the job. Factors such as autonomy and empowerment are a significant part of this process.

The result is consistent with the study by Coun et al. (2022) examining the extent to which empowering HRM practices (i.e., workplace flexibility, professional autonomy, and access to knowledge via ICT) and empowering leadership have the potential to motivate employees to display workplace proactivity. In line with expectations, positive relationships were found between professional autonomy, access to knowledge via ICT and empowering leadership, on the one hand, and psychological empowerment, on the other. Also, in line with expectations, a positive relationship was found between psychological

The second hypothesis which stated that career sense of calling will significantly predict job crafting behaviour was supported as the results of the simple regression analysis satisfied the requirement for a positive and significant prediction. This result is consistent with the extant literature on the link between career sense of calling and job crafting behaviour. For instance, the study by Chang et al. (2021) on sense of calling, job crafting, spiritual leadership, and work meaningfulness, with job crafting as a mediator and spiritual leadership as a moderator found that job crafting partially mediates the relationship between employee sense of calling and work meaningfulness. Moreover, the positive relationship between job crafting and work meaningfulness is more significant when spiritual leadership is high than when it is low. This provides support for the second hypothesis. Creative employees are treasured assets for organisations to remain competitive in the market. Taking a motivational perspective, Gunawan et al. (2022) examined the direct relationship between job crafting and creativity and the indirect relationship through sense of calling. The results of the study revealed that job crafting was

positively related to employee creativity. In addition, it shows that the sense of calling can become a connecting bridge in efforts to increase employee creativity. The third hypothesis examined the combined effect of psychological flexibility and career sense of calling on job crafting behaviour. Multiple regression analysis indicated the interactive or combined effect of psychological flexibility and career sense of calling did not jointly predict job crafting behaviour among university administrative employees.

Recommendations

Based on the research findings, some recommendations were given. First, it is recommended that universities and organisations, in general, should facilitate the job crafting behaviour of their workforce by providing a flexible work environment where their contributions are appreciated and recognised. Second, the recruitment policies of each educational institution should be targeted at getting the best minds and for academic and non-academic (administrative). Individuals with calling for the professional should be recruited as it has shown that they are more productive and ready to give their best to the organisation.

Limitations and Suggestions for Further Studies

This study has shed some relevant and much-needed insight into the role of psychological flexibility and career sense of calling on job crafting behaviour among university administrative employees. Nevertheless, some methodological limitations existed. First, the use of a cross-sectional research design might hamper the ability to conclude cause-and-effect among study variables. Secondly, small sample size and single-site recruitment might limit the generalizability of research findings. Finally, all constructs were measured only by a subjective measure (self-reported questionnaire). As such, objective data was not collected. Further research is thus needed to understand the mechanism of the relationships studied in this research. Further studies should adopt longitudinal design and supervisor and co-worker ratings of respondents in the study variables should be incorporated. In future studies, the dimensionality of job crafting behaviour should be considered and integrated into the research work.

Conclusion

These findings have some important implications for managers and university administrators. As seen in the literature and this study, psychological flexibility and career sense of calling are significant predictors of job crafting behaviour. These findings highlight the importance of these variables in predicting the job crafting of university administrative staff. Therefore, university administrators and managers need to provide an environment that is supportive and encourages flexibility and a sense of belonging for employees to be productive. This is necessary because by making this available, individual and organisational effectiveness is ensured as these factors depend on the well-being of the workforce.

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